

# ANNUAL REPORT 2012

World Vision UK Trustees' report and accounts  
for the year ended 30 September 2012



## OUR VISION

Our vision for every child, life in all its fullness;  
Our prayer for every heart, the will to make it so.

## OUR MISSION

To inspire the UK to take action that transforms the lives of the world's poorest children.

## OUR GOAL

To be transforming the lives of eight million children around the world with the help of 500,000 supporters in the UK.

## OUR VALUES

The core values that guide our behaviour are:

- We are Christian
- We are committed to the poor
- We value people
- We are stewards
- We are partners
- We are responsive

## OUR ACTIVITY

World Vision is the world's largest international children's charity, working to bring real hope to millions of children in the world's hardest places. And we do it all as a sign of God's unconditional love.

Poverty, conflict and disaster hit children harder than anyone. It is in response to this that we work to create a world where each child is loved, protected and cared for; and enjoys good health and an education.

Our local staff work in thousands of communities across the world. They know the names and stories of each child they help to support – children like Nadira and Jenneh, whose stories you can read on pages 5 and 11 of this report. They live alongside these children, their families and communities to help change the world they live in, and to change it for good.

We know too that there is hope for these children if their voices are recognised and heard by national governments and key policy-makers. This is why we use our influence and global reach to ensure that children are represented at every level of decision-making, from community meetings to international summits.

World Vision UK is part of the World Vision Partnership, which works in close to 100 countries.

As a charity, World Vision UK's activities must be carried out for the public benefit. This report outlines specific activities – based on our 2011-15 strategy – which were undertaken for this purpose during the financial year ended 30 September 2012 under four priorities:

- Evidence of real change for children
- A transformed supporter experience
- Growing our income and influence
- Being an inspiring and effective organisation





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This page: Children, many of them sponsored, play games at their primary school in India. © 2012 Jon Warren/World Vision

Cover: 11-year-old Zeituna's family was among those severely affected by drought in the horn of Africa in 2011. Her family received emergency food relief from World Vision and later three goats to mitigate the impact of persistent drought in the area. © 2012 Kenneth Kibet/World Vision

## FROM THE CHAIR AND CHIEF EXECUTIVE

It is the lives of children that speak best of World Vision's impact in 2012. It is their voices and faces that together with many impressive facts and figures fill this annual report. Children like Christopher and Nadira (pages 4-5) who are safe from harm, healthy and full of hope for their future.

In 2012 we reached 3.8 million children like Jenneh (page 11) in many of the world's hardest places. Their lives are being transformed thanks to the actions of nearly 150,000 committed supporters in the UK.

Thankfully, 2012 was a year with fewer major humanitarian emergencies than recent years, which meant that we supported slightly fewer children than the four million we helped in 2011. We've been able to raise more income and send more funds to projects overseas this year, with our total income growing by one percent to £68.8 million. More important is the difference that these funds make in the lives of children and families and one of the highlights of 2012 was our *Impact Report* (see page 15), full of evidence from communities and transparent about the ways we can do even better.

World Vision works in many countries that put the UK's economic difficulties into perspective and another highlight of 2012 was our launch of 'Raw Hope', a new way to save and protect children in the most fragile and dangerous places. While there were no earthquakes or tsunamis hitting the headlines in 2012, a chronic food crisis was unfolding across West Africa. We took early action by responding not only with food, water and healthcare but by raising public awareness here in the UK. Our social media #ShareNiger campaign reached over nine million people and with other agencies and governments we were able to prevent the food crisis from becoming a catastrophe.

We've faced challenges closer to home too – it's become harder than ever to recruit new supporters and in order to protect our funding to projects overseas, continue investing in fundraising and steward wisely the funds entrusted to us we reduced our staffing here in World Vision UK. The commitment of our very talented staff has been fantastic throughout.

As the year ended, we got an unexpected glimpse of change for one child with an update from Zam Zam – the tiny Somali girl who was brought back from the brink of starvation in 2011 and was the focus of our East Africa famine appeal. Zam Zam is now a healthy toddler and her mum Leila told us her joy at now having her own home: "I know the house belongs to me and my family, and it belongs to us forever".

Thank you to all of our supporters and partners for helping World Vision bring so much change for so many children like Zam Zam and Jenneh in 2012. We give thanks to God who is wonderfully at work in, and through, all of us striving to bring closer our vision of a world where every child is protected, educated, healthy and loved. We look forward to our partnership in 2013 as we work to protect children, enhance child sponsorship and campaign together to ensure that no child goes to bed hungry.

**Justin Byworth**  
Chief Executive

**Mark Sheard**  
Board Chair



Justin meets 11-month-old Ramin at a health clinic in Afghanistan. © 2012 Chris Weeks/World Vision



Mark meets children being supported by World Vision during a visit to projects in Myanmar. © World Vision



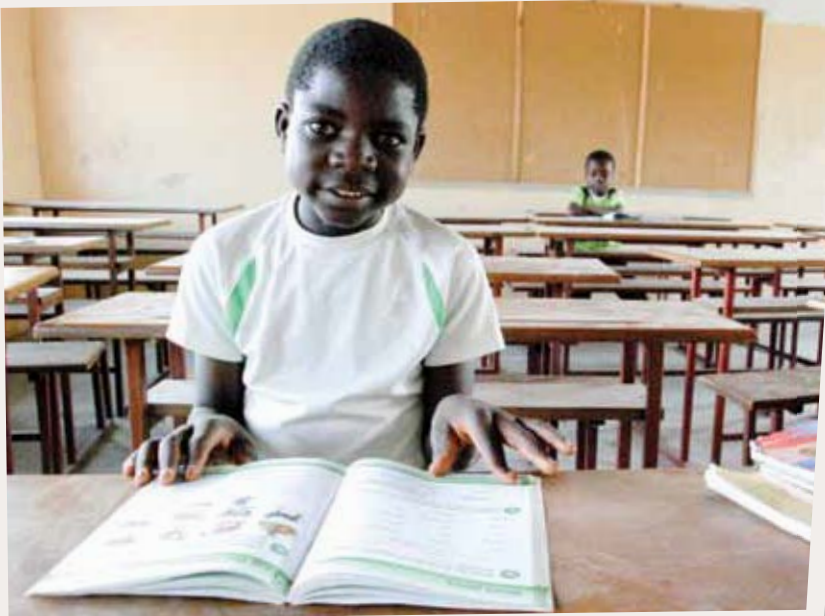


In 2011, Zam Zam, was on the brink of starvation (pictured above left) and living in a makeshift shelter in Puntland, Somalia. A year on from our famine appeal for the region, Zam Zam (above right and below) is a happy and healthy toddler. World Vision has also provided a permanent home for Zam Zam, her mother Leila and her five siblings. See page 17 for more details. © World Vision



## MY COMMUNITY, WORLD VISION AND ME...

World Vision is committed to helping the most vulnerable children living in the most vulnerable places. Here, two young people talk about some of the World Vision projects that are helping to change their lives.



Christopher in the local primary school



Christopher at the new borehole

### WE'RE CREATING CHANGE

Christopher, 14, lives in Zambia. His community is benefiting from a number of projects supported by World Vision, including a new school, clean drinking water and training for local farmers.

The new school, opened by World Vision, is the first in Christopher's village. "As a result of lacking a school in the past only a few children could attend," explains Christopher, "and most of those have never finished their primary education because the schools they attended were far."

"Now that we have the school, as children we will grow in mind so that when we grow up we can start and run our own businesses and improve our lives."

As well as the school, World Vision has helped provide clean water in the village. "Before the drilling of the borehole in this area many people, including children, used to die of dysentery, diarrhoea and cholera because of drinking dirty water. Now that we have clean water it is rare that people suffer," says Christopher.

World Vision has been helping local farmers by equipping them with seeds and skills to increase their yield, enabling them to provide more nutritious food for their families and crops to sell further afield.

"Now that farmers are able to produce a lot of crops for sale, it is us the children who are benefiting as our parents are able to send us to school," explains Christopher. He adds, "it is always a joy and encouraging to us children to go to school if there is enough food to eat in the home."



Christopher meets a farmer who's received training from World Vision





15-year-old Nadira talks about her dreams for the future.

## WE HAVE HOPE

15-year-old Nadira\*, from Pakistan, has been prevented from accessing an education by her family, and dreams of a better life. A World Vision drop-in centre is providing respite and support to Nadira. Staff in the centre offer psycho-social care, education and life-skills activities, livelihoods training, basic health monitoring and family outreach, in an effort to protect children from some of the many dangers prevalent in the community.

Nadira comes in regularly to share her thoughts, feelings and frustrations. Previously working as a domestic labourer, the teenager has now been forbidden to go to work by her family. She has, in fact, been forbidden to go anywhere.

"My father died last year," she explains. "He wanted me to get an education but now that he is gone, my brother and uncle don't want me to leave the house. They think people will talk."

"I've been coming [to the centre] for three months, just to learn vocational skills, not formal education. That is the condition. My brother and uncle won't let me get an education because they think I will go places with boys, or with friends, or I'll become independent. They don't want me to be independent."

Family honour, taken very seriously in parts of Pakistan, can result in severe consequences for children who appear to be jeopardising it. As such, many children and young people, particularly females, are kept from public life.

"My brother doesn't allow me to go out because of two incidents that happened in the street," Nadira continues. "There was one old man in the street, he took a seven year-old girl into his house with a bad intention. There are also some young guys in the street who harass girls. When I was allowed to be outside, boys who passed by me in the street used to do the same with me. It happens."

Nadira is well aware of the importance of being safe. In fact it's something she has been learning more and more about at the drop-in centre.

"I've learned a lot from here," says Nadira. "Now I can stitch clothes, I have learned how to make things, good things, from stitching different materials. But the best thing is, I have learned how I can protect myself; against people in the street, or people who want to hurt me. I also know about how to protect myself against diseases, with hygiene. I didn't know before."

Nadira excuses herself. She says goodbye, and smiles. She's heading home; but she'll be back here tomorrow.

\* Nadira's name has been changed to protect her identity



Humera, 10, enjoys learning at the centre



Embroidery is one of the vocational skills taught at the centre

# FIVE-YEAR FINANCIALS

	2008 £'000	2009 £'000	2010 £'000	2011 £'000	2012 £'000	
Committed giving and other donations	41,714	38,971	40,274	39,613	41,881	
Donations for emergencies	4,580	2,259	5,041	4,867	3,732	
Donations, gifts and legacies	46,294	41,230	45,315	44,480	45,613	
Institutional grants	7,735	10,447	10,691	19,019	21,057	
Donated goods and services	3,206	6,580	4,861	4,363	2,040	
Voluntary income	57,235	58,257	60,867	67,862	68,710	
Investment and other income	562	223	120	63	79	
<b>Total income</b>	<b>57,797</b>	<b>58,480</b>	<b>60,987</b>	<b>67,925</b>	<b>68,789</b>	
Costs of generating funds	11,139	10,245	9,707	10,517	10,959	
Charitable activities	44,403	48,687	49,810	56,344	57,192	
Governance costs	291	231	404	481	513	
<b>Total expenditure</b>	<b>55,833</b>	<b>59,163</b>	<b>59,921</b>	<b>67,342</b>	<b>68,664</b>	
Net (outgoing) / incoming resources before investment gains	1,964	(683)	1,066	583	125	
Investment gains / (losses)	(364)	67	92	(15)	98	
<b>Net movement in funds</b>	<b>1,600</b>	<b>(616)</b>	<b>1,158</b>	<b>568</b>	<b>223</b>	
<b>The funds of the charity</b>						
Restricted and designated funds	10,984	10,523	9,714	12,497	11,891	
General fund	5,804	5,649	7,616	5,401	6,230	
<b>Total funds</b>	<b>16,788</b>	<b>16,172</b>	<b>17,330</b>	<b>17,898</b>	<b>18,121</b>	
<b>Ratios</b>						
	5 Year Average					
<b>Percentage of total expenditure:</b>						
Costs of generating funds	17.0%	20.0%	17.3%	16.2%	15.6%	16.0%
Charitable activities	82.4%	79.5%	82.3%	83.1%	83.7%	83.3%
Governance costs	0.6%	0.5%	0.4%	0.7%	0.7%	0.7%
<b>Free reserves <sup>(1)</sup></b>						
Number of days' expenditure <sup>(2)</sup>	40 days	39 days	50 days	31 days	34 days	

<sup>1</sup> Free reserves comprise the general fund.

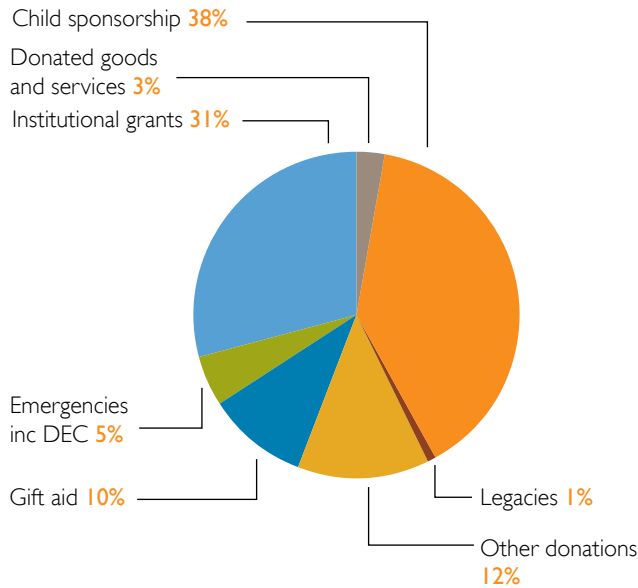
<sup>2</sup> Number of days' expenditure excludes donated goods and services as these do not involve a cash flow.



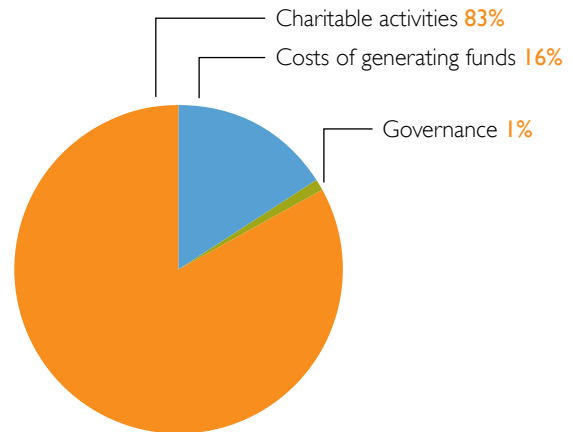
# OUR FINANCES AT A GLANCE

The charts below show how the funds we raised during 2012 were sourced and spent on projects to benefit children and communities around the world.

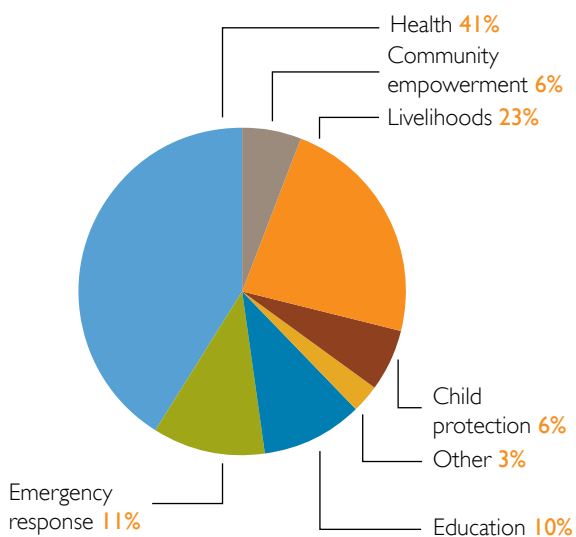
## HOW WE RAISED THE MONEY



## HOW EACH £ IS SPENT



## PROJECTS WE FUNDED THIS YEAR



## OUR IMPACT ON CHILDREN

Last year we reached 3,800,000 children with our life-changing work.



children have benefited from our child protection work



children have benefited from our health programmes



children have benefited from our humanitarian work

# FOR CHILDREN. FOR CHANGE. FOR GOOD

Transforming the lives of children lies at the heart of World Vision. Not only because it is children who suffer most from poverty, conflict and disaster, but because by working with children we know we can bring about lasting change. In bringing real hope to millions of children growing up in the world's hardest places, we can help them shape a better future for themselves for good.

