



**ANNUAL REPORT**

**World Vision UK Trustees' report and accounts  
for the year ending 30 September 2010**

# Mission, values and activity

## Our mission

In 2010, following a strategic review, World Vision UK redefined its mission statement:

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

## 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 UK is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice.

Motivated by our faith, we serve alongside the poor and oppressed as a demonstration of God's unconditional love for all. We serve people regardless of religion, race, ethnicity or gender.

World Vision UK is part of the international World Vision Partnership, which works in nearly 100 countries, serving more than 100 million of the world's poorest people. Together, we are the world's largest local charity, combining grassroots presence in thousands of communities with international reach across the globe. In the UK, we raise funds and awareness of poverty-related issues, and work with other World Vision offices to support development and relief programmes around the world.

As a charity, World Vision UK's activities must be carried out for the public benefit. This report outlines specific activities undertaken for this purpose during the financial year ended 30 September 2010 under eight goals identified in the strategic plan for 2006–2010. A new strategic plan has been prepared for 2011–2015 (see page 24).

**OUR VISION**  
OUR VISION FOR EVERY CHILD,  
LIFE IN ALL ITS FULLNESS;  
OUR PRAYER FOR EVERY HEART,  
THE WILL TO MAKE IT SO.



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WE'VE HAD AN IMPACT IN THE LIVES  
OF **3.3 MILLION** CHILDREN

# From the Chief Executive

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Annual Report 2010 From the Chief Executive

## Welcome to our annual report

It's a joy and privilege to be a part of World Vision's work to transform the lives of the world's poorest children. In this report you'll see how over three million children are benefiting from the commitment and action of World Vision supporters across the UK. The report details World Vision UK's achievements in 2010 and looks ahead to the future as we embark on a new strategy.

2010 was a year of huge humanitarian emergencies and of continued economic challenges in the UK and worldwide. In this context we are pleased to report that we made real progress in the aims we set for 2010 in terms of impact, influence and income.

### Achieving more impact

We've had an impact in the lives of **3.3 million** children in the developing world. We provided relief to over 1.45 million people facing humanitarian disasters such as the floods in Pakistan and the earthquake in Haiti. We've made real strides this year in gathering better evidence of our impact. Turn to pages 8–15 to find out much more about the difference our development, humanitarian and advocacy programmes are making for children and communities.

### Influencing more people

Our new global Child Health Now campaign inspired UK supporters to take **25,000** actions to influence decision makers to end the preventable deaths of children under-five. During this election year, strong government relations have been vital with international development ministers past and present visiting World Vision and the UK government maintaining its commitment to international aid. Turn to pages 14–17 to find out more about our work to speak out and influence wider change for the world's children.

### Raising more income

You helped us raise over **£60 million**, a 4% rise from last year, demonstrating the commitment our supporters have to keeping the world's poorest children a priority despite the tough economic climate in the UK. Thank you for your tremendous support. On pages 18–20, find out more about the ways you've enabled real change for children through sharing your resources.

### Looking ahead – to transforming the lives of eight million children

During 2010 we took a step back to reflect on our mission in a changing world. We reviewed our successes in the last five years and the areas where we've fallen short. Following this review, we've set a bold new five-year strategy designed



Justin meets sponsored child Thelma during a trip to Zimbabwe.

to engage 500,000 supporters in transforming the lives of eight million children. To achieve this, we've completed a significant reorganisation across World Vision UK that, I believe, has made us stronger and fitter for the future.

We give thanks that God has been faithful to us in 2010. With your inspiration and support we hope to achieve so much more in 2011 and beyond. Together, we can make the years ahead an unforgettable experience for all of us – one that brings us a step closer to our vision of a world where every child has the fullness of life they so richly deserve.

Justin Byworth

# Seeing real change, up close and personal

Last summer, my family and I revisited Cambodia, where we lived and worked for eight years in the 1990s. Meeting Monorom, the Cambodian child we sponsor, gave us a vivid insight into the deep and lasting change that's possible for children and their communities.

In the nineties, I was one of the first World Vision staff to visit the Rattanak Mondol district and distribute emergency supplies to people who'd lost their homes in the civil war. The area was littered with landmines. There were no schools, no health clinics and the highest malaria rates in Cambodia. I can still hear the words of the district official: "don't just come here, ask questions, give out aid and then go away like so many others."

We promised to return. And now after nearly 20 years, the success of our Area Development Programme (ADP) means we're planning to phase out of what is a truly transformed community.

## A 'golden thread'

Monorom's Mum and Dad told me about the incredible way World Vision has been like a golden thread woven into the tapestry of their family's life over so many years.

Monorom was born in a temporary camp, supported by a birth attendant trained by World Vision. He was nourished by his Mum, who knew from our community health training that 'breastfeeding is the key to a healthy baby'.

As a boy, Monorom survived malaria and dengue fever with the help of a health centre we supported. The specially treated mosquito net the family received from a World Vision-World Health Organization project meant that none of his three younger siblings has had malaria since.

In 2001 Monorom's family settled in a newly re-established village, recently cleared of landmines by a mines clearance agency with World Vision funding. With their own hard work, plus seeds, tools and a loan from World Vision, they were able to establish a family farm.

Monorom attended the new local primary school that World Vision helped to set up. His Dad is now working with the locally elected Commune Council on the residents' own plan for their village, which includes further improvements to water supplies and food production. It's their plan and it's funded by many groups, including World Vision.



## Long-lasting transformation

Monorom is now a 17-year-old secondary school student who loves football and hopes to be a policeman. It was so powerful to share memories of past times with his family and see such change over a generation.

Today, local businesses are flourishing, health and education has improved and there are stronger local government and community organisations. It's a privilege to have helped create this change. It's even better to see that it's part of real, long-lasting transformation throughout Rattanak Mondol.



Justin and his family meeting Monorom (centre) and his family.

# Five year reflection

Our 2006–10 strategy set out eight goals to work towards, and at the end of this period we've been able to see real progress achieved

Our work to improve children's lives has seen us establish 20 new Area Development Programmes across the developing world and successfully phase out of six. We've been able to leave these communities knowing that the people are equipped to continue their own development without our support.

Sadly, the last five years has also seen some of the worst ever natural disasters strike some of the world's poorest countries. We began this strategic period responding to the huge devastation created by the Asian Tsunami. Since then we've provided emergency relief in countries including Myanmar, Bangladesh, China, Zambia and Mozambique; responded to long-running chronic emergencies in Somalia, Sudan and Afghanistan; and most recently responded to huge natural disasters in Haiti and Pakistan. We've helped millions of people survive and rebuild their lives in some of the most difficult circumstances.