World Vision works with communities, partners and governments in close to 100 countries across the world. Our work is focused on three key areas:

## ENABLING LONG-TERM CHANGE

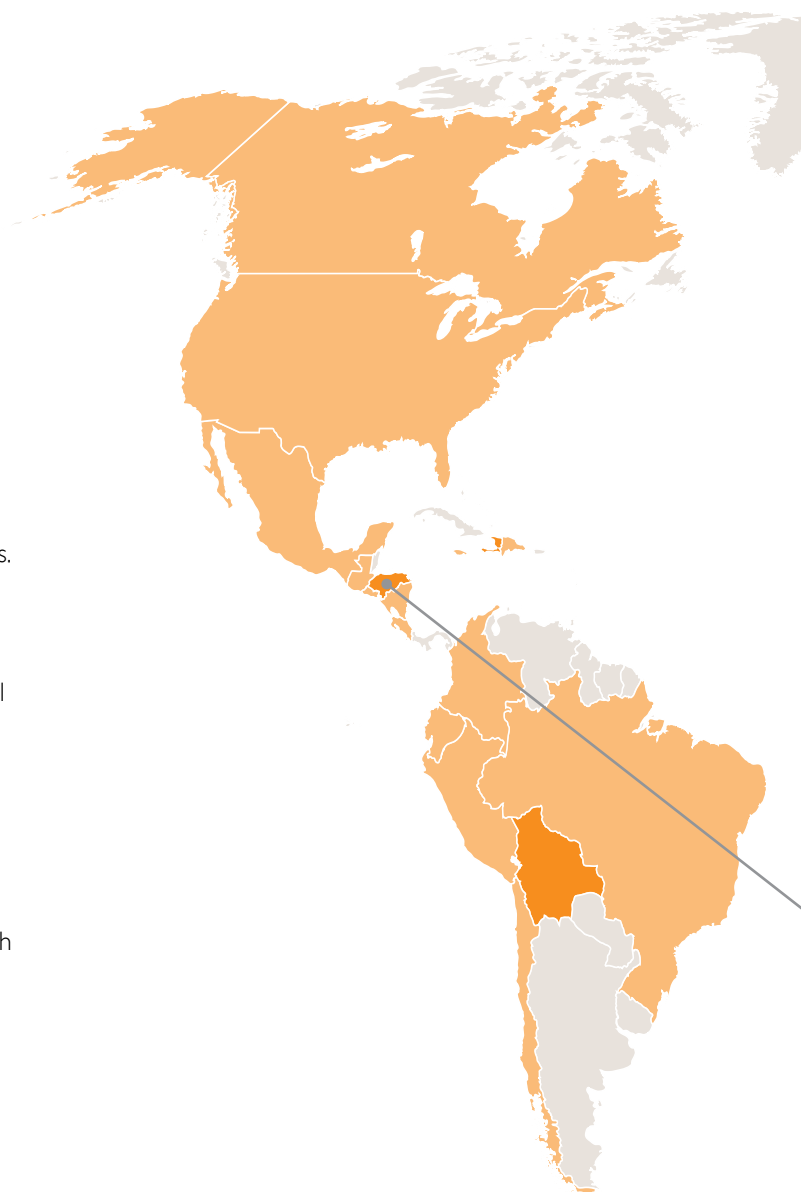
We know we can't change the world overnight: lasting change requires sustained commitment. That's why we focus on long-term projects called Area Development Programmes (ADPs), where we work alongside several communities in one area for 12-15 years. Projects include making sure children are protected, healthy and getting an education, helping families to earn a better livelihood, and enabling communities to withstand and bounce back from conflict and natural disasters. By the time we move on, communities are equipped to develop their own way out of poverty.

## GIVING CHILDREN A VOICE

Children have a right to be heard and to have a say in the issues and decisions that affect them and their communities. We speak up for children and give them a voice – we call this advocacy. By using our influence and global reach, we make sure that children are represented at every level of decision-making, from community meetings to international summits. And by educating children about their rights, we help them to speak up for themselves.

## RESPONDING TO EMERGENCIES

Conflict and natural disasters affect more than 250 million people around the world, hitting children the hardest.<sup>1</sup> With 40,000 staff based in nearly 100 countries, World Vision is quick to step in when disaster strikes. Within hours, we are on the ground providing essentials like food, water and shelter; and creating safe zones for vulnerable children. And we stay to help communities recover long after the eyes of the world have moved on.







©2012 Lucy Mwangi/World Vision

### SPEAKING OUT

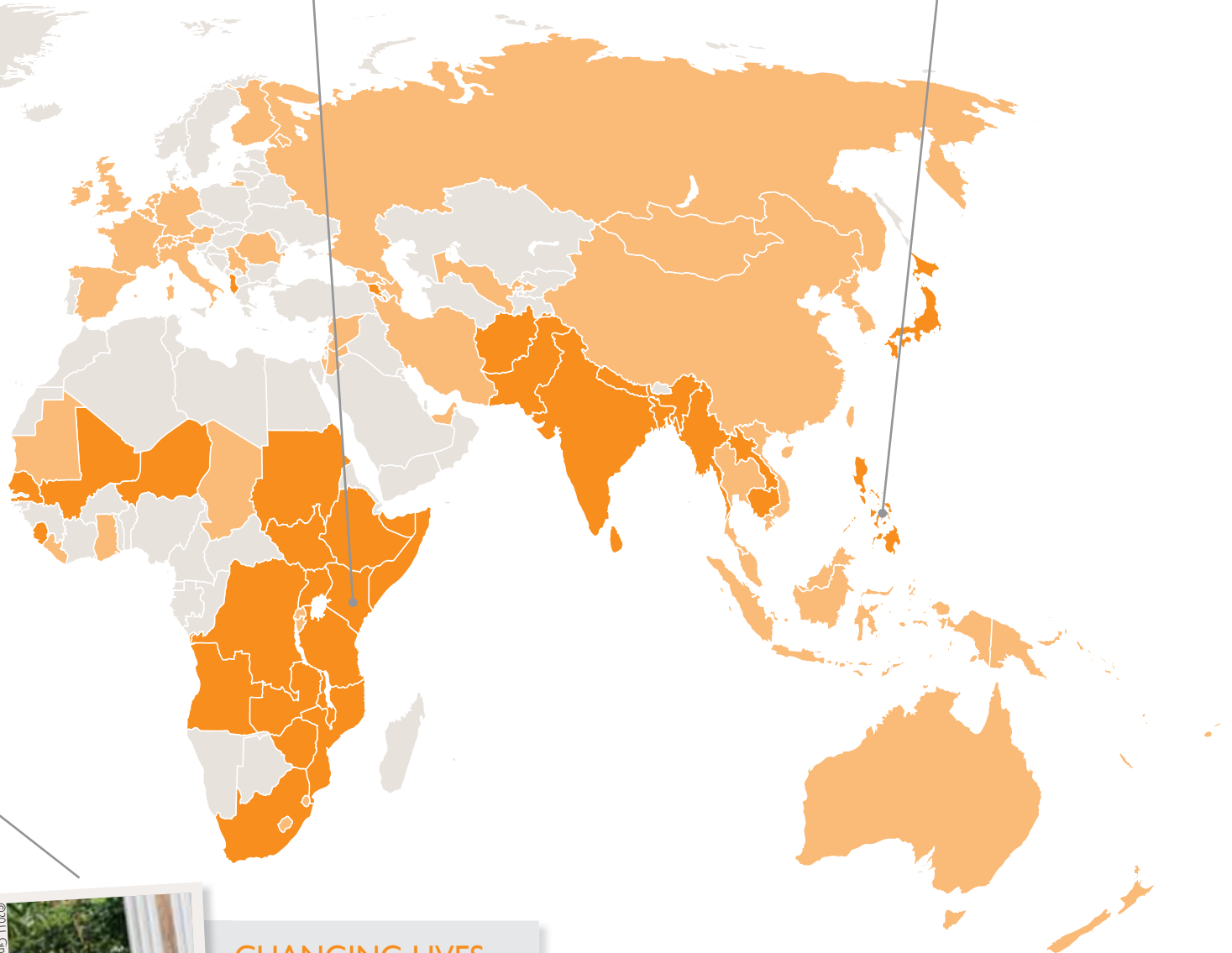
Peter, from Kenya, is a member of the children's parliament where he shares his views on the issues that affect him and other local children.



©2012 Crislyn Felisda/World Vision

### IMMEDIATE ACTION

World Vision staff in the Philippines were quick to respond when Typhoon Washi caused severe flooding. Evelyn and her family were among those provided with access to clean water.



©2011 Carla Castellanos/World Vision

### CHANGING LIVES

In his ADP in Honduras, Oliver now drinks clean water and goes to school. Crop production has improved and provides his community with nutritious food.

- 
**World Vision Partnership**  
 World Vision works in a federal partnership in almost 100 countries across the world.
- 
**World Vision UK Programmes**  
 In 2012, World Vision UK funded development and emergency programmes and projects in 34 of the countries where World Vision works.

# PRIORITY ONE: EVIDENCE OF REAL CHANGE FOR CHILDREN

Children living in the poorest and most fragile countries enjoy good health, are protected and resilient to disasters.

## THE CHALLENGE

Despite the huge progress World Vision and others have helped bring over the last few decades - including improved access to education and reductions in child mortality – many people in the world are being left behind. In particular, those living in places hit by conflict, natural disasters and political upheaval are often cut off from the support and the structures that can help them rise out of poverty.

Without action, children across the world will continue to go to bed hungry, continue to work instead of going to school and continue to endure poor health – among countless other difficulties.

## WHAT WE AIM TO DO BY 2015

When we launched our strategy in 2011, we aimed to be transforming the lives of eight million children by 2015. It's now clear that, because of the economic crisis, this will take a few years longer than we expected.

We will continue to work in the world's poorest, most fragile places, concentrating on child protection, child health and humanitarian action – enabling millions of children to grow up healthy, hopeful and free from fear. This year, we decided to make protecting children our lead theme, so we'll increasingly address issues such as child marriage, child labour and supporting children affected by war and conflict.

Underpinning this, we'll continue to make sure what we're doing works. That means strengthening the way we set targets, measure progress and report on our outcomes. As well as ensuring we use our resources as wisely and effectively as possible, having solid evidence of our impact will help us to inspire and influence others.

## WHAT WE'VE ACHIEVED THIS YEAR

### WE'VE HELPED TO PROTECT 626,779 CHILDREN

Violence, abuse and exploitation ruin the lives of millions of children each year. Around 215 million children are forced to work, more than half in hazardous jobs.<sup>2</sup> Every day, an estimated 3,500 girls will marry before reaching their fifteenth birthday.<sup>3</sup>

We want every child to live a life free from exploitation, abuse and neglect. That's why we've made protecting children our number one priority. In 2012, we supported 21 projects across 14 countries to improve child protection, benefiting 626,779 children.

**Children standing up for themselves:** When children know their rights, they're better able to defend themselves and support each other. Where we've promoted children's clubs and life skills, children are much more aware of their rights and are taking action to

protect themselves from abuse. This year, we've directly and indirectly trained 13,906 children in seven countries in life skills and children's rights.

We've also encouraged knowledge of children's rights in schools. We believe schools should provide a safe, child-friendly environment, and can be a haven for vulnerable children. Education projects form part of many of our Area Development Programmes (ADPs). For example, in Shkodra, Albania, two-thirds of children feel their school now provides a safer, more protective environment.

**Strengthening protection systems:** We've helped to map local and national child protection systems in 10 countries this year, including some of the places where children face the greatest dangers, such as Afghanistan, Democratic Republic of Congo (DRC), Somalia and South Sudan. By working with children and communities to identify, assess and prioritise child protection issues,

continued on page 12



Jenneh, now 15, with friends

## BETROTHED BEFORE BIRTH

In Sierra Leone, Jenneh's\* marriage was arranged before she was born - in return for a dowry and the promise that she'd be allowed to finish her education. Days before the wedding and aged just 14, Jenneh learned her marriage was imminent. Distraught at the prospect, she started making plans to run away. Fortunately for Jenneh, World Vision was informed of the situation and the wedding was stopped.

### Here Jenneh shares her experience:

"The first time I met the man I was 11 and I didn't like him at all. He was big and...much older than me. He seemed about 41 years old.

"I was frightened to go with him. I told my parents I was not interested. They told me they had given their word to this man and they were not prepared to change their minds for anything. Once they have given their word it represents them so they told me I was marrying no matter.

"So I was not happy but they tried to force me and tears were running from my eyes and I was very afraid that there was nobody to protect me anymore.

"I was very happy that World Vision knew about the case...World Vision looks after children and are against these things. I feel protected now.

"On the day of the marriage they came, quoted the law and showed the relevance of leaving the children, especially the girl child, at school because when you educate a girl you educate the whole nation.

"In the future I want to finish my education first, then I will establish a business.

"I advise that all those in the same predicament, when they are being forced to get into marriages that they are not willing to do or they are not 18 to go to World Vision and report because World Vision will intervene and that marriage will definitely not happen."

\* Jenneh's name has been changed to reflect her wishes





Today, seven-year old Bakari, from Tanzania, enjoys three meals a day every day and has stopped getting sick. His father used to struggle to provide for him and his siblings, but with training and support from World Vision, Bakari's father now grows enough food to feed his family and earn an income. © 2012 Adda Amos Ngoya/World Vision

their root causes and the support available, we get a detailed picture of the threats children face and can develop effective ways of dealing with them. Nine of the 10 countries have used the assessments to design comprehensive, community-led strategies for strengthening the child protection system, and six have already started putting them into practice. After mapping in 10 communities highlighted the lack of any policy or legislation governing child rights and child protection, we're helping to develop the first ever child protection law in Somaliland.

When children's rights are violated, they deserve justice – and the process of seeking justice should not cause further trauma. This year we worked with 174 communities in Cambodia, India, Sierra Leone and South Sudan to improve the way local justice systems handle child protection cases. This has included training for village chiefs presiding over child abuse cases and for law enforcement officers in conducting child-friendly investigations.

**Challenging harmful traditions:** Blood feuds in Albania, female genital mutilation in Sierra Leone: customs that harm children have no place in the 21st century. This year we launched new strategies in 63 communities in three countries to challenge and reduce traditional practices that cause harm, and we're also building this into many of our ADPs. We know our approach works: we've trained

tribal leaders who perform potentially harmful initiation ceremonies in child protection, while girls who've been to our children's clubs have resisted early marriage so they can stay in school.

## WE'VE HELPED MAKE 902,445 CHILDREN HEALTHIER

In 1990, 12 million children didn't make it to their fifth birthday; by 2011, that number had fallen to below seven million.<sup>4</sup> We're proud to have played a part in this. But nearly seven million children dying each year, largely from preventable diseases, is still far too many. That's why the health of children is one of our top priorities. This year, we worked across 25 countries, through 81 projects to improve the health of 902,445 children.

**Nutrition:** Good nutrition is the basis of good health. This year, we ran nutrition projects in 37 of our ADPs in 14 countries, benefiting 372,171 people. Our work ranges from supplying nutrient supplements and treating undernourished children, to training community health volunteers to support breastfeeding mothers and teach people about avoiding digestive infections through good hygiene. This work is having results. For instance in our Kayezi ADP in Malawi, the prevalence of undernourished children has reduced from 10 percent to six percent, while in Bolivar ADP in Bolivia it's reduced from 45 percent to 35 percent.

As well as improving long-term nutrition, we support children in emergency situations. In 2012, we ran emergency nutrition programmes in Somalia, South Sudan and Ethiopia in partnership with ministries of health, UNICEF, the World Food Programme and local World Vision offices. Our focus is on supporting communities to address acute malnutrition in children through partnerships with the local health services. In Somalia, for example, we trained 101 community health workers to detect acute malnutrition: they screened 25,957 children, referring those who needed help to the right treatment programmes. Similarly, in South Sudan, after community volunteers screened more than 11,000 children under five, 2,259 children were treated for life-threatening severe acute malnutrition and 4,924 for moderate acute malnutrition.

**Mothers and newborn children:** A healthy pregnancy, a safe birth and early vaccinations all make a massive difference to a child's chances in life. This year we ran our Mother and Newborn Child Health programme in 23 ADPs, reaching 165,289 people across 13 countries. By training and facilitating child health workers and support groups within communities we've made sure more women and children benefit from health services: more women receive antenatal and postnatal care; more births take place with a skilled birth attendant present; and more children are immunised against diseases like measles and polio.

**Food and livelihoods:** Poverty is the biggest cause of ill health. Across 41 ADPs in 22 countries, our support has enabled 491,357 people to improve their livelihoods and food supply. In Libo KemKem ADP, Ethiopia, for example, the average annual household income from farming has increased by nearly a third over four years of support, and the period when communities are producing less food than they need has shrunk by 35 percent. Through innovations such as irrigation schemes and crop diversification, families are growing a wider range of nutritious food for themselves, while better access to markets and savings and credit schemes has strengthened household incomes.