Following the Make Poverty History campaign of 2005 we stepped up our advocacy work, campaigning on a number of important issues, including education for all children, the prevention of child trafficking, and increasing governments' efforts to stop the spread of HIV. We've had success in helping influence policy and practices in these areas. Now we've

joined forces with our partner offices across the globe to raise our voices against the unnecessary deaths of children under-five through our Child Health Now campaign.

None of this work would have been possible without the dedicated efforts of our staff and partners, and the continued generosity of thousands of supporters, particularly our child sponsors who support over 120,000 children. The securing of our first Partnership Programme Arrangement with the Department for International Development (DFID) also enabled us to accelerate our programming and policy work through its guaranteed funding over the last five years.

While much has been achieved, we have not been successful in every area. Our income has not grown as much as we'd planned, and we haven't developed as many partnerships as expected. We continue to wrestle with how we fully live out our Christian identity too. There is also still much more we can do to demonstrate the evidence and impact of our work with children, their families and communities.

We are determined to improve on these areas in our new strategy for 2011–15. We know we must do more if we are to truly live out our mission and we're committed to making even more of an impact in the lives of the world's poorest children over the next five years.



# Five year financials

	5 year average	2006 £000	2007 £000	2008 £000	2009 £000	2010 £000
Committed giving and other donations		38,887	41,377	41,714	38,971	<b>40,274</b>
Donations for emergencies		11,969	9,694	4,580	2,259	<b>5,041</b>
Donations, gifts and legacies		50,856	51,071	46,294	41,230	<b>45,315</b>
Institutional grants		6,292	8,377	7,735	10,447	<b>10,691</b>
Donated goods and services		14,041	3,632	3,206	6,580	<b>4,861</b>
Voluntary income		71,189	63,080	57,235	58,257	<b>60,867</b>
Investment and other income		847	544	562	223	<b>120</b>
<b>Total income</b>		<b>72,036</b>	<b>63,624</b>	<b>57,797</b>	<b>58,480</b>	<b>60,987</b>
Costs of generating funds		9,969	14,144	11,139	10,245	<b>9,707</b>
Charitable activities		61,572	51,905	44,403	48,687	<b>49,810</b>
Governance costs		218	266	291	231	<b>404</b>
<b>Total expenditure</b>		<b>71,759</b>	<b>66,315</b>	<b>55,833</b>	<b>59,163</b>	<b>59,921</b>
<b>Net incoming / (outgoing) resources before investment gains</b>		<b>277</b>	<b>(2,691)</b>	<b>1,964</b>	<b>(683)</b>	<b>1,066</b>
<b>Investment gains / (losses)</b>		<b>196</b>	<b>188</b>	<b>(364)</b>	<b>67</b>	<b>92</b>
Net movement in funds		473	(2,503)	1,600	(616)	<b>1,158</b>
<b>The funds of the charity</b>						
Restricted and designated funds		13,352	10,584	10,984	10,523	<b>9,714</b>
General fund		4,339	4,604	5,804	5,649	<b>7,616</b>
<b>Total funds</b>		<b>17,691</b>	<b>15,188</b>	<b>16,788</b>	<b>16,172</b>	<b>17,330</b>
<b>Ratios</b>						
<b>Percentage of total expenditure:</b>						
Costs of generating funds	17.6%	13.9%	21.3%	20.0%	17.3%	<b>16.2%</b>
Charitable activities	81.9%	85.8%	78.3%	79.5%	82.3%	<b>83.1%</b>
Governance costs <sup>(1)</sup>	0.5%	0.3%	0.4%	0.5%	0.4%	<b>0.7%</b>
<b>Free reserves: <sup>(2)</sup></b>						
Number of days' expenditure <sup>(3)</sup>		27 days	27 days	40 days	39 days	<b>50 days</b>

1 Increase in governance costs in 2010 relates to increased costs associated with our strategic review (see Note 7).

2 Free reserves comprise the General fund.

3 Number of days' expenditure excludes donated goods and services as these do not involve a cash flow.

# Transforming children's lives

World Vision is committed to working with children, their families and communities to overcome poverty and injustice

We believe eradicating poverty is possible, but only by governments, local authorities, community groups, businesses and individuals all working together to tackle its causes. Everyone has a role to play in bringing about change.

For us, improving the well-being of children within their families and communities is central to this change. Our work focuses on three key areas where we believe we can make a difference to children's lives, and working with them, their communities and others, help shape a better future.



## World Vision Partnership

Working as a federal partnership in almost 100 countries, World Vision serves more than 100 million people.

## World Vision UK Programmes

World Vision UK funds development and relief programmes and projects in 38 of the countries where World Vision works.

## Sustainable long-term development

Development, at its best, is about empowering children and their families to live life to its fullest. We have a range of projects that help to achieve this, including our Area Development Programmes.

These long-term programmes typically last 12–15 years and focus on several communities in one specific area of the developing world. They involve helping communities to identify their needs and priorities, such as access to clean water, education, healthcare or ways to earn a living. We enable communities to work together to plan and implement projects that will bring about sustainable change. By the time we leave the area, communities are equipped to further develop and prosper.







### Effective humanitarian relief

Today, conflict and natural disasters affect more than 250 million people around the world. Children are especially vulnerable to the hunger, disease and other dangers they bring. With 40,000 staff based in nearly 100 countries, World Vision is quick to respond when disaster strikes. Within hours, we are on the ground providing essentials like food, water and shelter; as well as setting up child-friendly spaces to protect vulnerable children. And we stay on to help communities recover long after the eyes of the world have moved on.

### Advocating for change

We give a voice to marginalised children around the world – from those denied the right to education, to child soldiers, to the 12 million African children orphaned by AIDS-related diseases. Through our advocacy work, we challenge the policies and practices that keep children in poverty. We research and raise awareness of the issues surrounding poverty and injustice, run campaigns and lobby politicians and governments to take action. We also share our knowledge and skills with the people we support to enable them to speak up for themselves.



# Goal one: Improving lives

We work with the world's poorest communities to create sustainable solutions that build a better future for their children

There are many reasons why children live in poverty. But by working in partnership with local communities and listening to their individual needs, we can enable them to plan and implement programmes that will bring about long-term change.

These programmes may include projects to improve health, water and sanitation, food security, education or economic development. We also help communities to recognise their rights and to implement measures to protect their children, so they can build a future where every child lives life to the full.

Of course, not all of these projects will achieve everything that they set out to, but through monitoring and evaluation we not only identify their positive impact, but learn from any challenges for future programmes.

## Ways we helped improve children's lives this year

### Better health for more children

World Vision is committed to improving the health and nutrition of women and children in the areas where we work. We've invested £2.7 million in 61 health projects that include ensuring mothers and children are well-nourished, protected from infection and disease, and can access essential health services.

These projects include supplying vitamin supplements to malnourished children in Bolivia, teaching mothers about

nutrition and breastfeeding in Bangladesh, and training health workers in Tanzania on how to provide treatments in their community. In total, the projects have contributed to an improvement in health for 850,000 children.

### Strengthening communities

Too many communities face each day without the basics they're entitled to, such as healthcare, education and basic infrastructure. Our Citizen Voice and Action initiatives have provided training in local level advocacy for 263,000 people. They've enabled 100 communities across five countries to speak out for their essential rights and work in partnership with local authorities to find practical solutions.

The programmes' successes have been as diverse as the people we serve. In Armenia we helped communities lobby local government for better access to healthcare, such as the right to regular visits by a doctor. In Bolivia we supported 648 young people to speak with councillors about the issues concerning them, which in turn helped influence how local services are provided.

### Supporting children with HIV and AIDS

We're supporting over 124,000 children living with HIV and AIDS in Sub-Saharan Africa. By funding over 6,000 home visitors to provide care for these children we're helping them to stay healthy and teaching them about the dangers of transmitting the disease. We've made sure that the children's

concerns get through to governments too, by lobbying for better national AIDS policies that take children into account.

### Defending children's rights

Children are protected by many national and international laws, including the Convention on the Rights of the Child. Sadly, these laws are regularly ignored in many countries.

We spent over £5 million on projects to help communities and local authorities recognise and protect human and children's rights. These projects have already had an impact in the lives of 110,000 people. They include working towards the prevention of child labour in India; raising awareness of, and developing communities' responses to, child trafficking in Cambodia and Myanmar; and strengthening child protection systems in Kenya for orphans and vulnerable children.

### Empowering disabled children

Children living with a disability deserve the same opportunities as everyone else. This belief drives us to empower children living with a disability to demand better access to services like education and healthcare.

Thanks in part to our programmes, in Ethiopia over 5,800 disabled children and adults in 23 ADPs now have access to water and sanitation services, while in Senegal and Sierra Leone, our work with local disabled rights organisations has improved access to services for nearly 5,200 people.

WE'VE RUN **436** DEVELOPMENT  
PROJECTS ACROSS **34** DIFFERENT  
COUNTRIES, IMPROVING THE  
HEALTH AND WELL-BEING OF  
**2.45 MILLION** CHILDREN



Sanjiv Sanyal/World Vision

Providing mosquito nets to protect children from malaria in Senegal – just one of the many ways we're improving children's health.

## Impacting on children's lives around the world

### At our Keembe ADP in Zambia

work to improve healthcare and awareness has resulted in treatment for diarrhoea rising from

**53% to 82%.**

The number of children suffering from malaria has dropped from

**72% to 31%**

over five years, a reduction of nearly 11,100 children, and immunisation rates for under-fives have shot up from

**45% to 78%**

in the same period.

### At our Loul ADP in Senegal

we've helped increase local access to quality healthcare from

**35% to 73%,**

while the number of functional health committees has increased from

**60% to 100%.**

### At our Ocotopeque ADP in Honduras

we've seen a

**49%**

decrease in potentially fatal diseases linked to infections and diarrhoea over the life of the programme.

### At our Rattanak Mondol ADP in Cambodia

our work tackling malnutrition in children under-five has reduced stunted growth from

**54% to 34%.**

## Helping children get a healthier start

“I did not know about nutrition and I had no idea about proper feeding of my baby. Now I understand about food and nutrition and I am trying to ensure for everyone in the family. I am very much grateful to World Vision as they taught me about this important issue.”

Sanowara is a housewife in our Ghoraghat ADP in Bangladesh. Her 18-month-old baby, Sajjad, was suffering from severe malnutrition. Sanowara joined a World Vision UK PD-Hearth programme, where she was taught how to prepare nutritious meals and shown good hygiene practices. Within a month Sajjad's weight had increased from 7kg to 11kg and he became well-nourished.



Andrew Goodwin/World Vision

This mother and daughter are among many in Bangladesh who have benefited from World Vision's PD-Hearth programmes.

## Goal two: Emergencies

Because children are most vulnerable to disease, hunger and danger during emergencies, they are our first priority when we provide relief and support during and after a disaster

We responded swiftly and effectively to major humanitarian disasters including the floods in Pakistan, the earthquake in Haiti, the typhoon and earthquake affecting South-East Asia and the food shortages that hit Niger and East Africa.

We provide food, shelter and life-sustaining essentials, as well as creating child-friendly spaces for vulnerable children to help protect them from danger. After the initial relief phase has passed, we continue working with families to rebuild and strengthen their communities in the years that follow.

### Providing relief for South-East Asia

In late September 2009, Typhoon Ketsana swept through the Philippines and central Vietnam causing widespread flooding. In the same week, two powerful earthquakes struck the Indonesian island of Sumatra. In total, more than 1,000 people died and over four million were affected.

Emergency teams from the World Vision Partnership were in all these countries within hours of disaster striking. In the Philippines, World Vision UK funded food and other emergency supplies for 16,000 people and assisted in the clearing and rebuilding of two villages, benefiting nearly 129,000 households. In Sumatra, we established four temporary schools to enable children to resume their education and supported World Vision Indonesia's distribution of relief supplies.

### Supporting survivors in Haiti

When an earthquake hit Haiti in January 2010, the World Vision Partnership united to launch an international response. Together, we responded to the needs of nearly two million people affected by the earthquake, providing them with food, shelter and the tools to restore sanitation.

To protect children in the aftermath, World Vision UK funded the establishment of four child-friendly spaces, attended by around 300 children every day. We made sure 481 displaced children were registered with local authorities in the hope of reuniting them with their families.

As well as providing 10 litres of water per day to 13,500 households in the first six months, we excavated land for 203 latrines serving 20,300 people, and installed 35 showers and nine sump pits. We also distributed nearly 8,000 buckets, 15,000 water containers and over 5,000 hygiene kits.

Haiti was an extremely poor country, even before the earthquake, and a year on many challenges remain in helping it to recover from this disaster. The World Vision Partnership is committed to working with the people of Haiti for many years to come.



An arts and crafts course offered in a child-friendly space in Haiti.