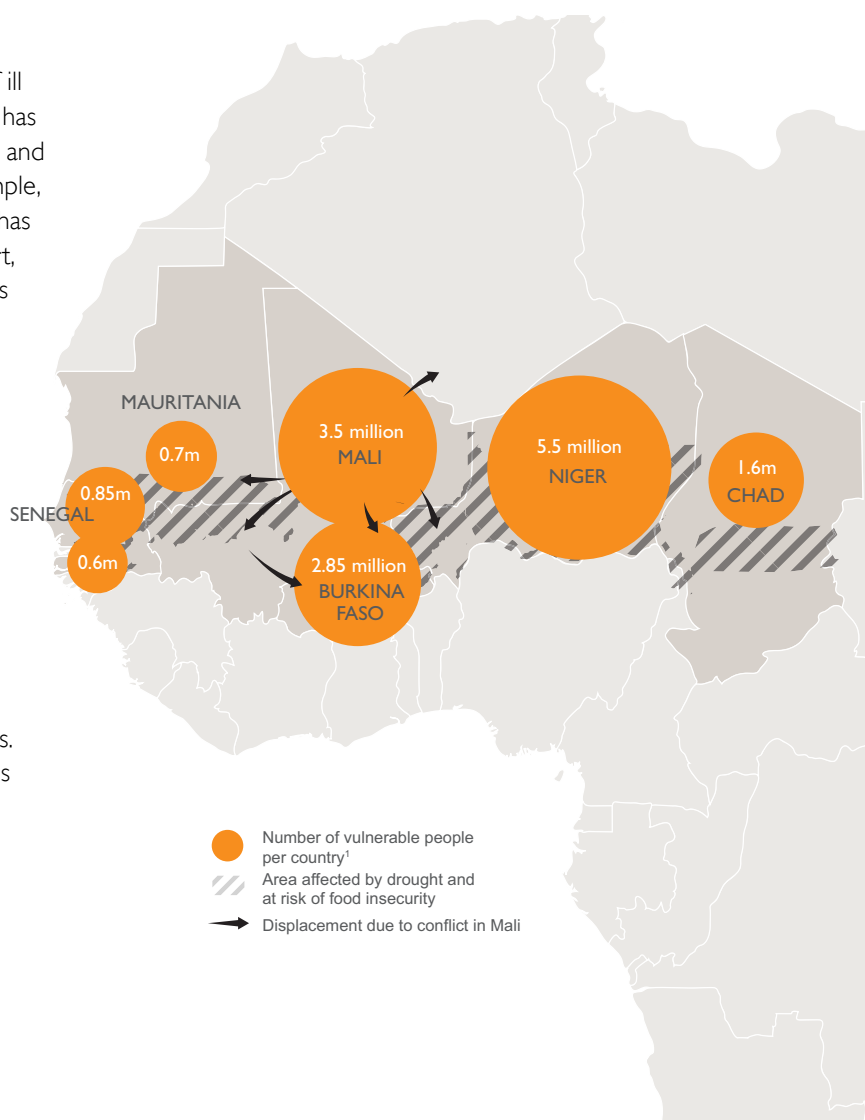
**WE'VE PROVIDED ESSENTIAL SUPPORT TO 741,906 CHILDREN THROUGH OUR HUMANITARIAN ACTION**

Every year, millions of children are hit by emergencies. Although 2012 featured less high-profile emergencies than previous years, World Vision has been there to support affected children and their families. Our life-saving humanitarian action revolves around three Rs: response, recovery and resilience.

**Response:** Prompt, decisive action by World Vision and others stopped the food crisis in the Sahel region of West Africa from becoming a catastrophe.

By March, there were reports that 18.7 million people in West Africa weren't getting enough food, with around four million children at risk of acute malnutrition.<sup>5</sup> We have a long-term presence in the region, and were already running nutrition programmes in countries such as Niger and Senegal. So we'd seen the early warning signs – erratic rainfall bringing poor harvests and grazing, steeply rising prices putting staple foods out of reach for many – and were ready to respond quickly. We launched a public appeal that, with UK Aid Match funding from the Department for International Development (DfID), raised over £810,000 and we helped persuade governments to intervene. Working with governments, other agencies and NGOs, we stepped up programmes to meet people's urgent needs. We were among the first organisations to provide food as well as health and nutrition programmes, water and hygiene facilities to over 163,000 people. When refugees fleeing conflict in Mali arrived in Niger, we were on hand to provide water, hygiene kits and child-friendly spaces.

### Snapshot of the West Africa food crisis as of April 2012<sup>6</sup>





Alhousanne, six-months-old, receiving therapeutic food from her mother.

## BROUGHT BACK FROM THE BRINK

Alhousanne was just six-months old. Her mother, Rakia, was only 17. Before World Vision reached them, both were dangerously malnourished. The West African food crisis had stripped lands of crops and left thousands of children battling for their lives.

Alhousanne was born in Tillaberi, Niger; the region worst affected by the food crisis. After their crops failed, Alhousanne and her two siblings faced a fearful future. Unable to provide them with food, Alhousanne's parents watched as their children became thinner and thinner.

But despair soon turned to hope. Through World Vision they were able to get food and services from the local health centre where World Vision runs a Community-based Management of Acute Malnutrition programme.

To the joy of Rakia, Alhousanne and her malnourished siblings were coaxed back to life.

### While the Sahel crisis dominated our humanitarian work, we responded to several other emergencies this year:

- In the Philippines, we brought food and other essentials to 16,000 families and clean water to 3,000 families in the wake of Typhoons Nasat and Washi.
- In Ethiopia, we delivered safe water and supplies to 23,055 Sudanese refugees.
- In Pakistan, following devastating floods in Sindh Province, we supplied 8,540 families with a month's worth of food through the World Food Programme.
- In Uganda, we helped protect children in two settlements for refugees from DRC by providing child-friendly spaces, as well as reducing the spread of disease with hygiene kits and health services.

**Recovery:** The effects of humanitarian disasters, like the Haiti earthquake and the Pakistan floods of 2010, are often felt for many years after the initial emergency. We stay around to support recovery efforts, making sure in particular that children's needs are not forgotten. In Haiti, we're working to empower young people, providing them with information, skills and opportunities to have their say on reconstruction efforts. In Pakistan, we've set up child-friendly spaces and temporary learning centres where children can play and continue their education.

In 2011, we were quick to respond to the East Africa drought, and we've been aiding the recovery ever since – helping communities get better access to water and sanitation facilities, strengthening livelihoods and providing housing for displaced families. We've also continued to

support children and communities affected by the Japanese tsunami.

Four years after Cyclone Nargis, the worst natural disaster in Myanmar's history, there's clear evidence of the difference our rehabilitation work has made. In the communities we've worked with, many households have increased incomes and are much more likely to own land and have savings than before the cyclone. The status of children has noticeably improved; they're more likely to go to school, and have become role models in improving hygiene habits.

**Resilience:** We can't stop natural disasters happening, but we can help communities withstand them. Drought need not mean hunger if households grow a diverse range of crops and have savings to buy food; early-warning systems and better building design can reduce the impact of flooding.

Promoting resilience is becoming an increasingly important focus for World Vision. For example, in response to the food crisis in West Africa we were instrumental in securing investment that will help make the region more resilient to hunger. In Honduras, Mozambique and Somalia we are conducting a review to ensure we include risk assessments and reduction measures in our programmes. These assessments include natural hazard risks – such as droughts and floods – as well as man-made ones, such as violent conflict. By working with communities and officials, we are helping to ensure governments use the results of our reviews in their local development plans, thereby making these communities more resilient.



## WE'VE FOCUSED ON THE MOST VULNERABLE CHILDREN IN THE MOST VULNERABLE PLACES

Our mission calls us to serve those who need it most – which is why we increasingly focus on children in 'fragile' contexts. This year, we supported over 1.4 million children living in the seven most vulnerable countries: Afghanistan, DRC, Haiti, Pakistan, Somalia, Sudan and South Sudan. We spent £13.6 million (or 20 percent of our income) in these countries in 2012, up from £9.3 million (15 percent) in 2010. Through our new Raw Hope programme, we're raising funds directly to protect children in these most dangerous places.

## WE'VE DEMONSTRATED THE IMPACT WE'RE HAVING ON CHILDREN'S LIVES

Collecting evidence of the change we create for children is crucial: it means we are accountable, and that we can build trust, with both the communities we serve and the supporters who enable our work to happen.

Our *Impact Report* for 2012 shows that 60 percent of the 3.8 million children we supported benefited from one of our key themes (child protection, child health and humanitarian action). Other important ways we support children include community empowerment (benefiting 409,321 children), education (241,499 children) and improved livelihoods (253,637 children).

Over the past two years, we have increased our focus on strengthening evidence of effectiveness through an increased focus on rigorous baselines, monitoring and evaluation. We have developed 'theories of change' for our key themes, enabling us to articulate how we make a difference and build an evidence base to demonstrate, prove and refine these theories to ensure maximum impact. We exceeded the targets for compliance with the International Aid Transparency Initiative (IATI) both in the UK and abroad, and continue to strive for full transparency.

## FRAGILE STATES

A *fragile state* is one that cannot or will not meet the needs of the population, particularly the poor. They tend to have weak government and few public services, often due to conflict or the impact of natural disasters. We often refer to *fragile contexts* as these problems aren't defined by national boundaries – relatively stable countries can have areas of fragility, while fragile states can include more stable regions.

Life is especially hard for children in these contexts. Compared to other developing countries, children in fragile states are twice as likely to die before the age of five. They're twice as likely to be undernourished and lack clean water, and three times less likely to go to school.

These are challenging places to work. The risks are high. But this is precisely why World Vision needs to be there.



In 2012, Afie, 32, and her family sought a temporary home in Uganda after fleeing fighting in DRC. World Vision helped to protect children living in the resettlement camps by providing child-friendly spaces and health services.

© 2012 Sylvia Nabanoba/World Vision

# REAL TIME IMPACT

Three countries, three stories, one result – real change for children.

## HOMES FOR GOOD: PUNTLAND, SOMALIA

Against a backdrop of recent conflict, famine and drought, Puntland in northeastern Somalia, with a growing population of displaced, homeless people, faces difficult challenges. To help relieve the situation, World Vision embarked on a building project that not only set out to put roofs over the heads of 300 households, but also aimed to provide them with both land rights and title deeds to their new homes. To date, 700 of the 1,200 planned new houses have been built.

### Our impact:

The permanent home and land ownership of these properties, including those owned by women, has been officially recognised – providing long-term security, independence and protection for owners and their families. Zam Zam and her family are among those who have benefited (see page 2).

- Providing land titles for women in Somalia, where they have few rights, was previously almost unheard of.
- The equipping of homes with water catchment facilities and latrines improves health for both inhabitants and the wider community.
- Communities have been engaged in the house building and securing of ownership rights, enabling them to become empowered advocates, standing up for their rights.
- With permanent shelter, land rights and improved health, communities are now more resilient to future adversity.

## GREENS FOR GOOD: MOSOJ P'UNCHAY, BOLIVIA

In the remote mountainous area of Mosoj P'unchay, communities find it difficult to grow food. As a result many young children suffer with chronic undernourishment and are susceptible to disease and illness. Alongside the introduction of small-scale farming methods to help increase vegetable production, World Vision has also educated parents about the role of nutrition and hygiene for good child health and provided access to healthcare, education and youth clubs (child networks) focused on children's rights and participation in local decision making.

### Our impact:

- Children's health has improved and the chronic undernourishment of children aged under five has been reduced.
- The selling of surplus vegetables has provided an additional income source for some families.
- Child networks have provided protection systems for both boys and girls and also detected early signs of malnutrition, enabling early intervention if needed.

“My children do not get as sick as they did before...they are improving at school... when they need shoes, I go to the city and sell vegetables.”

Filiberto, father.

## VOICES FOR GOOD: VARIOUS PROJECTS, UGANDA

To help Ugandans help themselves to access and improve health and education entitlements, we have been empowering communities – via Citizen Voice and Action (CVA) programmes – to demand accountability from their service providers. This has involved citizens monitoring and requesting improved services so that those in authority respond accordingly. As a result, services in health centres and schools have improved.

### Our impact:

- In 76 percent of clinics where CVA has been introduced, there has been an increase of between one and 12 staff.
- Of these clinics, 23 percent have appointed midwives and in 17 percent of the clinics the number of women attending antenatal services and giving birth there has more than doubled.
- Where the CVA approach has been adopted in the education sector, 51 percent of schools have received additional teachers and in 74 percent of the schools the enrolment of students has increased.
- Academic performance has improved in 60 percent of the schools with more students passing exams and achieving higher test scores; and in 11 percent of these schools there was a 100 percent pass rate for the primary school leaving exam.

You can read more in-depth analysis on our work in our *Impact Report for 2012*.

Visit: [www.worldvision.org.uk/impactreport](http://www.worldvision.org.uk/impactreport)





Ronald, seven, from Bolivia smiles as he holds some of the nutritious vegetables now grown as a result of a World Vision farming skills programme.  
© 2012 Jennalisse Kassanis/World Vision

## PRIORITY TWO: A TRANSFORMED SUPPORTER EXPERIENCE

WorldVision inspires the UK through evidence of changed lives and an innovative experience of walking with the poor.

### THE CHALLENGE

When you support WorldVision UK, you want to see that we're using your donations wisely and effectively to transform the lives of the world's poorest children. Transparency and accountability are vital – but we want to go further. We want to use our grassroots presence in thousands of communities to bring you a unique insight into the lives of the children you're supporting. So you know that you're not just giving money towards a distant cause – you're making a real difference to the lives of real children in practical, concrete ways.


### WHAT WE AIM TO DO BY 2015

#### We will:

- Find compelling ways to communicate the impact we have to different audiences, from individual supporters to government departments.
- Enable closer interactions between people in the UK and the children and communities they support. This will involve embracing new technologies and creating innovative products and services to inspire our supporters.

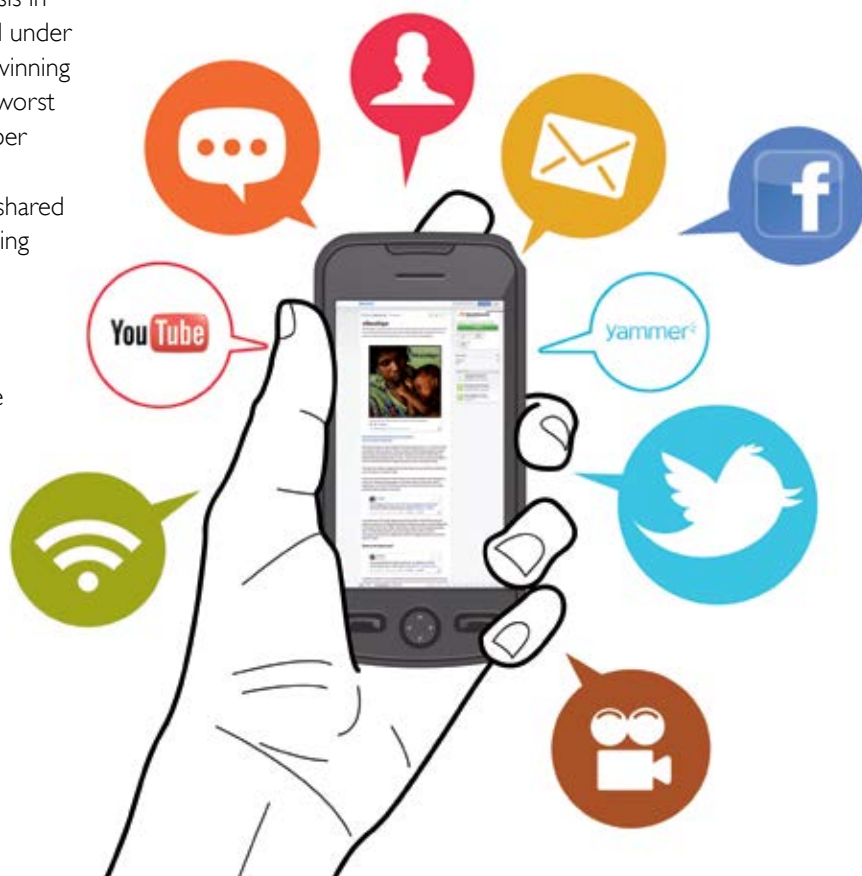
## WHAT WE'VE ACHIEVED THIS YEAR

### WE'VE REACHED OUT TO AUDIENCES WE CAN INSPIRE

 **Sharing stories online:** Via our #ShareNiger campaign, we used social media to give a voice to the millions of people facing a growing food crisis in West Africa, including four million children aged under five. In May, we took the influential and award-winning blogger Sian To on a trip to Niger, the country worst affected in the region, where she wrote a number of blogs about the eye-opening situations she encountered there. Bloggers and Twitter users shared Sian's live reports from the field; further spreading the word about the plight facing West Africa.

By sharing the stories and the suffering of real people in real time, #ShareNiger harnessed the power of social media to bring WorldVision supporters closer to both those they support and to the work carried out by us in the field. Over nine million people were estimated to have been reached by the campaign, which was also supported by celebrities, key development figures and politicians who urged their followers to #ShareNiger. The ground-breaking campaign was also picked up by traditional media including the BBC, The

Telegraph and CNN International. As well as raising awareness of a widely ignored emergency, the campaign raised crucial funds to secure food supplies for those most in need: thanks to UK Aid Match funding from DFID, we raised just over £810,000.





## HELPING TO CHANGE LIVES ONE TWEET AT A TIME

In May last year, professional blogger and social media expert Sian To travelled with World Vision UK to Niger in West Africa. As part of the #ShareNiger campaign, she blogged about the harrowing scenes she witnessed there. Below are some extracts from her blog that helped inform the world about the region's food crisis and raise funds to help overcome it.