WE'VE PROVIDED EMERGENCY RELIEF TO **1.45 MILLION** PEOPLE, INCLUDING **850,000 CHILDREN**

## World Vision UK's emergency response in 2010

Emergency	No. of people assisted
<b>Chile</b>	<b>3,000</b>
Earthquake response	
<b>Gaza</b>	<b>3,800</b>
Conflict	
<b>Haiti</b>	<b>634,000</b>
Earthquake	
<b>Indonesia</b>	<b>1,700</b>
Earthquake	
<b>Kenya</b>	<b>123,000</b>
Food crisis	
<b>Myanmar</b>	<b>97,000</b>
Cyclone Nargis	
<b>Niger</b>	<b>11,000</b>
Food crisis	
<b>North Sudan</b>	<b>29,500</b>
Complex humanitarian emergency (CHE)	
<b>Pakistan</b>	<b>84,500</b>
Flood response	
<b>Philippines</b>	<b>16,000</b>
Typhoon Ketsana	
<b>Somalia</b>	<b>242,000</b>
CHE	
<b>South Sudan</b>	<b>58,000</b>
CHE	
<b>Uganda</b>	<b>83,000</b>
Food	
<b>Vietnam</b>	<b>56,000</b>
Typhoon Ketsana	
<b>Zimbabwe</b>	<b>8,700</b>
Food	
<b>Total</b>	<b>1,451,200</b>

### Rebuilding communities in Pakistan

Our response to the floods that struck Pakistan in July 2010 focused on getting basic aid to the people who needed it most. The floods affected more than 20 million people, and damaged or destroyed nearly two million homes. Shelter, health and food needs were of an unprecedented scale and trying to reach everyone affected tested all aid agencies to their limit.

The World Vision Partnership helped 619,000 people in Khyber Pakhtunkhwa, Sindh and Punjab provinces survive the disaster; maintain their dignity and start to rebuild their communities. World Vision UK's contribution included funding the establishment of 11 child-friendly spaces, benefiting over 1,000 children, and shipping a donation of 3,000 family-sized tents to flood affected families, providing them with vital protection over the winter months. The Partnership's work in Pakistan has now turned from relief to recovery, as we work with those families finally returning home to help them rebuild their lives.

### Joining forces for a more efficient response

World Vision UK is among the UK's leading humanitarian agencies that make up the Disasters Emergency Committee (DEC) and the newly-formed Consortium for British Humanitarian Agencies (CBHA). By uniting and funding these agencies efforts, both organisations ensure a more effective response to major humanitarian emergencies and enable best practice to be developed across the sector.

DEC funding of over £2.2 million enabled us to increase our responses to disasters in Haiti, Pakistan and South-East Asia. We also rapidly secured £109,000 from the CBHA for the flooding in Pakistan, which World Vision Pakistan received within a remarkable 72 hours. This enabled them to immediately help 5,600 people.

### Focusing on fragile states

Fragile states are countries characterised by weak governments, few public services, conflict or vulnerability to natural disasters. These countries are often in a state of chronic humanitarian emergency.

To support children living in fragile states, we've developed an innovative approach to working called Area Rehabilitation Programmes (ARP). These programmes deliver holistic support to communities based on their individual needs. They aim to secure sustainable funding for emergency activities combined with longer-term recovery projects.

We've led the piloting and implementation of an ARP in Southern Sudan. Grants from the UK government, World Vision Australia and us have funded projects to improve food security, access to clean water, health services and education. These projects are helping the community recover from the effects of long-term civil war, flooding and disease. We're taking the learnings from this ARP further by playing a key role in developing a partnership-wide approach to programming in fragile contexts.

## Rebuilding dignity

“We have been living on the charity of the locals and the surrounding villages for now. You are the first people who have approached us, and you’ve given us the food and water with dignity.”

Nasreen, wife and mother of three, lost her home and livelihood when devastating floods struck Pakistan. She was among the first families to receive relief through World Vision’s emergency food distribution programme.



Women and children, displaced from a village in the Khyber Pakhtunkhwa province of Pakistan, receive food and water from World Vision.

## Goal three: A voice for change

We give a voice to marginalised children around the world, challenging the policies and practices that keep them in poverty

Our worldwide reputation means that leaders take notice of our concerns and respond to our campaigns, while our work at a community level ensures we understand the needs of vulnerable children, wherever they are in the world.

With this knowledge we inform policies and help influence change at every level, from local and national governments

in the countries where we work, to the UK government and international bodies like the United Nations. We also equip the people we support with the tools they need to make change happen.

### How we helped influence change this year

#### Working together for worldwide commitments

Our global reach helped us make a difference at the 2010 G8 summit in Canada. We worked in partnership with World Vision Canada to push for a major new plan on maternal and child health.

G8 leaders responded to our campaign and those of others by launching the Muskoka Initiative, a programme aimed at improving the health of mothers and children in the developing world. The initiative is backed by a £5.3 billion commitment from the world's richest governments.

#### Pushing for the pool

In December 2009, the United Nations approved a move to create the UNITAID Medicine Patent Pool. The pool encourages pharmaceutical companies to share their patents for HIV medicine – which could dramatically lower the cost of life-saving medicines for children in the developing world.

Our 'Push for the Pool' campaign played a part in bringing about this victory for the world's poor. Over 22,000 people signed our petition in favour of the pool, which now offers hope to the 33 million people currently living with HIV and AIDS.

#### Protecting children in Haiti

In the aftermath of the Haiti earthquake we were concerned that displaced children could be adopted without proper checks to see whether their parents were still alive. This would have left already traumatised children vulnerable to exploitation.

To help protect them we got together with other Non-Governmental Organisations (NGOs) and successfully lobbied the Haitian government for an immediate temporary halt to adoption. After this ban was lifted, the UK Department for Education accepted advice from us and the International Social Service to suspend adoptions from Haiti by British citizens until practices are sufficiently robust to support safe adoptions.



We remind world leaders that the G8 Summit is a key opportunity to tackle the child health crisis.



### Keeping children's health on the UK political agenda

We were one of several NGOs that worked to persuade the UK government to acknowledge the important connection between maternal and child health in international development.

We launched a coordinated effort to publicly engage supporters on the issue and spoke to MPs behind the scenes so that their policy making took this important point into account.

Our collective efforts paid off, and in the UK spending review, the government spoke explicitly about how maternal health affects child health when they made fresh commitments to the developing world.

### Providing evidence for change

Twice this year, we gave evidence to Parliament's International Development Select Committee (IDC), a body which monitors international development.

We provided evidence to its inquiry into the Department for International Development's assistance to Zimbabwe. We are one of the largest NGOs operating in Zimbabwe, making us well placed to share our experience of working in the country and to make recommendations for change. The IDC adopted many of our recommendations in its report, which in turn have been adopted by the UK government.



In the run-up to the general election, we were visited by the Secretary of State for International Development, Rt Hon Douglas Alexander MP (above), and the Shadow Secretary, Andrew Mitchell MP, (who was to become Mr Alexander's successor). These visits were an important opportunity to build relationships with these influential figures and to discuss future priorities for international aid and development.

We also gave evidence to the IDC on the draft International Development Bill. This bill requires the UK to spend at least 0.7% of gross national income on development aid from 2013 onwards. Speaking on behalf of the UK Aid Network, we lobbied for a quick introduction of the bill to ensure much needed aid was protected. This is especially important in the current economic climate. In September 2010, the coalition government announced that it would be introducing the bill.

## Keeping the UK's commitment to the poor

Both during and after the general election, we worked to ensure politicians from all parties understood the importance of providing overseas aid to the poor:

As part of the new UK coalition government's spending review, it was announced that overseas aid contributions would be protected.

Speaking after the announcement, Chief Executive Justin Byworth said:

“Holding firm on its commitment to overseas aid for the world's poorest and most vulnerable people is the right thing to do. We know that aid saves lives, and enables the most basic of human rights to be met, when it's targeted well, delivered effectively and managed efficiently.”

## Goal four: Engaging the UK

We engage supporters in the UK on the issues surrounding poverty, and inspire them to campaign against international injustices on behalf of the poor

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The battle against injustice in the developing world starts right here in the UK. Over the last year we've worked hard to inspire supporters to raise their voices on behalf of the world's poorest children.

We launched our global Child Health Now campaign to ensure reducing the unnecessary deaths of over eight million children each year becomes a political priority. We've also found innovative ways for people to connect and engage with the communities we support.

### How we engaged the UK this year

#### Launching our global child health campaign

In November 2009, the World Vision Partnership launched its first ever five-year global campaign: Child Health Now.

In the Millennium Development Goals, governments around the world pledged to reduce child mortality by two-thirds by 2015. So far they're falling short of this commitment. Through Child Health Now, we aim to hold them to their promises.

In the UK we ran three campaigns under the Child Health Now banner, inspiring people to join our call on the government to keep child health a priority.

- **Stopping the Child Killers**

In the lead up to the launch of our Child Health Now campaign, 10,000 people signed a petition to 'Stop the

Child Killers'. The petition asked world leaders to take action to stop children under-five from dying of preventable diseases like diarrhoea, malaria and pneumonia. Our 'Wanted' campaign posters at London Underground stations and a targeted political blog campaign, put pressure on MPs and advisors to take a stand.

- **Making child health part of the election campaign**

In the lead up to the general election, our Vote Global campaign encouraged supporters to show prospective candidates that child health is an issue they care passionately about. We sent out over 900 special lobby packs to supporters that provided the practical resources they needed to raise the issue with candidates from all parties. People in nearly three quarters (72%) of constituencies got involved, with over 600 supporters emailing their candidates to get their views across. MPs who offered their support included future cabinet members like Nick Clegg and Liam Fox.

- **Lobbying MPs to save lives**

Our supporters contacted 400 MPs urging them to 'Finish the Job' and make a real commitment to meeting the Millennium Development Goals. Over 10,000 campaigners signed a petition to get the same message through to Deputy Prime Minister Nick Clegg before he headed off to the Millennium

Development Goals summit. At the summit, the UN announced a pledge to save the lives of 16 million mothers and children over the next five years, partly due to pressure from the UK.

#### Inspiring women, supporting children

In September, 250 women came together at St Mary's Church in Milton Keynes for a pilot event called Girls Night Out. There they learnt about our work from Fame Academy's Carrie Grant, who shared inspirational stories from her trip to India with World Vision UK and spoke of her experiences as a child sponsor.

Fame Academy's Carrie Grant speaking at our first 'Girls Night Out'.



OUR SUPPORTERS TOOK **25,000**  
CAMPAIGN ACTIONS THIS YEAR

The night provided a great opportunity to raise awareness of our work to a new audience. Following its success, we plan to launch more events across the country in the year ahead.

#### **Bringing Sierra Leone home to the UK**

What's it like to walk in the footsteps of a vulnerable child living in Sierra Leone? During the summer over

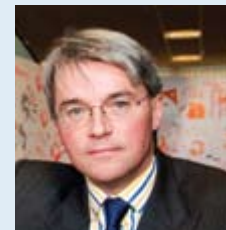
3,000 people found out, thanks to our new interactive Step into Africa exhibit.

Visitors to outdoor events including the Wychwood Festival in Cheltenham and the Pembrokeshire County Show explored replicas of African-style homes and heard about the difference we make to children's lives.



Our 'Step into Africa' exhibit at Wychwood Festival, Cheltenham.

World Vision



## Finish the job

"I completely agree that it is incredible that so many people, especially women and children, die needlessly every year. Bold international action is needed to achieve the Millennium Development Goals...

Maternal, newborn and child health are high priorities for the coalition government, and we intend to add significantly to global efforts to reduce the number of deaths among children and mothers."

Rt Hon Andrew Mitchell MP, Secretary of State for International Development, writing in response to our 'Finish the Job' campaign.

## Goal five: Fundraising

Despite the global recession we've found fresh ways to inspire our valued supporters, who have raised over £60 million towards fighting poverty and injustice

We're fortunate to have over 159,000 supporters who give to our work in a variety of ways. They include sponsoring a child, donating to our appeals, buying from our Must Have Gifts catalogue and leaving us a gift in their will. To complement the funds we raise from the UK public, we also secure grants from the UK government and other institutions.

Despite the tough economic climate, we managed to increase our income by 4% and are grateful to everyone who, in these difficult times, contributed towards improving the lives of vulnerable children.

### How we raised vital funds this year

#### Raising more money for emergency relief

Our supporters responded incredibly to the needs of those hit by emergencies, particularly the unprecedented disasters in Haiti and Pakistan. During the year we worked to make it easier for supporters to give to our appeals. We advertised in newspapers like The Guardian and The Independent, and invested more in online channels.

The generosity of our supporters meant that our emergency appeals raised £2.8 million this year. In addition, we received over £2.2 million from the DEC following their appeals to the public. These incredible sums have made a massive difference to those who need it most.

#### Commitment from our child sponsors

Child sponsorship enables people to establish a direct relationship with one child in the developing world, while supporting projects throughout the community that benefit all the children. Being a child sponsor can be an amazing experience. Supporters often share with us their joy at gaining an insight into our development work through a unique window – the eyes of a child.

Our community development programmes are for the long-term (lasting up to 15 years), so with a challenging climate for charities in 2010, we are extremely grateful for the ongoing commitment of our child sponsors. At the end of the financial year, 122,461 children were being sponsored across the world and over 14,500 people had become child sponsors for the first time. Whether new or existing sponsors, they are all making an amazing difference to vulnerable children's lives.

#### Getting more from our supporters' gifts

Sometimes small changes to the way we work can make a big difference. During 2010 we identified supporters who had not yet made a declaration about Gift Aid – the mechanism through which charities can claim back tax from the government on donations.

By contacting these supporters and asking them to take advantage of the scheme, we raised over £500,000 – a figure that far exceeded our original expectations.

#### Making our money work harder

Eighty two percent of our total income goes to charitable activities and we're constantly looking at ways to improve our effectiveness and to get the best possible return on any promotional spend.