**May 25-26, 2012**

"This week I travelled to Niger in West Africa with World Vision. Thousands of families have made their way here to Komabangou to find work at a de-commissioned gold mine – it is quite simply the harshest environment that I have ever witnessed. It's hot here, really hot, 49 degrees hot and the work in the gold mine is backbreaking, monotonous and rarely fruitful. That is how desperate these families are.

"The people living near the river need water and have resorted to digging six foot deep holes into the ground. It's back breaking work in searing heat. The water containers are heavy. Really heavy.

"The water they have collected isn't boiled or treated in any way before they drink it. Yes, it is gritty from the sand. Yes, it's shocking seeing people with no choice but to drink dirty water. Yes, you should think about this next time you turn your tap on.

"Roukayatou and her family are here and are profoundly affected by the food crisis. Hearing her speak about her situation is heartbreaking. She has no food and no money and she doesn't know what to do. Time is running out for Roukayatou."



Sian meeting children on her trip to Niger



Women enjoy an inspirational evening finding out more about World Vision at one of our special Girls Night Out events. © 2012 Malcolm Howard/World Vision



**Reaching out at Lent:** We provided our first online Lent Calendar for our Christian supporters. The Calendar had 46 daily photos, stories and prayer requests, which supporters could comment on and share through Facebook and Twitter. It also provided a space where people could talk about what they were giving up for Lent – with many taking up the opportunity to donate any money they saved to World Vision. The Lent Calendar was visited a remarkable 12,713 times, prompting us to offer our supporters an Advent Calendar as well.

**Ambassadors that inspire:** When our supporters are inspired, they inspire others – and none more so than our World Vision ambassadors. Fifty-three passionate volunteers have taken our message to schools, churches, concerts, women's groups and many other events, reaching nearly 5,000 people. A further 20 volunteers have now applied to join them. Many of our ambassadors have had the chance to meet the children they sponsor and see first-hand how we're transforming lives; all are enthusiastic to show how supporting World Vision can be a life-enriching experience in more ways than one.

**Flower show success:** Following the success of our gold medal-winning garden at the Hampton Court Flower Show last year, we made our debut at the RHS Chelsea Flower Show. This year's garden, designed again by FlemonsWarlandDesign, was inspired by their visit to Bolivia, where they sponsor a World Vision child. A ripple pool formed the centrepiece of our garden, representing World Vision's reach to children and their families in the hardest to reach communities around the globe. The garden – which won a silver medal – proved to be a good conversation piece, enabling us to talk with thousands of the show's 161,000 visitors about our work. Celebrities including Sir Trevor McDonald and Alan Titchmarsh visited the garden, and it featured on BBC2's Gardeners' World and in broadsheets, including The Guardian and The Times.

**Nights to remember:** Providing inspirational evenings of stories, songs, comedy and cupcakes, Girls Night Out, launched last year, has gone from strength to strength. In 2012, 2,570 women attended one of these events. As a direct result of these evenings, 164 more children have found a sponsor – that's 41 more than in 2011. We also collected hundreds of email addresses to keep us in touch with the women at these events, and we're already planning more Girls Night Out events for next year.

**Keeping key supporters informed:** We want all of our supporters to have chance to become more involved in the projects they fund. This year we held events in Edinburgh and London where supporters who have invested significantly in our work could find out more about new programmes. For example, the difference we are making via Raw Hope – a new initiative that saves and protects children in the world's most dangerous places – was brought to life vividly when one of our Ambassadors gave a moving and inspiring first-hand account of our work in DRC.

## WE'VE CONNECTED SUPPORTERS WITH THE CHILDREN AND COMMUNITIES THEY SUPPORT

**Being there:** For our supporters and staff, visiting the places where we work and meeting the people whose lives we're helping to transform is unforgettable. While we can't arrange visits for all our supporters, we want everyone to have the opportunity to share in this experience. This year, staff and supporters on the 19 field trips we ran wrote about their visits on our blog, posted photos online and shared updates on Facebook and Twitter. The immediacy and authenticity of their reports gave supporters at home a window into the world of their sponsored child, as some of their many comments opposite show:





“The photographs and memories are more important than gifts I received and the honour of being able to meet such a loving family and experience such a noble and proud people was the most moving part of my visit.”

Sponsor Kath Parker, after meeting her sponsored child Ermelinda and her family in Albania. Photo: © 2012 Kath Parker

- “It has been great to read this blog and see the amazing photographs. It makes me feel closer to my sponsored children. Now I can visualise their surroundings when I write to them.”
- “We sponsor a little boy in your village and it is wonderful to see your photos. There is so much joy on everyone’s faces!”
- “It’s almost like being there with you all!”

**Bonding through prayer:** We believe prayer is a powerful form of support, and we have over 18,000 prayer supporters. This July, we launched an interactive Prayer and Share section on our website. On these pages, we post prayer requests sent by our programmes – often concerning a particular individual in need. We send supporters a link by email whenever there’s a new prayer request from their sponsored child’s community. Supporters can share these – on Facebook and Twitter,

and in their own prayers – and add their own. By October, over 1,000 people were regularly visiting the site, strengthening the bond between supporters in the UK, our brothers and sisters working in the field, and the children, families and communities whose lives we seek to transform.

**Children telling their stories:** We’ve been running workshops helping children to talk about their lives, using tools such as story maps and visual prompts. By telling their stories and describing what’s important to them, the children are able to write more engaging letters to their sponsors. But more than that, the experience is empowering for all the children who take part, as it helps them to communicate and gives them confidence to speak out for themselves. This year we successfully trialled the scheme in Bangladesh, Bolivia and India, and are now taking it to six more countries.



## PRIORITY THREE: GROWING OUR INCOME AND INFLUENCE

WorldVision increases its income and influence to become one of the leading international aid agencies in the UK.

### THE CHALLENGE

The economic downturn will continue to hit household and government budgets for the next few years. While we're thankful that the government has remained firm in its commitment to growing the aid budget, we recognise that growing our income as quickly as we planned will be challenging while public donations continue to come under pressure. We must work harder to not only maintain, but increase our income and influence so that we can have an even greater impact on the lives of the children we support.

### WHAT WE AIM TO DO BY 2015

To transform the lives of more children we must raise our profile, attract new supporters and increase donations. To do this we're investing in:

- Fundraising and communications with the public
- Building our influence with policy-makers by providing compelling evidence of our impact
- Strengthening our capacity to acquire and manage grants from government and international donors
- Sound planning and good stewardship enabling us to increase and prioritise support and funding for the world's most vulnerable children.

## WHAT WE'VE ACHIEVED THIS YEAR

Despite incomes falling across the charity sector, we raised a total of £68.8 million – up one per cent on 2011. Our income from individual supporters and institutional grants was higher than last year, while fewer humanitarian disasters in 2012 meant donations for emergencies was less.

### WE'VE GROWN OUR INCOME FROM INDIVIDUALS

People in the UK are choosing to give more to WorldVision, despite the ongoing economic gloom. Our income from individual supporters – through sponsorship and other donations (excluding emergencies) – grew six percent this year to £41.9 million.

Our supporters are being more generous than ever: our active sponsors gave £324 on average this year, around four times the average for our sector. Our loyal supporters clearly value what we do and know that supporting WorldVision really makes a difference.

But to achieve our goals, we need to reach out to more people. Although we raised five percent more to support the world's poorest children through child sponsorship this year, the number of sponsors actually fell. While we continue to focus on recruiting and retaining child

sponsors, we're also investing in other ways to attract regular support.

This year we raised over £1 million pounds through other forms of regular giving – a 54 percent increase on last year. Income from Essentials – where people donate an average of £12 a month to help provide life's most basic requirements (food, water, healthcare and education) to communities in need – grew by 34 percent. Since Raw Hope, which protects children living in some of the world's most dangerous places, was launched in February, almost 4,000 supporters have joined up. We took the decision, however, to close our Microloans regular giving product, which was falling short of targets. We will continue to support our microfinance work through our key relationships team.

Strengthening our specialist giving team proved worthwhile, as we raised our highest level of donations from key supporters. Significantly, the number of gifts over £10,000 increased from 32 in 2011 to 43 this year.

As a commitment to best practice and transparency in fundraising WorldVision UK is a member of the Fundraising Standards Board. To find out more visit [www.frsb.org.uk](http://www.frsb.org.uk)





Hadiyah\* is rebuilding her life with support from a women's shelter in DRC. She was just 13 when her parents were murdered with machetes while she was raped, stabbed and left for dead. Raw Hope supports 10 'Women Stand up Together' shelters in DRC.

## BRINGING HOPE TO CHILDREN IN THE MOST DANGEROUS PLACES

In February 2012 a pioneering new initiative called Raw Hope was launched by World Vision UK.

Raw Hope is about protecting children living in the most treacherous places on earth. These areas are described as 'fragile contexts\*\*', where a government cannot or will not act on its responsibility to protect the rights of its population.

Children born in fragile contexts face significant and immediate dangers every day. Their lives are continually at risk from physical harm, exploitation, and general immediate threat from their environment. The rape and trafficking of children is common. Many are forced to work as child soldiers or are used as prostitutes against their will. Others suffer from disease and malnutrition, caused by poor hygiene and limited access to healthcare, water and nutritious food.

Raw Hope funds projects across countries such as South Sudan, Somalia, Pakistan and Afghanistan, responding to children's urgent needs, providing aid and offering long-term security. We're also working to help bring rehabilitation and stability through peace-building projects in these volatile areas.

Raw Hope supporters help to fund these projects through a £10 monthly donation. They get regular video updates showing on the ground footage and stories from one of the countries we work in, ensuring they see how their money helps to save and protect children in the world's most dangerous places.

To find out more about Raw Hope visit [www.worldvision.org.uk/rawhope](http://www.worldvision.org.uk/rawhope)

\*Hadiyah's name has been changed to protect her identity

\*\*A full definition of fragile contexts is available on page 15

# RAW HOPE





In Uganda, children like Gifty Florence, 9, are benefiting from improved health services thanks to projects funded by our PPA with DFID. ©2012 Simon Peter Esaku/World Vision

Following a record year in 2011, our grant income from governments and multilateral agencies grew by a further 11 percent to £21.1 million. In addition, we distributed gifts in kind worth £2 million. We signed 33 new grant contracts with governments, multilateral agencies and other institutional donors this year, worth more than £25 million over the next few years.

Many of our grants support our work in fragile states, such as Haiti, Pakistan, Sudan and South Sudan. These are exceptionally challenging places to operate in, so we've had to work especially hard to manage the financial and other risks they pose.

In a relatively quiet year for major humanitarian emergencies, income from the Disasters Emergency Committee (DEC) and other humanitarian donors was down on previous years, although we did acquire four new grants with the European Community Humanitarian Office (ECHO). Raising money and awareness is harder with slowly unfolding disasters like the food crisis in West Africa, but thanks to UK Aid



Match funding from DFID we raised over £810,000 to support our life-saving work in the region.

## OUR PARTNERSHIP WITH DFID

In Zambia, seven communities had their say on plans for a new health centre, making sure it was built within walking distance. Across seven countries, 13,906 children have been trained to safeguard and stand up for their rights. Communities in India, Kenya, Pakistan, Uganda and Zimbabwe are getting better support to improve the health of mothers, babies and young children.

They're just some of the people already benefitting from our Programme Partnership Arrangement (PPA) with DFID. The PPA, worth almost £12 million over three years, is funding 65 projects across 22 countries to protect children, improve the health of mothers and children, and help communities get better access to vital services.

**We're pleased to report that we've met or exceeded all the targets we set for the first year. For example:**

- 27 communities say they're more involved with important decision-makers like local government
- 174 communities are equipped to seek justice when children's rights are violated
- 34 communities have local groups actively promoting maternal, newborn and child health.

As well as benefiting thousands of children directly, the PPA will have a much wider impact by helping us to test and share new approaches, collect evidence of real change, and use this to influence national and international policy. An independent review of our PPA in 2012 found that we were making "considerable progress" in this direction, and that our focus on innovation was providing "unusually high value".

## WE'RE BECOMING A MORE INFLUENTIAL VOICE

It's been a successful year for growing our influence, particularly in our three areas of expertise: child protection, child health and humanitarian action. With more briefings, events and reports, the politicians and civil servants who matter are getting to know us better. According to a ComRes survey, 40 percent of MPs are fairly or very familiar with World Vision – up from 33 percent last year – and we've moved up from eighth to sixth place among the best-known NGOs in our field. This matters because it's leading to new initiatives that will help improve children's lives.

### Child Protection

**Challenging exploitation:** Each year, more than 500 million children are subjected to violence, abuse and exploitation – but surely this only happens in distant parts of the world? Our report *Small World, Big Responsibility* revealed how people in the UK are complicit – often unwittingly – in the exploitation of children both in the UK and overseas. Hundreds of children are trafficked into our country each year. But the report also showed how consumer goods on sale in the UK have links to the worst forms of child labour, slavery and extremely hazardous work, how children are exploited to serve the booming tourist industry, and how UK defence spending is used to train foreign militaries that still use child soldiers.

Our report was covered by the BBC, and also led to discussions with the Ministry of Defence, which is committed to ending the use of child soldiers around the world. We also joined others in helping to prevent British child abusers from targeting children overseas, by successfully lobbying the Home Office to get rid of a legal loophole that had allowed registered sex offenders to travel outside the country without notification.

**Protecting children affected by armed conflict:** Nine governments, seven UN agencies, 14 NGOs, four academic institutions, six World Vision offices. One aim: protecting children affected by armed conflict.

Our conference at Wilton Park brought together key people involved in protecting children from the impacts of conflict and helping them to rebuild their lives. We looked at current and emerging issues, and developed a joint action plan to make sure the needs of children are championed before, during and after conflicts.

The conference raised the profile of World Vision UK's work in this area. As a result, we were invited by the Foreign and Commonwealth Office to get involved in their new initiative to tackle sexual violence in conflict,

and in developing a holistic response to protecting children through conflict prevention, improving accountability, and rebuilding lives and communities.

“I'd like to thank World Vision and Wilton Park for organising this very important seminar. It's been about five years since we had an assessment like this of what is taking place... It's been a wonderful seminar and the discussion gives us a sense of the richness of this topic.”

Radhika Coomaraswamy, former UN Special Representative for Children and Armed Conflict (up to 13 July 2012)

### Child Health

**Twitter chat:** As part of an event highlighting global hunger to tie in with the Olympics, we were invited to take part in a DFID “Twitter chat” on child nutrition, along with UNICEF, Save the Children, Oxfam and others. Our Chief Executive Justin Byworth hosted an hour of questions on the vital importance of the first 1,000 days of a child's life. The chat reached an estimated 3.5 million people, with World Vision contributing more than a million of these. The event led to new UK commitments on developing drought-resistant crops and making affordable, nutritious food available to poor families, and major multilateral investment to prevent malnutrition and stunted growth in children.

**South Sudan:** Like the early years of a child's life, the first few years of a new country are crucial: that's why we're arguing for better long-term health aid in South Sudan. We launched our report on the subject, *Beyond the Health Governance Gap*, in parliament. A number of MPs and peers attended, sparking useful debate, building relationships and making sure South Sudan stays on the agenda.



Eighteen-year-old Teresa, with her one-year-old child Catherine, hopes that in the new South Sudan more health facilities will be built closer to communities. © 2011 Joyce Mulama/World Vision



## SPEAKING UP FOR SIERRA LEONE'S CHILDREN

As an advocate for children's rights, Messeh Leone was a keynote speaker at our Wilton Park Conference. Sharing his childhood experiences of the Sierra Leone Civil War, Messeh spoke not for himself, but for children and young people all around the globe.

Here Messeh, 26, tells us more about himself and his work with World Vision UK.

"I moved to the UK from Sierra Leone when I was 19. The Civil War there had a terrible impact on me. The horrors I witnessed filled me with despair. Both my childhood, my people and community were stolen from me. As I grew up, I wanted to protect other children from such atrocities.

"At 14, I helped establish the Sierra Leone Children's Forum Network and was elected President. But I wanted to do more to help children around the world. So, I moved to the UK to study international human rights law.

"As an advocate for children's rights, I have been involved with many organisations, including the United Nations, the European Union and World Vision.

"When World Vision asked me to speak at their Wilton Park Conference, I was honoured. I have known them since childhood. During the conflict they were in Sierra Leone and supported the Children's Forum Network during peacetime.

"The Conference was inspirational and I was so proud to speak alongside so many high-profile delegates. As well as talking about the Civil War, I spoke about protecting children through advocacy, policy, education and empowerment.

"World Vision has the same values. They work to protect children and give them a voice that the world can hear, be moved by and respond positively to. Moving forwards, I am looking forward to being a World Vision Ambassador, to share my passion for safeguarding children inside and beyond the World Vision family.