For example, we've undertaken a detailed segmentation of our database that allows us to tailor both our messages and fundraising more closely to the needs and interests of our supporters.



Pamela Hannasak, World Vision

### Support from the UK government and multilateral organisations

During 2010 we received £10.7 million in grant income, which although slightly lower than expected, was still a rise of 2% from the year before.

We acquired four major new grants from the European Commission for work in Angola, Cambodia, Kenya and Pakistan. These grants will enable us to address hunger and malnutrition, environmental and sanitation reforms, and promote partnerships for long-term development in post-conflict situations.

This was the last full year of our first Partnership Programme Arrangement (PPA) with DFID. The PPA continued to help us to scale up efforts to reduce poverty, improve social inclusion and strengthen support for development across 15 countries. During the year, DFID also continued to support our work in Sudan and Zimbabwe.

As a commitment to best practice and transparency in fundraising, World Vision UK is a member of the Fundraising Standards Board (FRSB), an independent self-regulatory body for fundraising organisations in the UK. To find out more about the FRSB, please visit [www.frsb.org.uk](http://www.frsb.org.uk)



*give with confidence*



Lily Mary Rodriguez/World Vision

Children with birthday gifts from their sponsor.

## What child sponsorship means to me

Sponsorship means far more than simply donating money. It's a chance for families in the UK to make a positive and meaningful connection with children living in the developing world.

Jayne Hollison and her family have sponsored 17-year-old Woyneshet, from Ethiopia, for 13 years. Here her daughter, Joely, 19, explains what sponsorship means to them:

"The act of sponsoring a child is so much more than just a financial donation. I think that child sponsorship also gives children and their families moral support, just by knowing that someone cares.

World Vision has always encouraged us to keep in contact with Woyneshet through letters, and the one that I look forward to the most each year is the child progress report. This lets us see how Woyneshet is getting on at home and at school and it has been fantastic to see her school grades improve over the years and her love of volleyball continue!

We also get a photo of her, which goes straight onto the wall.

It seems that great minds think alike because recently I was lucky enough to visit Woyneshet in Ethiopia (self-funded, of course!) I was surprised to find photos of me and my brother on her wall too. This trip really awoke me to the great job that

World Vision is doing because, though you might worry that a community becomes dependent on the money from child sponsorship, it is used to create a self-sustainable life so that they one day no longer need World Vision.

The main thing I took back with me was how genuinely happy the whole family were to see me, and it made me proud to be involved with World Vision's child sponsorship programme. This really is a fantastic scheme and I encourage you to get involved!"



Joely Thomas visiting Woyneshet and her family.

## Goal six: Partnerships

We work with NGOs, community groups, governments and many others to increase the scope and impact of what we do

Working on our own to overcome poverty and injustice is not enough. Real change in the lives of the world's poorest children can only be achieved through effective cooperation.

Governments, donors, local authorities, businesses and community groups all have a part to play in finding practical solutions to poverty. On this page you'll find just some of the many effective partnerships we're building all over the world to help transform children's lives.

### Some examples of how we worked in partnership this year

#### Working with governments

We equip communities to demand their rights to basic services like education, healthcare and sanitation. By supporting negotiations between community leaders and people in power, we find practical solutions to problems caused by poverty.

In Armenia, our approach means that the government now recognises children's right to proper pre-school education. We were there at the local meeting that inspired the idea, and supported the process through which community leaders met with the Ministry of Education. Now, the government is discussing grants to give children a head start in their education.

#### Working with civil service organisations

The Delhi Network of Positive People is a life-changing organisation that stands up for the rights of people living with HIV and AIDS. Together they provide support for each other, share medical information and combat stigma surrounding the disease.

They take their fight to government too, and during the year they successfully lobbied to receive access to vital drugs previously denied by the state. They're just one of the civil service organisations we've supported by giving practical advice on advocacy, as well as making sure they reach the right people in government, and connect with new supporters.

#### Working with donors

We partner with a wide range of donor agencies, including the United Nations, the European Commission and the Department of International Development. In Zambia we're working with UNICEF on a pilot project testing an approach to increasing services for the prevention of mother-to-child transmission of HIV. We're creating awareness and demand for these services through community groups, while UNICEF is working with the Ministry of Health to increase their supply.

#### Working with other NGOs

In the run-up to the UN Millennium Development Goal Summit in New York, it was crucial to create a climate where positive change could happen. That's why we worked in partnership with other NGOs, including WaterAid and Save the Children, to get our message on maternal and child health to the UK government. To achieve this we helped organise an event where our supporters, and the public, put their concerns direct to Nick Clegg before he left for New York. Our efforts were mirrored across the world, as colleagues in our global partnership worked with their governments to get results.



Alison Samuel Justus/World Vision

## Goal seven: Christian values

Our faith inspires us to serve children who are denied the fullness of life that God intended for them

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Motivated by our Christian faith, we work alongside people of all faiths, and none, to help improve the lives of children. Throughout 2010 our Christian values continued to shape the way in which we work through our relief, development and advocacy programmes, and our engagement with partners and supporters in the UK.

### How our Christian values shaped our work this year

#### Uniting in prayer at times of crisis

When tragedy strikes, prayer is the natural response for many people of faith, even where beliefs may differ. This was powerfully true for World Vision both in Haiti and Pakistan.

After the earthquake in Haiti, alongside our humanitarian response, we set up a '40 Days of Prayer' blog. Over a thousand people took the time to visit the blog, learn about our work on the ground, reflect on the tragedy and pray for those affected and the ongoing relief efforts.

In May, following the brutal murder of seven World Vision staff by terrorists in Pakistan, 40,000 World Vision staff from across the world gathered in a service of remembrance and a prayer vigil for those that had died and lost loved ones. Bringing together World Vision staff of other faiths, as well as our many Christian staff, was especially powerful as we remembered both Muslim and Christian colleagues who had died in the attack.

#### Offering hope to people with HIV

Our Channels of Hope initiative has enabled 240 community faith groups to make a positive difference to the lives of people living with HIV. We've trained volunteers to look after people's physical needs, while raising awareness and combating stigma in the wider community. The success of the scheme is demonstrated in places like Kenya, where more parents are talking about their child's HIV status and getting treatment for their children.

#### Making space for the spiritual in our strategy and workplace

As we developed our new strategy this year, a spiritual dimension was vital. From our annual day of prayer on the first day of the financial year, to Board and leadership retreats and strategy workshops, we set aside time to listen and discern how God was guiding us for the future.

Naturally, as a Christian organisation, many of our staff are Christians and providing a working environment where they can express and deepen their faith is important. We achieve this by providing regular opportunities for staff to meet in small groups for discussion, study and prayer, and by integrating prayer into our daily working life, together with forums for staff who are not Christians to discuss their values and beliefs.