© Messeh Leone



Messeh outside the UN headquarters in Geneva, Switzerland

**Strengthening health systems:** Years of experience have taught us a lot about how to improve health systems. We know it's more effective to support grassroots groups to take ownership of community health services than to build expensive facilities. We don't deliver services the state should be providing – but we will advocate to make sure marginalised groups can access those services.

This year, we led other NGOs in calling for parliament to hold an inquiry into DFID's approach to strengthening health systems, to make sure resources are used appropriately and effectively. We had meetings with the chair and secretariat of the International Development Committee, and also sent a detailed briefing.

## HUMANITARIAN ACTION

**West Africa response:** Our humanitarian work this year centred on the ongoing food crisis in the Sahel region of West Africa. We played a lead role in the response, with our staff in Dakar coordinating inter-agency relief efforts. We also spoke at a key EU conference in Brussels where, in partnership with other NGOs, we led successful calls for both urgent funding to deal with the immediate

emergency, and long-term investment to make the region more resilient in the face of hunger.

Our *Ending the Everyday Emergency* report, produced in partnership with Save the Children, promoted measures such as supporting families to grow dependable food crops and making child nutrition a top priority. The report has helped to shape the UN response, and we're hoping to take its recommendations forward with the Political Champions for Disaster Resilience – a high-level group that includes DFID, UN and European agencies.

**Somalia conference:** In February, Prime Minister David Cameron hosted a conference for more than 50 world leaders aimed at ending two decades of civil war in Somalia. Having worked in the country since 1993, World Vision was able to give a voice to those most in need – like the 325,000 children still severely malnourished following last year's famine.<sup>8</sup> In particular, we gave our knowledge and experience to discussions on humanitarian support, which led to some positive outcomes – such as a £50 million commitment from the UK government to Somali refugees displaced by conflict and hunger.

## PROTECTING CHILDREN FROM WITCHCRAFT ACCUSATIONS

On Christmas Day 2010, 15-year-old Kristy Bamu was found dead in the London flat where he'd been visiting his older sister and her partner. He had been tortured over several days after the boyfriend became convinced he was practising witchcraft.

When his murderer was sentenced to life imprisonment this year, we made sure the media coverage highlighted that this horrific case was not a one-off – either in the UK or in DRC, where Kristy's killer originally came from.

On national radio, in newspapers and in a joint statement with the NSPCC, we pointed out that, over a five-year period in the UK, 38 reported cases of child abuse have been linked to accusations of 'witchcraft', involving 47 children.

We also let the world know that in Kinshasa, the DRC capital, thousands of children – usually orphans – are beaten and/or thrown out onto the streets, accused of witchcraft by relatives. Largely driven by poverty and the inability to provide for these children, this type of abuse has grown substantially over the last ten years in DRC – one of the world's poorest countries, also ravaged by recent war.

Wherever this type of abuse occurs, at home or elsewhere, World Vision UK works tirelessly to protect such vulnerable children.



Mabondeli,\* 12, was accused by her aunt of being a witch after her parents died in a car crash in DRC. Cast out on the street, she now lives in a children's centre supported by World Vision.

\* Mabondeli's name has been changed to protect her identity



## PRIORITY FOUR: BEING AN INSPIRING AND EFFECTIVE ORGANISATION

WorldVision lives out a culture of accountability and innovation, resilient and dynamic in a world of change.

THE CHALLENGE	WHAT WE AIM TO DO BY 2015
<p>WorldVision UK has amazing staff who are committed to our vision and has strong grassroots support in the UK. Through the WorldVision Partnership, we have a significant global presence meaning that our ability to form connections between people across the world is unparalleled.</p> <p>However, there is more to do. The changes in the UK and worldwide mean our staff need to be ever more innovative. If we can be more effective in our work here in the UK we can release more support to our colleagues and partners in the field, and make an even bigger difference to children's lives.</p>	<p>We are inspired by our work and want to inspire others with the difference our projects make. To do this, and to achieve our mission, we need to be focused and effective in everything we do. We will:</p> <ul style="list-style-type: none"> <li>• Confidently and consistently live out our Christian identity.</li> <li>• Invest in a clear, compelling brand that reflects who we are.</li> <li>• Nurture, encourage and reward our staff, recruit new talent and invest in our leaders and managers</li> <li>• Invest in innovation, enabling staff to come up with new ways to support, inspire and transform children's lives.</li> <li>• Be more accountable through enhanced financial and project management..</li> </ul>

## WHAT WE'VE ACHIEVED THIS YEAR

We're becoming a more effective organisation. Many of the seeds sown over the past year are beginning to bear fruit: we've launched innovative ideas; refreshed our brand; improved the way we manage projects and measure their impact; and increased our influence. We've also got a highly committed and talented team of people, but it's been a difficult year for staff. Unfortunately, we've had to cut costs and make redundancies.

**Prioritising resources and inspiring staff in difficult times:** Like all charities, we're feeling the pressure of the tough economic situation. Our first priority is to make sure our money goes where it's needed most: to our projects in the field. We must fulfil the promises we've made to children and communities. We also have to continue investing in fundraising, as this is essential to growing our income. With income not likely to grow as we'd planned we took steps to reduce our ongoing costs in the UK, including staffing reductions of 10 percent. A difficult decision, but a necessary one to ensure good stewardship of the funds entrusted to World Vision.

Despite testing times, we achieved our highest score ever in the *Best Companies* awards and were listed in the prestigious *The Sunday Times* 100 Best Places to Work in the Public/Third Sector awards.



Ranking is based on staff feedback concerning workplace factors critical to staff engagement, including leadership, personal growth, wellbeing and feelings regarding the organisation's impact on society. Our new staff development programme, which gives employees opportunities to learn new skills and improve their knowledge, was a runner-up in the Learning and Development category in the awards too.

As a Christian organisation, it's important to us that we provide time and space for faith in the workplace. During 2012, our annual Day of Prayer and weekly devotions were focused around the themes of dependence (on God), discernment (listening to God) and hope (that we will continue to transform the lives of the world's most vulnerable children). Our Christian identity was further strengthened by three new dedicated prayer weeks, which were linked directly to our work and these themes.



“My role means that I spend a good amount of time in the field, actually working with the children we serve – being able to engage with communities and help empower them through education is incredible.

“As well as getting to know and help World Vision children first hand, I also blog and use social media to share the positive experiences that children and their communities have with us with the wider world.”

**Steve Richards**, Children’s Communication Specialist

“As a relatively new World Vision UK employee, I have found my time here both stimulating and challenging. Implementing new procedures could have been daunting, but the support here has been marvellous and something I have really valued.

“One of the best things about working here is my colleagues. They all work so hard and are happy to be stretched and embrace new efficiency initiatives. They really take on board the idea that we all have to go the extra mile in difficult times – to me this is faith in action.”

**Leanne Long**, Project Management Champion



**Greater innovation to meet greater challenges:** We’ve launched a new programme to harness our staff’s potential to generate ideas and solve problems – and it’s already having an effect. Two years ago, we never would have attempted to turn an idea into a fully functioning product in just 100 days – but that’s what we succeeded in doing this year with Raw Hope. Developed in a workshop designed to encourage freethinking, this regular giving product is already delivering vital funding directly to support children living in the world’s most dangerous places.

Staff used their problem-solving skills to make our processes more efficient too. For example, the Income Processing Team developed a new system for dealing with what happens when we lose a sponsor: It used to be six months before a child got a new sponsor; but is now only eight weeks – and by automating the tasks involved, the team managed to save a day of staff time per week.

**Stronger project management and accountability:** Our new monitoring and reporting process has strengthened last year’s introduction of a project management framework and staff training initiative. Regular checks

against progress helped us ensure that nine major projects, including the relocation of our London office, and 13 medium-priority projects were delivered successfully.

A feasibility study showed us that we could provide greater accountability by replacing our current project and financial systems with one new, integrated system. Scheduled to go live in 2013, this system will provide us with better access to financial information and help improve our decision-making.

**Closer contact:** Operating from our new London office in Victoria has greatly benefited our relationship with government and media bodies. It’s allowed for stronger, closer contact with ministers, MPs, DFID and others. We’ve been able to host a number of events in the capital, including board meetings of the DEC and Consortium of British Humanitarian Agencies. We also launched the *Ending the Everyday Emergency* report on the hunger crisis in West Africa (co-commissioned with Save the Children) here too. As a result, this has helped our influence with government and our media profile grow this year.



# STRATEGY AND PLANS FOR THE FUTURE

Two years into our strategy for 2011-2015, what have we achieved and where do we go next?

We're heading in the right direction. That much is clear from the review of our strategy held this year.

We're demonstrating better than ever the difference we're making in the lives of almost four million children. Supporters experience this in increasingly powerful ways. We have grown our income and influence with government. Our staff tell us they love working for World Vision and our systems and stewardship are getting better.

The seeds we've planted are beginning to bear fruit, and we expect a greater harvest in the next three years and beyond. It's proving difficult though to attract and retain new supporters and we now expect that it will take a few years longer to reach our 2015 goal to be transforming the lives of eight million children with the help of 500,000 supporters.

In seeking to bridge the gap between aspirations and achievement, we need to focus on fewer, bigger things. We have to prioritise more effectively. That means making tough choices – as we did this year in reducing staffing levels to protect our programmes and fundraising. We need to get the most value out of every pound we spend.

**In 2013 we'll focus on three areas of opportunity:**

1. We'll rally around the cause of **protecting children**. By 2020, we want all children in the world's hardest places where we work to live free from fear of exploitation and abuse. We'll strengthen and scale up our work in this area ahead of a major public campaign in 2014.
2. We'll reinvigorate **child sponsorship**. In offering hope to children, we want to provide the most inspirational experience for supporters, so they become our most powerful advocates and fundraisers. Working closely with the World Vision Partnership and making the most of new digital content, we'll enhance our sponsors' connection with their child and the community.
3. We'll come together again with our Make Poverty History partners for a joint campaign on food and hunger. We know the world produces enough food for everyone, but not everyone has enough food. The **IF campaign**, involving 100 charities, will mobilise millions of people across the UK to challenge world leaders to tackle the global hunger crisis. This will include petitioning the Prime Minister to use his presidency of the G8 to take a lead on this issue.



**JOIN THE  
CAMPAIGN  
TODAY**

**World Vision**  
For children. For change. For good.

**ENOUGH FOOD FOR EVERYONE  
WE ALL SHARE**

# FINANCIAL REVIEW

## INCOME

In 2012, despite the tough economic climate, we have grown both our total income and the amount we have been able to commit to our programmes. Income grew by 1.3 percent or £0.9m to £68.8m. The main drivers for this increase were a record year for our institutional grants which grew 10.7 percent to £21.1 million, and an increase in our committed giving of 5.7 percent. The major area of decline was a fall in income related to emergencies and donated goods and services. Disasters in the year, such as the crisis in West Africa, did not attract high media profile to drive income and, thankfully, there were fewer disasters in 2012.

Our core income of donations, gifts and legacies grew by 2.5 percent to £45.6m, but excluding donations for emergencies this income grew by 5.7 percent to £41.9m. The main reason for this increase was in our child sponsorship committed giving scheme where despite a fall of 4.4 percent in the number of donors income rose by over 5 percent to £25.9m as a result of the full year impact of a rise in monthly donation initiated midway through our 2011 financial year. Other donations also increased by £1.1m or 15.7 percent to £8.4m as we achieved significant growth in our major donor fundraising, attracting our two largest ever single gifts including a significant donation of shares which were sold to fund key programmes. We were also pleased to see growth in the generosity of our supporters, attracting our highest ever number of gifts over £10,000 and an increase in the annual donation per committed giver in the year. We continue to be so grateful for the engagement of our supporters during the past year, particularly as the economy remains so tough.

Having achieved a record year in 2011 for our institutional grants income, the momentum has been maintained and income from institutional grants increased by 10.7 percent or £2.0m to £21.1m. Our continued focus on deepening relationships with key donors has continued to yield success and in addition we were awarded four grants from ECHO booking over £1m of income for the first time in three years, as well as increasing income from DFID, the EU and the UN. This offset a fall in income from the Global Fund to fight AIDS, tuberculosis and malaria, which was the key factor in the record growth in our previous financial year.

Donated goods and services income fell year on year by £2.3m or over 50 percent to £2m, reflecting less distributions for the World Food Programme. Investment and other income was £0.1m as we prioritise security of our deposits.

## CHARITABLE EXPENDITURE

Charitable expenditure increased by 1.5 percent or £0.8m to £57.2m as we sought to maintain our remittances to overseas projects, which increased by 0.8 percent or £0.4m to £51.5m. This was our highest amount in the last five years since the spike caused by the Asian Tsunami. UK-based charitable expenditure, which includes programme support costs, advocacy, education and research, increased by 8.4 percent or £0.4m to £5.7m. This was to both strengthen our ability to gather greater evidence of our impact and to improve the policy work that underpins our advocacy. It was also due to lower staff vacancy levels than the previous financial year. As in previous years we benefited from prudent management of our exposure to foreign exchange risk. The percentage of charitable expenditure within total costs decreased slightly from 83.7 percent in 2011 to 83.3 percent.

## OTHER EXPENDITURE

Other expenditure, which includes the cost of generating funds and governance costs, increased by 4.3 percent or £0.5m to £11.5m. Governance costs increased by 6.6 percent or £0.03m to £0.5m, reflecting the full year affect of salaries for employees recruited during 2011. Costs of generating funds increased by 4.2 percent or £0.4m to £11.0m, as we continued to invest to maintain our supporter base, particularly through the recruitment of more supporters for our child sponsorship committed giving scheme, but also through the launch of Raw Hope, a new lower pledge committed giving product, designed to help fund work in the most fragile contexts in line with our strategic aims. Total acquisitions of new committed givers was over 16,000, our highest ever annual total. As a result the cost of generating funds as a percentage of donations, gifts and legacies increased slightly from 23.6 percent to 24 percent.

## FUNDS AND RESERVES

The Trustees review the reserves policy annually. The policy requires free reserves to be maintained at 25-45 days of applicable expenditure (that is, total expenditure less donated goods and services which do not involve a cash outflow): this is equivalent to a range of £4.5m to £8.2m at current expenditure levels. The Trustees consider that this is an appropriate level for reserves in order to provide adequate working capital.

Free reserves, which comprise the General Fund, was £6.2m at balance sheet date, which represents 34 days of applicable expenditure. This is up from £5.4m in 2011.



### The charity has a number of designated funds:

The **Tangible fixed asset fund**, which amounted to £2.3m at balance sheet date, represents the net book value of tangible fixed assets less related financing and is therefore not distributable.

The **Emergency relief fund**, which was £0.5m at the balance sheet date, is used to finance emergency responses for which there is no specific income source at the time the emergency first arises.

The **Strategic initiative fund**, a designated fund set up in 2010 represents funds set aside to finance strategic and innovation initiatives aimed at delivering our 2011-2015 strategy. This reduced from £0.2m to £0.05m during the year with expenditure on projects Speed Evidence, children's consultation e-module, the longitudinal study and Biz Talk.

**Restricted funds**, which amounted to £9.0m at balance sheet date, are subject to conditions imposed by donors or implied by the nature of an appeal.

## INVESTMENTS

During the year, the charity made an unrealised gain of £98,000 (2011 loss £15,000) in its investment in a common investment fund. The year-end investments balance stood at £0.7m (2011: £0.6m).

Short term investments reduced by £3.5m to £6.2m (2011: £9.7m) and represent funds held in term deposits with our banks. Returns of 0.49 percent (2011: 0.34 percent) were achieved during the year on short term deposits compared to the London Inter Bank Rate (LIBOR) of 1.51%. The increase in the returns in short term investments is due to placing funds in longer term deposits earning higher interest rates.

The investment policy, as approved by the Board, and investment performance are reviewed by the Finance Audit and Risk Committee annually. In the prevailing economic climate the objective of short term investments and cash held at banks is to maximise security, by spreading the funds across five or more banks with high credit ratings while optimising returns on investment and maintaining a high degree of liquidity. To this end, these funds were held in short term deposits with limited amounts held in any individual financial institution. The objective for longer term investments is to manage risk while seeking to maximise the overall return on a combined capital and income basis, subject to the need for rapid realisation. These funds are held in a combination of bank term deposits and a common investment fund for charities operated by CCLA Investment Management Limited that provides exposure to equities, bonds and property. World Vision UK applies,

wherever possible, ethical criteria to the investments: for example, it does not invest in companies with significant interests in armaments, gambling or tobacco, and each financial year it discusses social responsibility policies with the institutions with which it invests.

## GOING CONCERN

We have set out above a review of the financial performance during the financial year and our reserves position at the year end. We have adequate financial resources and have the structures in place to manage the business risks. In addition, the development of our five-year strategy and our budgeting and forecasting process have taken into consideration the current economic climate and its potential impact on both our various sources of income and expenditures.

We have a reasonable expectation that we have adequate resources and control mechanisms to continue in operational existence for the foreseeable future.

Further, we believe that there are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. Therefore we continue to adopt the going concern basis of accounting in preparing the annual financial statements.