## Goal eight: Working together

By developing a more effective organisation, through our people, systems and resources, we can in turn make a greater impact on the lives of the children we serve

We're dedicated to offering greater accountability and transparency to our supporters and the children we work with. We want to ensure we attract the best people and employ the smartest working practices so we can have a greater impact on world poverty.

### How we worked together more effectively this year

#### Refocusing our people

Our new strategy inspired us to change the way we work with a significant reorganisation. We worked closely with staff to explain how the new strategy and structure would enable us to deliver our mission for the world's poorest children. We've emerged a stronger, fitter organisation re-inspired to achieve our goals.

#### Improving our systems

Humanitarian disasters cause chaos. So to make our responses even more effective, we have to ensure our procedures for tackling them are reliable and robust.

In 2010 we pooled our expertise across the organisation to update and improve our disaster management procedures. By working together we created better ways to meet the needs of vulnerable communities caught up in disasters, which has helped save more lives.

#### Managing our resources

This year we again kept a tight rein on our UK costs to ensure we protect and maximise our charitable activities and continue to live out a culture of accountability. This included a freeze on salary increases for staff as we all pulled together to prioritise the funds we could send to the most vulnerable children and communities.

#### Reducing our carbon footprint

People living in the developing world are more likely to experience the effects of climate change first hand. So reducing our carbon footprint is another positive way we can help people in poverty.

Our new 'green team', made up of staff from across the organisation, worked to install cost-effective energy saving equipment and encouraged staff to work in a 'greener' way by consuming less. At the end of the year we saw a 5% reduction of energy use in our offices, plus a 46% reduction of office waste going to landfill. We're working to achieve even more in 2011.



# Strategy and plans for the future

In 2010 we launched a new strategy that will change the way we work and transform the lives of both supporters and the children we serve

Our vision for every child is life in all its fullness. We're proud that this vision shapes who we are and what we do. But what more could we achieve if World Vision lived its values to the full in every project, every campaign, every day?

These are the kind of questions we asked ourselves in 2010. We looked at how the world is changing and how this will affect both our work and our supporters. We considered our successes in the last five years and the areas where we've fallen short of our aspirations. And we asked what we can do to be even more effective and influential in the future.

We emerged from this period of reflection with an ambitious new five-year strategy. It's not about 'business as usual', or making small changes to the way we do things. It's about transforming World Vision UK so we can transform the lives of even more children living in poverty.

Our new mission is:

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

Our goal for 2015:

**Eight million lives transformed,  
500,000 supporters engaged.**

To help us achieve this goal, we will focus on four priorities over the next five years:

## 1. Evidence of real change for children

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

*This is the impact we want to have.*

## 2. A transformed supporter experience

We inspire the UK through evidence of changed lives and an innovative experience of working with the poor.

*This is the experience we want to provide.*

## 3. Growing our income and influence

We increase our income and influence to become one of the leading international aid agencies in the UK.

*This is the growth we want to achieve.*

## 4. Being an inspiring and effective organisation

World Vision UK lives out a culture of accountability and innovation, resilient and dynamic in a world of change.

*This is the organisation we want to be.*

**We sincerely hope you will be part of our transformation. To discover more about our new strategy and what it means for vulnerable children, their families and the communities they live in visit:**  
[www.worldvision.org.uk/strategy2015](http://www.worldvision.org.uk/strategy2015)



# Financial review

## Income

Despite continuing challenges in the economic climate and a significant internal restructure during the year ending 30 September 2010, World Vision UK achieved growth in most key income lines. Total incoming resources rose by 4.3% to £61.0 million (m). The increase is principally due to the doubling of donations for emergencies to £5.0m, primarily for the Haiti earthquake and Pakistan flood appeals. Institutional grants increased by 2.3% to £10.7m, while there was a 26.1% decline in donated goods and services to £4.9m. This was in line with budget and reflects an intentional decision to focus our food programming in a fewer number of countries.

Encouragingly, committed giving and other donations increased by 3.3% to £40.3m. Included in this category is our child sponsorship committed giving scheme where the number of sponsored children in the scheme increased by 186 to 122,461, although income dropped marginally by 0.5% to £23.9m. Significant increases were seen in legacies income, which went up by £0.8m to £1.1m and tax recovered under Gift Aid, which rose by 17.6% to £8.1m. This was partly due to a review of our database to ask supporters to sign up to Gift Aid, which we could claim from prior years. Other donations fell by 8.0% to £7.2m, largely due to a decline in giving from our major donors and Christmas appeal, where the lower performance was partly attributable to supporters directing their donations to the Haiti and Pakistan appeals. We also absorbed a decrease in income on our Must Have Gifts

catalogue, which we expected as we reduced promotion, but which performed better than expected and achieved its best return on investment since being introduced.

## Charitable expenditure

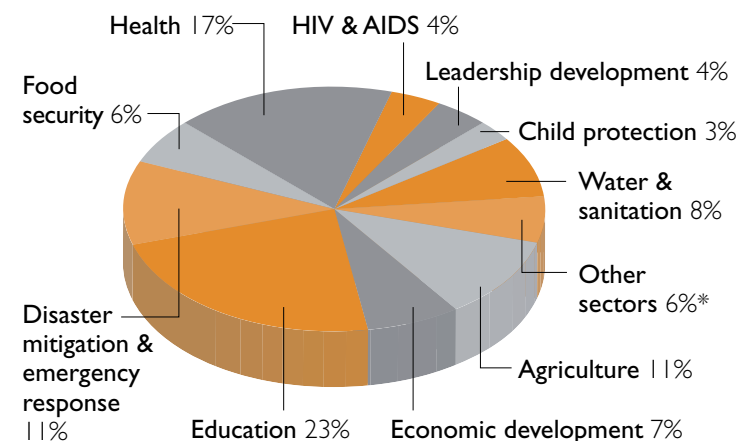
Charitable expenditure increased by 2.3% to £49.8m, largely due to the £1.1m increase in remittances to overseas programmes to £44.3m. UK-based charitable expenditure, which includes programme support costs, advocacy, education and research, increased by 0.6% to £5.5m, although there was a change in mix due to the impact of our internal reorganisation. As in previous years we benefited from prudent management of our exposure to foreign exchange risk, resulting in us remitting funds to projects at average exchange rates that were higher than average spot rates for the year. The percentage of charitable expenditure within total costs increased from 82.3% in 2009 to 83.1% continuing an upward trend since 2007. This is consistent with our aim of optimising the remittance of funds to our projects to improve the lives of children and families in the communities that we serve.