## INTERNAL CONTROLS AND INTERNAL AUDIT

The organisation has documented systems of internal financial controls and procedures which are reviewed annually by financial management. These systems provide reasonable but not absolute, assurance against errors or loss. The procedures aim to ensure the completeness and accuracy of accounting records and document the ways in which the Trustees have delegated financial authority within defined limits. The internal controls provide reasonable assurance that:

- financial controls are in place to safeguard assets
- transactions are properly authorised and recorded
- material errors or irregularities are either prevented or would be detected within a timely period.

The World Vision Partnership has an Internal Audit department that undertakes audits of its overseas operations including those to which World Vision UK makes remittances. The primary accountability of the internal auditors is to the Audit Committee of World Vision International, the legal entity providing international coordination and leadership of the World Vision Partnership. However, reports on the results of internal audits are made available to relevant investing entities, which are involved in any action taken in the event of an adverse report. World Vision UK has a

Programmes and Projects Risk Committee that reviews internal audit reports and other risks in relation to our programmes and reports to the Finance and Audit Committee. Audits are also carried out by some of our government donors.

## RISK MANAGEMENT

The Board has established a formal process to analyse and manage the risks to which the charity is exposed in the course of its activities, both strategic and operational, through a risk register and embedding risk identification into the annual planning process. All significant risks are identified, along with the likelihood of such risks occurring and the predicted level of impact, together with mitigation measures. These are reviewed annually

by the Finance, Audit & Risk Committee and quarterly by the Management Team with key risks escalated to the Board.

Our proactive approach to risk management across the organisation includes: a quarterly Risk Events Log with clear ownership of, and timelines for mitigating actions; a Programmes and Projects Risk Management Committee, which brings together principal stakeholders from Policy and Programmes and Public Engagement teams; and defined processes for identifying and managing risks within our project management framework.

**During the year our key risks and mitigating actions were:**

Strategic priority	Risk	Mitigating action
Evidence of real change for children Transformed supporter experience	Given increasing public scrutiny and demand that charities demonstrate impact and value for money – there is a risk of failure to demonstrate impact and meet accountability standards – leading to a loss of competitive advantage in the UK market.	<ul style="list-style-type: none"> <li>• Development of WVUK Evidence Base.</li> <li>• Advocacy goals.</li> <li>• WVUK Impact Report.</li> <li>• More effective leverage of WV Partnership’s global constituency.</li> </ul>
Grow income and influence	Given our business model of funding long term development programmes within a constrained economic environment and competitive market place – there is a risk of inability to maintain a stable long-term funding base – with the result that we will be unable to meet budget commitments and deliver our objectives around transforming the lives of children in the world’s hardest places.	<ul style="list-style-type: none"> <li>• Enhanced supporter experience strategy.</li> <li>• Promotional investment and fundraising innovation.</li> <li>• New long term committed giving product: launch of Raw Hope and Girls Night Out.</li> <li>• Increased investment in major donor fundraising.</li> </ul>
Grow income and influence	Given our strategic aims of working in the world’s hardest places and growing our grants portfolio – there is a risk of inability to manage the risks around a growing grants portfolio in fragile contexts with the result that we may be subject to financial penalties, loss of reputation and failure to deliver lasting change in poor communities.	<ul style="list-style-type: none"> <li>• Grants Management Team.</li> <li>• Regional grants management hubs within the WV Partnership with increased focus on grants strategy and resource.</li> <li>• Proactive risk management in engagement with WV</li> <li>• National Office partners.</li> </ul>
An inspiring and effective organisation	Given an increasingly competitive voluntary sector and mobile work force - there is a risk that we may be unable to attract and retain sufficient talent to deliver our strategic objectives, leading to delays or failure on key projects, which will reduce our ability to transform the lives of children in the world’s hardest places.	<ul style="list-style-type: none"> <li>• Clear articulation of our Christian identity, vision and mission.</li> <li>• Talent management strategy.</li> <li>• Focused, shared priorities, agreed and resourced.</li> </ul>

# CORPORATE STRUCTURE AND GOVERNANCE

## CORPORATE STRUCTURE

The unique structure of the World Vision Partnership means that we can work alongside children, families and communities in almost 100 countries to overcome poverty and injustice. The World Vision Partnership is a network of national entities constituted in a federal partnership governed by local Boards of Trustees (Boards) or Advisory Councils. This means that overall control of the organisation is not held by a central body, but shared with our global partners.

World Vision UK is a committed member of the World Vision Partnership and by signing the Covenant of Partnership agrees to abide by common policies, standards and core documents such as statements of mission, vision and core values that bind the Partnership together. The Covenant is based on the principle of national entities held together, under God, by voluntary commitment rather than legal contract.

The Board of Directors of World Vision International oversees the World Vision Partnership's global strategy and coordination, including approving global budgets and determining international policy. The World Vision International Board appoints and evaluates the International President, who is the Chief Executive Officer and a Board member.

There are 24 Board Members from 19 countries, including the UK, reflecting the approach that Board Members are drawn from all the continents in which the partnership operates. This system empowers entities in developing countries and ensures regional opinion is expressed.

## CORPORATE GOVERNANCE

The Board of Directors of World Vision UK (the Trustees) and World Vision International recognise good governance is a vital contributor to the effectiveness of the corporate mission and an important safeguard for accountability to the public and other stakeholders. Significant effort is invested in seeking to continually improve governance both in the United Kingdom and internationally.

World Vision International has a Governance Department that assists local Boards and Advisory Councils with governance by publishing guidance and providing training. It also evaluates whether the governance and management capabilities support transition to a more independent entity within the World Vision Partnership. In addition, it enables mutual accountability by facilitating Peer Reviews that evaluate

alignment with the World Vision Partnership's core documents and compliance with good governance practice.

## WORLD VISION UK

World Vision UK was incorporated in England on 3 November 1982 as a company limited by guarantee (No. 1675552) and is a registered charity (No. 285908). Members of the charity are the Trustees whose liability is limited to £1 each. The charity's governing document, its Memorandum and Articles of Association, sets out its objects, powers and matters relating to the running of its internal affairs.

### World Vision UK's charitable objects are:

1. To relieve or prevent poverty anywhere in the world, particularly (but not exclusively) among children, by means including (but not limited to):
  - Emergency relief that assists people affected by conflict or disaster
  - Sustainable development that improves the conditions of life in socially and economically disadvantaged communities
  - Advocacy by educating, engaging with and mobilising people in the UK and other countries concerning the nature, causes and effects of such emergencies and poverty.
2. To promote and uphold the principles of the Christian religion, including (but not limited to) working with and strengthening the work of Christian churches in any part of the world in providing services to communities, including (but not limited to) those affected by conflict, disasters and poverty, regardless of race, nationality, religion, gender or political affiliation.

### Board and management roles

The World Vision UK Board of Trustees is legally responsible for the overall control of the charity and for ensuring that it is properly managed.

#### The Board's principal roles are:

- approving the mission, strategies, high level policies and annual business plan
- appointing and overseeing the Chief Executive
- monitoring performance and risk management
- reporting performance with integrity and transparency
- ensuring compliance with laws and the regulations of the Charity Commission
- managing its own governance processes



- adding value by advising management
- representing the interests of its stakeholders.

The Board delegates responsibility for operational management to the Chief Executive, who leads an Executive Leadership team (together, the Principal Officers). The Principal Officers develop most of the organisation's plans, policies and processes, and are responsible for their implementation following Board advice and approval.

The Board has ongoing due regard to the public benefit guidance published by the Charity Commission when reviewing the charity's activities and future plans.

## Board composition

The Board comprises independent, unremunerated, non-executive directors (Trustees) with a broad range of skills and experience, together with an ex-officio member – the International President of World Vision International. The Trustees normally serve for a maximum of nine years, and are subject to re-election every three years based on satisfactory performance. There is provision for extension of service terms (normally three additional years) to fulfil obligations to governance positions within World Vision International and for the Board Chair. The Board Chair and Vice Chair are elected by the Board on an annual basis.

## Code of conduct

The Board expects every Trustee, staff member and the organisation as a whole, to conduct themselves in accordance with the highest ethical standards. Individual Board members evaluate themselves against these standards annually. Any potential conflicts of interest are disclosed to the Board with appropriate withdrawal from Board decision-making.

## Board expenses

No fees or remuneration are paid for serving as a Board member. World Vision UK reimburses reasonable expenses incurred in the course of acting as a Board member. This includes travel and accommodation expenses required to attend meetings and training and orientation costs. Every effort is made to ensure costs are modest.

## Board meetings and Board Committees

The Board meets quarterly, with additional meetings as required. Important governance work is carried out by Board Committees that meet on a quarterly basis to discharge their responsibilities under formal terms of reference which are reviewed annually. The Board does not delegate major decisions to Board Committees, but

they are responsible for considering significant issues in detail and making recommendations to the Board.

### The roles of Board Committees are:

- The Board Development Committee is responsible for promoting good governance, recruiting Trustees and ensuring the Board works as effectively as possible, including Board training and personal development, and overseeing Board performance evaluations.
- The Finance Audit & Risk Committee reviews the annual business plan and budget, monitors risk and financial performance and ensures compliance with financial and risk policies and charity legislation. In addition it liaises with the external auditors and reviews internal audit reports.
- The Organisational Effectiveness & Remuneration Committee approves the remuneration of all Principal Officers and the remuneration policies for other staff. Additionally it reviews organisational strategies including those for development of innovations and information technology.
- The Public Engagement Committee reviews and contributes to marketing, communication and campaign strategies, monitors performance against the annual business plan and ensures compliance with fundraising regulations.
- The Policy & Programmes Committee reviews and advises on World Vision UK's development and relief programmes and advocacy strategies and their implementation.
- Ad hoc Board Committees are set up as and when required.

## Major new governance initiatives during the financial year

- The Board re-elected Mark Sheard as Chair and Anna Laszlo as Vice Chair for a second term.
- The Board appointed two new Trustees in 2012, to ensure the Board continues to comprise a high level and diverse range of skills and experience. These appointments bring skills and experience in international development and government relations to the organisation. The Board held a full day education session on "Good Governance" in 2012.
- The Board reviewed and approved a new Trustee Recruitment Policy; Chief Executive Performance Management Policy; Executive Directors' Remuneration Policy and Child Safeguarding Policy.

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also Directors of World Vision UK for the purposes of company law) are responsible for preparing the *Annual Report* and the financial statements in accordance with applicable law and regulations.

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the

financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware and the Trustees have taken all steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Approved by the Board on 27 March 2013 and signed on behalf of the Board of Trustees by:



**Mark Sheard**  
Board Chair – World Vision UK

# FINANCIAL STATEMENTS



# STATEMENT OF FINANCIAL ACTIVITIES

for the year ended 30 September 2012

	Notes	Restricted £'000	Unrestricted £'000	2012 £'000	2011 £'000
Voluntary income:					
Committed giving and other donations	2	30,265	11,616	41,881	39,613
Donations for emergencies	2	3,732	-	3,732	4,867
Donations, gifts and legacies	2	33,997	11,616	45,613	44,480
Institutional grants	3	21,057	-	21,057	19,019
Donated goods and services	4	2,040	-	2,040	4,363
Total voluntary income		57,094	11,616	68,710	67,862
Investment and other income	5	-	79	79	63
<b>Total incoming resources</b>		57,094	11,695	68,789	67,925
<b>Resources expended</b>					
Costs of generating funds	7	6,526	4,433	10,959	10,517
Charitable activities	6	49,973	7,219	57,192	56,344
Governance costs	7	90	423	513	481
<b>Total resources expended</b>		56,589	12,075	68,664	67,342
<b>Net incoming / (outgoing) resources before transfers</b>					
	8	505	(380)	125	583
Transfers between funds	16	(561)	561	-	-
Net (outgoing) / incoming resources before other recognised gains					
		(56)	181	125	583
Net unrealised investment gains / (losses)	12	-	98	98	(15)
<b>Net movement in funds</b>					
		(56)	279	223	568
Funds at 1 October		9,081	8,817	17,898	17,330
<b>Funds at 30 September</b>	16	9,025	9,096	18,121	17,898

The results for the year derive from continuing activities and there are no gains or losses other than those shown. The statement of financial activities incorporates the income and expenditure account as required by FRS3.

# BALANCE SHEET

as at 30 September 2012

	Notes	2012 £'000	2011 £'000
<b>Fixed assets</b>			
Tangible fixed assets	11	6,809	7,399
Investments	12	692	594
		<b>7,501</b>	<b>7,993</b>
<b>Current assets</b>			
Debtors	13	8,216	4,332
Investments	12	6,206	9,714
Cash at bank and in hand	-	4,309	4,744
		<b>18,731</b>	<b>18,790</b>
<b>Liabilities</b>			
Creditors: Amounts falling due within one year	14	(3,566)	(4,110)
		<b>15,165</b>	<b>14,680</b>
<b>Net current assets</b>			
		<b>22,666</b>	<b>22,673</b>
<b>Total assets less current liabilities</b>			
Creditors: Amounts falling due after more than one year	15	(4,545)	(4,775)
		<b>18,121</b>	<b>17,898</b>
<b>Net assets</b>			
<b>The funds of the charity</b>			
Restricted funds	16	9,025	9,081
Unrestricted funds:			
Tangible fixed assets fund	16	2,316	2,735
Strategic Initiative fund	16	50	181
Emergency relief fund	16	500	500
General fund	16	6,230	5,401
		<b>18,121</b>	<b>17,898</b>

The financial statements of World Vision UK, company number 1675552, were approved by the Board on 27 March 2013



Keith Malcouronne (FCA)  
Mark Sheard (Board Chair) } Directors



# STATEMENT OF CASH FLOW

for the year ended 30 September 2012

	Notes	2012 £'000	2011 £'000
<b>Net cash (outflow) / inflow from operating activities</b>	17	(3,562)	3,484
<b>Returns on investments and servicing of finance</b>			
Bank interest received		69	49
Mortgage loan interest paid		(78)	(71)
<b>Cash (outflow) from returns on investment and servicing of finance</b>		(9)	(22)
<b>Capital expenditure and financial investment</b>			
Payments to acquire tangible fixed assets		(201)	(94)
Sale of fixed assets investments		-	-
<b>Cash (outflow) / inflow from capital expenditure and financial investment</b>		(201)	(94)
<b>Management of liquid resources</b>			
Increase in bank deposit accounts		3,508	(778)
<b>Cash inflow / (outflow) from management of liquid resources</b>		3,508	(778)
<b>Net cash (outflow) / inflow before financing</b>		(264)	2,590
<b>Financing</b>			
Mortgage loan capital repayments		(171)	(163)
<b>Net cash (outflow) from financing</b>		(171)	(163)
<b>(Decrease) / Increase in cash in the year</b>		(435)	2,427
<b>Reconciliation of net cashflow to movement in net funds</b>			
(Decrease) / increase in cash in the year		(435)	2,427
Cash outflow from mortgage loan		171	163
Cash inflow from management of liquid resources		(3,508)	778
Change in net funds		(3,772)	3,368
Net funds at 1 October		9,794	6,426
<b>Net funds at 30 September</b>		6,022	9,794



# ANALYSIS OF NET FUNDS

For the year ended 30 September 2012

	<b>1 October 2011</b>	<b>Cash movement in the year</b>	<b>Non-cash movement in the year</b>	<b>30 September 2012</b>
<b>Analysis of net funds</b>				
Cash at bank and in hand	4,744	(435)	-	<b>4,309</b>
Mortgage loan due within one year	(171)	171	(181)	<b>(181)</b>
Mortgage loan due after more than one year	(4,493)	-	181	<b>(4,312)</b>
Current asset investments	9,714	(3,508)	-	<b>6,206</b>
	<b>9,794</b>	<b>(3,772)</b>	<b>-</b>	<b>6,022</b>

# NOTES TO THE ACCOUNTS

as at 30 September 2012

## I. ACCOUNTING POLICIES

### a. Basis of preparation

The financial statements have been prepared under the historical cost convention, with the exception of investments that are included at market rate, and in accordance with Statement of Recommended Practice (SORP) Accounting and Reporting by Charities as issued in March 2005 and applicable UK accounting standards.

The charity has availed itself of paragraph 4(1) of Schedule 1 to the accounting regulations Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the charity's activities.

The charity has adopted the exemption available under section 405 of the Companies Act 2006 and accordingly has not prepared consolidated accounts on the basis that the results of its subsidiary undertaking, World Vision Trading Limited, are not material.

After making enquiries, the Trustees have reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future.

Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Financial Review on page 32.

### b. Incoming resources

All incoming resources, including income from institutional grants, are recognised in the statement of financial activities when the charity is entitled to the income, has certainty of receipt and the amount can be quantified with reasonable accuracy

Donated goods and services, including the donated element of transportation services provided to the charity at a reduced fee, are valued at market value and included in income when distributed or utilised.

Legacy income is recognised at the earlier of the charity approving the final estate accounts or the legacy being received.

### c. Resources expended

Expenditure, other than funding of overseas programmes, is accounted for on an accruals basis and is classified over the activity headings shown below. Where expenditure cannot be directly attributed to particular headings it is allocated on a basis consistent with the use of the relevant resources measured by reference to headcount.

**Funding of overseas programmes** are accounted for when funds are remitted to World Vision International or donated goods and services are distributed to partner entities.

**Cost of generating funds** relates to activities that are intended to generate income including servicing supporters who donate under committed giving schemes such as child sponsorship. The cost of fundraising campaigns is expensed in the year in which it is incurred although income derived from the initiatives may arise in future years.

### Charitable activities comprise:

- **Funding of overseas programmes** which are monies transferred to overseas programmes or donated goods and services distributed to partner entities;
- **Support costs for programmes** which represent the costs incurred by UK-based staff in assisting programmes overseas, including their technical development, staffing, training, management and financial control; and
- **Advocacy, education and research** which represents the costs incurred in the UK in educating or influencing governments, institutions and members of the public on poverty issues and includes campaigning and lobbying, public policy and research work, Christian engagement activities and educational and news publications.

**Governance costs** represent costs that relate to the general running of the charity as opposed to the direct management functions inherent in the activities of the charity. They provide the governance infrastructure which allows the charity to operate and to generate the information required for public accountability and include the strategic planning processes that contribute to the future development of the charity.

### d. Foreign exchange

Transactions denominated in foreign currency are translated into sterling and recorded at the exchange rates ruling at the date of the transactions or, if hedged, at the forward contract rate. Monetary assets and liabilities denominated in a foreign currency are translated into sterling at the exchange rates at the balance sheet date. Translation differences are dealt with in the statement of financial activities.

### e. Tangible fixed assets and depreciation

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset evenly over its estimated useful life as follows:

Freehold land	nil
Building	50 years
Equipment, including computers	3 or 5 years
Other fixed assets, including software	3 - 10 years

### f. Investments

Investments are valued at mid-market value at the balance sheet date with the exception of shares which are subject to trading restrictions which are stated at Trustees' valuation.

### g. Funds

**Restricted funds** are subject to conditions imposed by donors or implied by the nature of the appeal.

**Designated funds** are amounts which have been put aside at the discretion of the Trustees as follows:

- **The Tangible fixed assets fund** represents the net book value of fixed assets less related borrowings, and therefore is not available for other uses.
- **The Emergency relief fund** is used to finance emergency responses for which there is no specific income source at the time and is replenished when appropriate funds are received.
- **The Strategic initiative fund** represents funds set aside to finance strategic and innovation initiatives related to delivering our 2011-15 strategy.

**The General fund** comprises accumulated surpluses less deficits after transfers to designated funds. It allows the charity to budget for anticipated commitments in the short and medium term and to provide adequate working capital.

### h. Pensions

The company operates a defined contribution pension scheme. Contributions are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme.

### i. Leasing commitments

Rentals paid under operating leases are charged to the statement of financial activities as incurred.

### j. Irrecoverable Value Added Taxation

The company is unable to recover the majority of Value Added Taxation charged on its purchases which is included in the related expense or asset in the accounts.



## 2 DONATIONS, GIFTS AND LEGACIES

At 30 September 2012 the number of children in the Child Sponsorship committed giving scheme was approximately 108,826 (2011: 113,832), a decrease of 4 percent.

Despite the fall in child sponsor numbers in 2012, which was driven largely by the economic climate, an increase in Child Sponsorship income was achieved due to the full year impact of an increase in the standard monthly donation initiated during 2011.

	Restricted £'000	Unrestricted £'000	2012 £'000	2011 £'000
<b>Committed giving and other donations</b>				
Child Sponsorship committed giving scheme	25,900	-	25,900	24,652
Legacies	63	757	820	853
Other donations	4,302	4,096	8,398	7,260
Tax recovered under Gift Aid	-	6,763	6,763	6,848
	30,265	11,616	41,881	39,613
<b>Donations for emergencies</b>				
Emergency appeals	722	-	722	1,575
Disasters Emergency Committee (DEC) appeals	3,010	-	3,010	3,292
	3,732	-	3,732	4,867
	33,997	11,616	45,613	44,480

### 3 INSTITUTIONAL GRANTS

	<b>2012</b> <b>£'000</b>	<b>2011</b> <b>£'000</b>
Development grants	18,048	14,428
Relief grants	3,009	4,591
	<b>21,057</b>	<b>19,019</b>
<i>Grants receivable from:</i>		
Department for International Development (DFID)	3,346	2,272
DFID Programme Partnership Arrangement (PPA)	3,938	3,314
DFID - UK Aid match funding for West Africa appeal	367	-
European Community Humanitarian Office (ECHO)	1,172	146
Other European Union	2,840	2,335
The Global Fund to Fight AIDS, Tuberculosis and Malaria	6,017	7,240
United Nations	2,575	2,108
Danish International Development Agency (DANIDA)	38	58
States of Guernsey	39	68
States of Jersey	100	287
Swedish International Development and Cooperation Agency (SIDA)	-	234
World Bank	-	467
World Food Programme	610	461
Other	15	29
	<b>21,057</b>	<b>19,019</b>

Included in institutional grants is £1,752,790 (2011: £1,778,312) received as a contribution towards UK programme support and administration costs.

### 4 DONATED GOODS AND SERVICES

	<b>2012</b> <b>£'000</b>	<b>2011</b> <b>£'000</b>
<i>Donated goods and services received from:</i>		
World Food Programme	2,040	3,615
The Global Fund to Fight AIDS, Tuberculosis and Malaria	-	446
Other	-	302
	<b>2,040</b>	<b>4,363</b>

## 5 INVESTMENT AND OTHER INCOME

	2012 £'000	2011 £'000
Bank interest	69	49
Other income	10	14
	79	63

Other income relates to recharges for administration and rent of our building.

## 6 CHARITABLE ACTIVITIES

### Funding for overseas programmes

Direct expenditure on remittances to overseas programmes is made through World Vision International to World Vision partner entities for development, relief and advocacy in the regions listed.

World Vision UK's share of the programme costs of World Vision International which are not country specific are apportioned to the regions in proportion to the share

of World Vision UK's remittances which each region receives. Allocated expenditure in remittances to overseas programmes relates to programme costs incurred in the UK. World Vision hedges a percentage of any remittances to overseas programmes made in US dollars in advance see note 18 regarding Derivatives not included at fair value.

	Restricted £'000	Unrestricted £'000	2012 £'000	2011 £'000
<b>Support was given to the following regions (including donated goods and services)</b>				
East Africa	21,033	1,581	22,614	23,525
Southern Africa	6,987	834	7,821	6,189
West Africa	5,218	147	5,365	4,647
Asia	7,156	149	7,305	7,302
Latin America	4,233	12	4,245	4,933
Middle East/Eastern Europe	3,920	186	4,106	4,458
<b>Total funding for overseas programmes</b>	<b>48,547</b>	<b>2,909</b>	<b>51,456</b>	<b>51,054</b>
Programme support costs	387	1,846	2,233	2,038
Advocacy, education and research	1,039	2,464	3,503	3,252
	49,973	7,219	57,192	56,344
<b>Number of countries supported</b>			<b>34</b>	<b>38</b>
	Direct expenditure	Allocated expenditure		
Funding for overseas programmes	51,456	-	51,456	51,054
Programme support costs	1,323	910	2,233	2,038
Advocacy, education and research	2,227	1,276	3,503	3,252
	55,006	2,186	57,192	56,344



## 7 COSTS INCURRED IN THE UNITED KINGDOM

	Charitable activities £'000	Costs of generating funds £'000	Governance costs £'000	2012 £'000	2011 £'000	Basis of allocation
Salaries	4,454	3,389	317	8,160	7,218	Headcount
Employment benefits	178	153	28	359	199	Headcount
Temporary staff	65	124	11	200	193	Headcount
Training	74	43	11	128	145	Headcount
Recruitment	73	61	13	147	183	Headcount
Travel and subsistence	409	201	23	633	523	Headcount
Advertising	53	524	-	577	659	Direct
Research and consultancy	419	379	18	816	1,758	Direct
Other marketing and communications	634	4,891	22	5,547	4,797	Direct
Equipment maintenance and rental	187	313	5	505	559	Headcount
Depreciation	166	617	-	783	782	Headcount
Occupancy and supplies	315	147	7	469	370	Headcount
Legal and professional	4	18	57	79	97	Direct
Bank charges	1	65	-	66	65	Direct
Mortgage interest	43	34	1	78	71	Headcount
	7,075	10,959	513	18,547	17,619	
Included in the total are total allocated costs of:	2,186	2,651	405	5,242	4,922	
				2012 £,000	2011 £,000	
Governance costs are made up as follows:						
Board including Trustee expenses (see also note 10)				41	38	
Audit				48	47	
Strategic management				424	396	
				513	481	

## 8 NET INCOMING / (OUTGOING) RESOURCES FOR THE YEAR

	2012 £'000	2011 £'000
<b>This is stated after charging</b>		
Depreciation of owned assets	783	782
Operating lease rentals – plant and machinery	60	57
Operating lease rentals – buildings	70	-
Interest payable on mortgage loans	78	71
Auditors' remuneration – audit fees	48	46
– other	3	9
<b>As at 30 September 2012, the charity had annual commitments under non-cancellable operating leases for plant and material which expires:</b>		
Within 1 year	-	58
In 2-5 years	58	56
<b>As at 30 September 2012, the charity had annual commitments under non-cancellable operating leases for buildings which expire:</b>		
Within 1 year	-	-
In 2-5 years	131	-

The increase in operating leases is due to World Vision UK leasing office space in London, starting in 2012.

## 9 STAFF COSTS

	2012 £'000	2011 £'000
<b>Aggregate payroll costs were as follows:</b>		
Wages and salaries	6,838	6,074
Social security costs	717	614
Other pension costs	605	530
	<b>8,160</b>	<b>7,218</b>

## 9 STAFF COSTS

	2012 £'000	2011 £'000
	Number	Number
<b>The number of employees whose annualised emoluments (including benefits-in-kind but excluding pension contributions) fell in the following bands is:</b>		
£60,001 - £70,000	1	2
£70,001 - £80,000	2	2
£80,001 - £90,000	1	2
£90,001 - £100,000	1	1

The emoluments of the Chief Executive, the highest paid employee, were £95,988 (2011: £99,910). Contributions of £31,321 (2011: £46,702) have been paid into the pension scheme on behalf of the above employees.

### The divisional breakdown of average monthly permanent staff numbers is:

Policy and Programmes	70	57
Public Engagement	82	72
HR, IT, Central Services, and Strategy and Innovation	43	39
Chief Executive's Office	3	3
Finance and Risk	23	22
	<b>221</b>	<b>193</b>

The average monthly numbers do not show the impact of the restructuring that took place in 2012. The benefit of the restructure will be seen in 2013.

In order to handle peak workloads and cover the shortage of permanent staff, temporary staff equivalent to 9.0 full-time staff (2011: 8.0) were used. The use of volunteers was equivalent to 2.5 full-time staff (2011: 1.1)

## 10 TRUSTEES' REMUNERATION

The Trustees' received no remuneration for their services. Only directly incurred expenses are reimbursed, if claimed, and in 2012 totalled £5,536 (2011: £3,338), which was claimed by 10 Trustees (2011: eight Trustees).

Expenses principally relate to travel in the UK and to overseas programmes.

Indemnity insurance is provided for the Trustees and Principal Officers of the charity. Premiums paid totalled £9,179 (2011: £8,472).



## II TANGIBLE FIXED ASSETS

The cost of freehold land amounting to £670,000 (2011: £670,000) is not depreciated.

	<b>Freehold land and building £'000</b>	<b>Computer and office equipment £'000</b>	<b>Fixtures and fittings £'000</b>	<b>Total £'000</b>
<i>Cost:</i>				
At 1 October 2011	6,995	4,282	351	11,628
Additions	55	47	99	201
Disposals	-	(17)	-	(17)
At 30 September 2012	<b>7,050</b>	<b>4,312</b>	<b>450</b>	<b>11,812</b>
<i>Depreciation:</i>				
At 1 October 2011	1,013	3,021	195	4,229
Charge for the year	128	617	38	783
Disposals	-	(9)	-	(9)
At 30 September 2012	<b>1,141</b>	<b>3,629</b>	<b>233</b>	<b>5,003</b>
<i>Net book value:</i>				
At 30 September 2012	<b>5,909</b>	<b>683</b>	<b>217</b>	<b>6,809</b>
At 1 October 2011	5,982	1,261	156	7,399

## 12 INVESTMENTS

All fixed asset investments are held within the UK.

Current asset investments comprise of deposit accounts of £6.2 million held on short term deposit over the year end period and will revert to liquid cash within 30 days of year end (2011: £9.7 million reverting to liquid cash within 30 days of 2011 year end).

The charity continues to hold the entire issued share capital of two £1 shares in World Vision Trading Limited, which is not currently trading. This has been excluded from consolidation on the grounds of immateriality. There are no further interests in subsidiaries, so group accounts have not been prepared. Accordingly these accounts present information about the charity and not its group.

	2012 £'000	2011 £'000
<b>Fixed assets</b>		
Common investment funds held by the charity		
Market value at 1 October	594	609
Acquisition of donated shares	633	-
Disposal of donated shares	(633)	-
Net investment gains / (losses)	98	(15)
<b>Market value at 30 September</b>	<b>692</b>	<b>594</b>
Historical cost at 30 September	452	452
	2012 £'000	2011 £'000
<b>Current assets</b>		
Deposit accounts	6,206	9,714

## 13 DEBTORS

	2012 £'000	2011 £'000
Institutional grants receivable	5,788	2,784
Amounts owed by other World Vision entities	268	-
Tax recoverable	1,265	689
Prepayments and accrued income (including legacy income)	860	836
Other debtors	35	23
	<b>8,216</b>	<b>4,332</b>

## 14 CREDITORS

Amounts falling due within one year

	2012 £'000	2011 £'000
Mortgage loan (see also note 15)	181	171
Taxation and social security	203	187
Other creditors	2,599	1,769
Amounts owed to other World Vision entities	-	1,059
Accruals and deferred income	583	924
	<b>3,566</b>	<b>4,110</b>

## 15 CREDITORS

Amounts falling due after more than one year

The mortgage loan is secured on the charity's property and is repayable over 25 years from October 2003.

Interest is charged at LIBOR (London Inter-Bank Offer Rate) plus MLA (Mandatory Liquid Assets) cost plus 0.7%.

	2012 £'000	2011 £'000
VAT repayable between 1-5 years	233	282
Mortgage loan repayable between 1-5 years	788	788
Mortgage loan repayable in more than 5 years	3,524	3,705
	<b>4,545</b>	<b>4,775</b>



## 16 FUNDS

The transfer between the Strategic initiative fund and the General fund relates to spend in the year on a number of innovation initiatives.

The transfer between the General fund and the Tangible fixed assets fund represents net movements on fixed assets and the related loan.

The transfer between Restricted funds and the General fund represents repayment of previous pre-funding of restricted funds from unrestricted reserves in the General fund, or transfers between funds restricted by purpose rather than region.

The General fund at 30 September 2012 includes net unrealised gains on investments of £240,000 (2011: unrealised gains of £142,000).

	Restricted Funds £'000	Unrestricted funds				Total £'000
		Tangible fixed assets fund £'000	Emergency relief fund £'000	Strategic initiative fund £'000	General fund £'000	
Balance at 1 October 2011	9,081	2,735	500	181	5,401	17,898
Incoming resources	57,094	-	126	-	11,569	68,789
Outgoing resources	(56,589)	-	(126)	-	(11,949)	(68,664)
Transfers between funds	(561)	(419)	-	(131)	1,111	-
Net unrealised investment gain	-	-	-	-	98	98
<b>Balance at 30 September 2012</b>	<b>9,025</b>	<b>2,316</b>	<b>500</b>	<b>50</b>	<b>6,230</b>	<b>18,121</b>
<b>Represented by:</b>						
Tangible fixed assets	-	6,809	-	-	-	6,809
Investments	2,000	-	-	50	4,848	6,898
Debtors	5,970	-	-	-	2,246	8,216
Cash at bank and in hand	3,175	-	500	-	634	4,309
Creditors: amounts falling due within one year	(2,120)	(181)	-	-	(1,265)	(3,566)
Creditors: amounts falling due after more than one year	-	(4,312)	-	-	(233)	(4,545)
<b>Balance at 30 September 2012</b>	<b>9,025</b>	<b>2,316</b>	<b>500</b>	<b>50</b>	<b>6,230</b>	<b>18,121</b>
		<b>Balance 2011</b>	<b>Incoming resources</b>	<b>Outgoing resources</b>	<b>Transfers between funds</b>	<b>Balance 2012</b>
		£'000	£'000	£'000	£'000	£'000
East Africa		2,191	19,886	(20,254)	399	2,222
Southern Africa		1,225	8,360	(7,407)	(920)	1,258
West Africa		520	6,365	(5,744)	236	1,377
Asia		1,343	9,124	(8,131)	(266)	2,070
Latin America		983	3,844	(4,420)	(194)	213
Middle East/Eastern Europe		1,185	3,057	(3,942)	(81)	219
Cross Regional Initiatives		1,634	6,458	(6,691)	265	1,666
<b>Total</b>		<b>9,081</b>	<b>57,094</b>	<b>(56,589)</b>	<b>(561)</b>	<b>9,025</b>

## 17 RECONCILIATION OF NET (OUTGOING) / INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2012 £'000	2011 £'000
<b>Net incoming / (outgoing) resources for the year</b>	<b>125</b>	<b>583</b>
Depreciation of tangible fixed assets	783	782
Loss on disposal of fixed assets	8	-
(Increase) / decrease in operating debtors	(3,884)	574
(Decrease) / Increase in operating creditors and accruals	(603)	1,523
Bank interest received	(69)	(49)
Mortgage loan interest paid	78	71
<b>Net cash (outflow) / inflow from operating activities</b>	<b>(3,562)</b>	<b>3,484</b>

## 18 DERIVATIVES NOT INCLUDED AT FAIR VALUE

World Vision International places foreign exchange forward contracts on behalf of World Vision UK to manage World Vision UK's exposure to foreign currency exchange risks.

The fair value of these instruments is calculated at the balance sheet date by comparison between the rate implicit in the contract and the exchange rate at that date.

At 30 September 2012 World Vision International had US\$54 million of foreign currency forward contracts placed on behalf of World Vision UK. The unrealised loss on these derivatives as at 30 September 2012 was £0.6 million (30 September 2011: US\$37.3 million foreign currency forward contracts with an unrealised gain of £0.2 million).

## 19 COMMITMENTS AND CONTINGENT LIABILITIES

### Pension commitments

The company operates a defined contribution scheme for its employees. The assets of the scheme are held separately from those of the company in a group personal pension scheme, for which the company has no

responsibility other than regular contributions on behalf of employees. There were no contributions outstanding at either year-end.

## 20 TAXATION

As a registered charity, the company is exempt from taxation on its income and gains to the extent that they are applied for its charitable purposes.

# INDEPENDENT AUDITOR'S REPORT

## Independent Auditor's Report to the Members of World Vision UK

We have audited the financial statements of World Vision UK for the year ended 30 September 2012 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes numbered 1 to 20.

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

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

### Respective responsibilities of trustees and auditor

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

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

### Scope of the audit of the financial statements

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

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial

statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2012 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Opinion on other matter prescribed by the Companies Act 2006

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

### Matters on which we are required to report by exception

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

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

N. Hashemi

**Naziar Hashemi**  
Senior Statutory Auditor

For and on behalf of Crowe Clark Whitehill LLP  
Statutory Auditor  
London

27 March 2013



# BIOGRAPHIES OF TRUSTEES

## Chair – Mark Sheard

Mark Sheard has enjoyed a successful career in advertising and marketing, creating one of the UK's most successful marketing communications businesses before merging it into a multinational group in 2000. He has worked on fundraising strategies with a number of leading voluntary sector organisations and in 2001 Mark founded the Whatnext? Consultancy to provide marketing and corporate development advice to commercial and ethical organisations.

Mark currently chairs the Board of Uganda Development Services, a Christian charity promoting development in rural communities in East Africa.

Mark joined the Board of World Vision in January 2007 and was appointed Chair of the Board in February 2011. Mark is a member of the Finance Audit and Risk Committee, Public Engagement Committee and Board Development Committee.

## Jennifer Collins

Jennifer Collins has held a variety of leadership and management roles in the charitable and public health sectors, and in development consultancy in Asia and Africa. Currently, Jennie is working in Afghanistan as the Executive Director of SERVE Afghanistan, a Christian development organisation involved in working with people with disability, focussing on inclusion, community development and preventative public health education.

Previous roles include Executive Director of the United Mission to Nepal, an international Christian development organisation, International Director at Tearfund UK and Director of Therapy Services at Royal Free Hospital, London. Jennifer also acts as Trustee for a number of organisations, including the Micah Network.

Jennifer joined the Board of World Vision UK in February 2011 and is a member of the Policy and Programmes Committee.

## Valerie Dias

Valerie Dias is Executive Vice President and Chief Risk and Compliance Officer for Visa Europe with responsibility for corporate risk compliance and a variety of corporate services. She is a Fellow of the Chartered Institute of Certified Accountants and a trustee of HTI (Heads, Teachers and Industry).

Valerie joined the Board of World Vision UK in April 2007 and is a member of the Finance Audit and Risk Committee, and the Organisational Effectiveness and Remuneration Committee.

## Linda Emery

Linda Emery is Diversity and Inclusion Director at BP, responsible for attracting and developing talent, driving diversity and inclusion across all BP businesses in Europe, the Middle East, Africa and Asia Pacific. Her career has included roles as Talent Director, Diversity Director and Strategic Planning Manager with Unilever businesses and Linda has provided human resources consultancy to Save the Children.

Linda joined the Board of World Vision UK in February 2011. Linda serves as Chair of the Organisational Effectiveness and Remuneration Committee and is a member of the Board Development Committee.

## Richard Izard

Richard Izard is Chief Executive of Organic leadership, a niche leadership development and executive coaching consultancy. Richard has a passion for individual, team and organisational transformation. Previously Richard has been Managing Director of a retail business and held board positions in sales, marketing, commercial and finance. Richard's commercial experience spans sectors including banking, retail, music, film, fast moving consumer goods and engineering. Richard is also a qualified accountant.

Richard joined the Board of World Vision UK in May 2011. Richard is a member of the Public Engagement Committee and Policy and Programmes Committee.

## Kevin Jenkins

Kevin Jenkins became President and Chief Executive Officer of World Vision International in October 2009, following a successful career in airline, technology and investment businesses. Travelling extensively as World Vision International President, Kevin spends time in communities with children, families and staff in many of the countries where World Vision works.

Kevin is based at World Vision International's Global Centre Executive Office in Uxbridge, UK. He is a member of a number of global organisations that pursue practical, sustainable health improvements for the world's most vulnerable women and children, the increased effectiveness of civil society and excellence in governance.

He is an ex officio member of the Board of World Vision UK.

## Warren Lancaster

Warren Lancaster is the International Director and Sector Specialist for Disaster and Conflict Recovery for Geneva Global, one of the world's leading providers of philanthropic advisory services.

Warren was previously the Director of the Leprosy Mission for England and Chief Executive of international health charity, Merlin. He was involved in the establishing and development of Medair, the Swiss humanitarian agency and held a number of senior positions there. Warren's commercial background is in risk management within the insurance industry.

Warren joined the Board of World Vision UK in February 2011. Warren serves as Chair of the Policy and Programmes Committee.

### **Anna Laszlo**

Anna Laszlo has extensive experience of international development through her career with the UK government's Department for International Development. Previous roles with the Department have included: Deputy Director (Strategy), South Asia Division; Head of the joint FCO/DFID Sudan Unit; Principal Private Secretary to the Secretary of State for International Development and Head of Office in Mozambique.

Anna joined the Board of World Vision UK in May 2008. Anna serves as Chair of the Board Development Committee and is a member of the Organisational Effectiveness and Remuneration Committee and the Policy and Programmes Committee.

### **Keith Malcouronne**

Keith Malcouronne is Managing Partner of Financial Professional & Strategy Services LLP, a Christian-led Chartered Accountancy and business consulting group with teams in the UK and India. Keith is a non-executive Director on the Boards of other businesses including BC Technologies LLP and The Specialist Washing Company.

Keith serves on the Boards of a number of charities including the Oxford Centre for Mission Studies, Guildford Diocesan Board of Finance (Vice Chair) and the Audit Committee of the Church of England Archbishops' Council (Vice Chair).

Keith joined the Board of World Vision UK in April 2007 and serves as Chair of the Finance Audit and Risk Committee and is a member of the Organisational Effectiveness and Remuneration Committee.

### **Mark Parsons**

Mark Parsons is Senior Public Affairs Manager at the Royal Bank of Scotland Group (RBS). He has held a number of public affairs roles including Head of Corporate Banking Public Affairs at RBS and Public Affairs Policy Advisor at the London Stock Exchange Plc.

Prior to this, Mark was a Parliamentary Adviser to William Hague MP, and he has a background in international development policy having been an adviser to the Shadow Secretary of State for International Development between 1999-2001.

Mark joined the Board of World Vision UK in February 2012 and is a member of the Public Engagement Committee.

### **Stephen Phelps**

Stephen Phelps is a Chartered Accountant and worked for 21 years with KPMG, including 10 years as an Audit Partner in their Hong Kong office with responsibility for auditing a range of multinational and national companies.

Steve has acted as Trustee for a number of charities. He joined the Board of World Vision UK in 2002 serving as Chair of the Board from 2007 to 2011 and is a member of the Board Development Committee. Steve is also a member of the Board of World Vision International and chairs its Audit and Risk Management Committee.

### **Andy Reed**

Andy Reed is the Director of SajelImpact Limited, a Christian writer and speaker; a Council member of the Evangelical Alliance and a former MP for Loughborough. Andy has a special interest in sports policy, international development and well-being issues.

Andy joined the Board of World Vision UK in February 2012 and is a member of the Policy and Programmes Committee.

### **Julian Thomas**

Julian Thomas is a Director of Oxford Strategic Marketing, a consultancy specialising in marketing strategy and capability development for global multinationals and social marketing in the public sector.

He has worked as a consultant across a large number of industries, in particular healthcare and pharmaceuticals. Previously he worked in marketing for Procter & Gamble.

Julian joined the Board of World Vision UK in May 2011. He serves as Chair of the Public Engagement Committee and is a member of the Finance, Audit and Risk Committee.

# TRUSTEES, PRINCIPAL OFFICERS AND ADVISORS

## BOARD OF TRUSTEES

Jennifer Collins  
Valerie Dias  
Linda Emery  
Richard Izard  
Kevin Jenkins  
Warren Lancaster  
Anna Laszlo, Vice Chair  
Keith Malcouronne  
Mark Parsons  
Stephen Phelps  
Andy Reed  
Mark Sheard, Board Chair  
Julian Thomas

## SECRETARY

Tim Pilkington

## PRINCIPAL OFFICERS

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**Justin Byworth**

Policy and Programmes Director  
**David Thomson**

Public Engagement Director  
**Mathew Neville**

Organisational Effectiveness Director  
**Adrian Blair**

Finance and Risk Director  
**Sarah Powley**  
(to 20 July 2012)  
**Tim Pilkington**  
(appointed 02 January 2013)

Acting Chief Financial Officer  
**Jonathan Bailey**  
(23 July 2012 - 01 January 2013)

## AUDITORS

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## SOLICITORS

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**Allied Irish Bank**  
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## REGISTERED OFFICE

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## THANK YOU

With special thanks to all of the supporters listed below; individuals, families, charitable trusts, companies and institutions who have invested significantly in World Vision's work this year, plus those who wish to remain anonymous. We really value your partnership as we serve the world's most vulnerable children.

Mr and Mrs Jonathan and Nicola Cormack  
Danish International Development Agency  
Mr and Mrs Domenico and Sonia Crapanzano  
Mr Tiriah David-West  
Department for International Development  
Mr and Mrs Mark and Sarah Driver  
Mr and Mrs James and Katherine Anne Duffy  
European Community Humanitarian Office  
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Mr David Henderson OBE  
Mr and Mrs Kevin and Helen Jenkins  
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The Moonpig Foundation  
Out of Eden  
St. Paul's and St. George's Church, Edinburgh  
Mr Don Procter  
The Shamooin Family  
Mrs Joyce Skipp  
The Tisbury Telegraph Trust  
United Nations  
Woodlands Church, Bristol  
World Food Programme  
And thank you to all of our supporters this year.

## BIBLIOGRAPHY

<sup>1</sup> Figure sourced from *The Right to Survive*, Oxford International, April 2009. Find online at: <http://www.oxfam.org/policy/right-to-survive-report>

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<sup>5</sup> Sourced from United Nations Development Programme at <http://www.undp.org/content/undp/en/home/presscenter/articles/2012/06/19/-1-6-billion-needed-to-help-18-7-million-crisis-affected-people-in-sahel.html>

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<sup>7</sup> Figure sourced from UNICEF Press Centre at: [http://www.unicef.org/media/media\\_45451.html](http://www.unicef.org/media/media_45451.html)

<sup>8</sup> Figure sourced from UN News Centre at: <http://www.un.org/apps/news/story.asp?NewsID=41133#.USNh0RjENCY>



## GET INVOLVED

There are many ways you can support our mission to transform the lives of the world's poorest children.

### SPONSOR A CHILD

When you sponsor a child through World Vision, you can be sure that you are making a vital, lasting difference to his or her life.

Through child sponsorship you can form a real relationship with an individual child in one of the world's hardest places, while supporting projects that benefit all the children in their community. These projects are often about helping communities to secure the essentials we take for granted – like food, clean water, basic healthcare and education – and helping to create an environment in which the most vulnerable children are protected. By changing the world children live in, we can make a lasting difference to their lives.

As a sponsor, we'll keep you up to date on how your sponsored child and the vital projects in their community are progressing. You'll have the chance to write to or email your sponsored child and send cards on birthdays and at Christmas. You can even visit them to see the positive impact your sponsorship is making at first hand.

**To sponsor a child today**

Visit: [www.worldvision.org.uk/sponsor](http://www.worldvision.org.uk/sponsor)

Tel: 0800 50 10 10

### GIVE RAW HOPE

Raw Hope is a new initiative from World Vision with the sole aim of saving and protecting children in the world's most dangerous places; children who are beyond the reach of child sponsorship. Asha was just 11 when she saw her parents killed in DRC's internal conflicts. Taken in by the madam of a local brothel, she was forced to have sex for the money she needs just to feed herself. A pledge of £10 a month will provide children like Asha, and so many others, with an increased chance of survival, and offer hope for their continued protection.

**To sign up to Raw Hope**

Visit: [www.worldvision.org.uk/rawhope](http://www.worldvision.org.uk/rawhope)

### BECOME AN AMBASSADOR

We need as many of our supporters as possible to become ambassadors, sharing with others your first-hand knowledge of the life changing impact of sponsoring a child. If you want to know more about becoming an ambassador or would like to book an ambassador to speak about World Vision's work:

Visit: [www.worldvision.org.uk/ambassadors](http://www.worldvision.org.uk/ambassadors)

Email: [ambassador@worldvision.org.uk](mailto:ambassador@worldvision.org.uk)

### JOIN THE IF CAMPAIGN

Hunger still kills more people than AIDS, malaria and tuberculosis combined. In fact, two million children die each year because they don't have enough to eat. The world produces enough food for everyone, but not everyone has enough food.

But it doesn't have to be like this. In 2013, World Vision has joined with over 100 charities, to launch the IF campaign and take action towards ending global hunger.

**Sign up to the IF campaign today and share your voice at:** [www.worldvision.org.uk/if](http://www.worldvision.org.uk/if)

### FOLLOW US

Keep in touch with what we're doing and what you can do to help:



Follow us on Twitter: [@WorldVisionUK](https://twitter.com/WorldVisionUK)



Join our growing Facebook group for up-to-date videos, audio and blogs from the field:

[www.facebook.com/worldvisionuk](http://www.facebook.com/worldvisionuk)

### LEAVE A GIFT IN YOUR WILL

Writing a will is the only way of ensuring that your family and friends are taken care of as you would wish after your death. But it can also be a lifeline to those who need it most.

Including a gift in your will to World Vision can help us make a lasting difference to the children and communities at the heart of our work. Any gift, large or small, will help to transform lives.

**To request a free legacy information pack:**

Tel: 01908 84 10 60

Email: [legacies@worldvision.org.uk](mailto:legacies@worldvision.org.uk)

### PRAY WITH US

We really value your prayers for our work across the world. As a Christian organisation we believe it is important for the goodness and grace of God to permeate all we do. We believe God will use your prayers to bring life in all its fullness to every child, family and community that we work in. You can view the prayer requests we have received from the communities you support on our website.

Visit: [www.worldvision.org.uk/prayers](http://www.worldvision.org.uk/prayers)


**For more information on these and many other ways to help:**

visit: [www.worldvision.org.uk](http://www.worldvision.org.uk) tel: 01908 84 1010 email: [info@worldvision.org.uk](mailto:info@worldvision.org.uk)



San San, 11, in Myanmar is excited to receive his first greeting card from his sponsor. © 2012 Khaing Min Htoo/World Vision

Back cover: Nine-month-old Lalin, from Cambodia, getting a health check at his local World Vision health centre. ©2011 Albert Yu/World Vision

A young child with dark hair and a joyful expression is sitting on a white weighing scale. The child is wearing a colorful, patterned shirt with geometric shapes and stars. The background is a plain, light-colored wall. The overall mood is positive and hopeful.

“I have come that  
they may have life  
and have it to the full”

John 10:10 (NIV)

**For children. For change. For good.**

**World Vision UK**

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