## Other expenditure

Other expenditure, which includes the cost of generating funds and governance costs, decreased by 3.5% to £10.1m. Within this, governance costs increased by £0.2m as we completed our five-year strategy for 2011–2015. Costs of generating funds decreased by £0.5m (5.3%) while achieving

increased income. This improvement in return on investment can be attributed to a shift in focus from acquiring sponsors for our child sponsorship committed-giving scheme through advertising to more direct, lower cost forms of fundraising; and through savings as we transitioned out of, or reprioritised, low priority areas due to our new strategic focus. As a result the cost of generating funds as a percentage of donations, gifts and legacies decreased significantly from 24.8% to 21.4%.

## Projects funded across World Vision UK ADPs this year



### \*Other sectors:

Consists of seven other sectors, none of which is more than 2% of total expenditure.

## Funds and reserves

The Trustees review the reserves policy annually. For the year ended 30 September 2010 the policy required **Free reserves** to be maintained at 30–50 days of applicable expenditure (that is, total expenditure less donated goods and services that do not involve a cash outflow): this was equivalent to a range of £4.5m to £7.6m. The Trustees consider that this was an appropriate level for reserves in order to provide adequate working capital. As part of our new five-year strategy, the Trustees approved the reduction in **Free reserves** from 30–50 days to 25–45 days for fiscal years 2011–15.

**Free reserves**, which comprise the **General fund**, were £7.6m at the balance sheet date, which represents 50 days of applicable expenditure and is at the top of our range. This will help to provide a platform for investment in the operationalisation of our new five-year strategy, particularly focusing on increased investment in fundraising to drive income growth to deliver benefits to greater numbers of children and their communities.

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

The **Tangible fixed asset fund**, which amounted to £3.3m at the balance sheet date, represents the net book value of tangible fixed assets less related financing and is not distributable.

The **Emergency relief fund**, which was £0.5m (2009: £1.0m) 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. This fund was

reduced during the year by £0.5m as experience of the major emergencies in Haiti and Pakistan indicated that a significant portion of funds needed for emergencies could be funded from donations rather than reserves.

The **Strategic initiative fund**, which amounted to £0.5m at the balance sheet date, was established during the current financial year to set aside funds for strategic and innovation initiatives related to delivering our new five-year strategy.

**Restricted funds**, which amounted to £5.5m at the balance sheet date, are subject to conditions imposed by donors or implied by the nature of an appeal.

### Investments

During the year, the charity sold over half of its investment in a common investment fund (COIF) for £1.1m and realised a profit of £0.2m. The sales proceeds were re-invested in a Charities Deposit Fund that provides high capital security.

Returns of 0.54% (2009: 1.58%) were achieved during the year on short term deposits compared to the London Inter-Bank Offer Rate (LIBOR) of 0.50%.

The investment policy, as approved by the Board, and investment performance are reviewed by the Finance and Audit 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 the new 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.

## 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 likely level of impact, together with mitigation measures. These are reviewed annually by the Finance and Audit Committee and quarterly by the management team with key risks escalated to the Board.

A workshop for senior managers and roll-out of new Risk Management Guidelines, which include quarterly risk reviews at departmental level, has helped develop a proactive approach to risk management across the business.

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

Key risks	Mitigating actions
A challenging economic climate and potential difficulty in raising core income or engaging new supporters	Refocusing resources within our existing public engagement strategy, and developing contingency plans and regular financial performance reviews
Ensuring capacity to engage transparently with external stakeholders around key questions of quality and accountability	Prioritising the objectives within our recent Quality and Accountability initiative, developing clearer organisational Key Performance Indicators and building our Evidence and Accountability team
The security of our bank portfolio in times of uncertainty about the future of some financial institutions	Spreading our funds around financial institutions, and regular reviews of banking news and investment appraisals
The volatility in exchange rates reducing the impact of our programme funding	Monthly cash management meetings and forward foreign exchange contracts

## 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; and
- 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.

# 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 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 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). The members of the charity are the Trustees, who are the current Directors, with liability 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.

On 12 March 2010 the Trustees approved changes to the Memorandum and Articles of Association. These changes

clarify or enhance existing provisions in the light of the Companies Act 2006 and included updating our charitable objects. The Trustees have paid due regard to the public benefit guidance published by the Charity Commission when reviewing our charitable objects and in planning our future activities. Our revised 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; and
  - advocacy by educating, engaging with and mobilising people in the United Kingdom 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.

The Trustees are grateful to the Charity Commission for its assistance with this process.

## Board and management roles

The Board is legally responsible for the overall control of the charity and for ensuring that it is properly managed. Principles of governance, including legal compliance, have been identified by the National Council for Voluntary Organisations in the Good Governance Code for the Voluntary Sector. In summary, 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; and
- representing the interest of its stakeholders.

The Board delegates responsibility for operational management to the Chief Executive, who leads a team of senior management (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.

## Board composition

The Directors are the Trustees for charitable purposes. The Board comprises independent, unremunerated, non-executive Directors with a broad range of skills and experience, together

with an ex-officio member – the International President of World Vision International. Directors normally serve for a maximum of nine years and are subject to re-election every three years subject to 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 annually.

## Code of conduct

The Board expects every Director and 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 Director. World Vision UK reimburses reasonable expenses incurred in the course of acting as a Director. This includes travel and accommodation expenses required to attend meetings and training costs. Every effort is made to ensure costs are modest. This year the Trustees also reviewed the Employee Expenses Policy to ensure that our practice reflects appropriate modesty.

## 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 as necessary to discharge their

responsibilities under regularly reviewed formal terms of reference. 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** aims to promote good governance, recruit Trustees and to ensure that the Board works as effectively as possible. This includes providing an appropriate induction for new Trustees, and ongoing training and personal development for all Board members.
- **The Finance and Audit Committee** reviews the annual business plan and budget, monitors risk, financial performance and financial policies, liaises with the external auditors and reviews internal audit reports.
- **The Remuneration Committee** approves the remuneration of all Principal Officers and the remuneration policies for other staff.
- **The Marketing Committee** reviews and contributes to marketing strategies, monitors performance against the annual business plan and ensures compliance with regulations and the values of the organisation.
- **The Programmes and Advocacy Committee** reviews World Vision UK's programmes and advocacy strategies and their implementation, advising management and the Board.
- **Ad hoc Board Committees** are set up as and when required.

Subsequent to the year end the above committees' names and functions have been amended to align with the new organisational structure.

## Major new governance initiatives during the financial year

- The Board appointed Justin Byworth as Chief Executive following a rigorous recruitment process in consultation with the WVI President.
- The Board was engaged in the development and approval of a new organisational five-year strategy for 2011–15, including a new mission statement.
- The Board approved the significant restructuring of the organisation required to deliver the new five-year strategy.
- The Board approved new Memorandum and Articles of Association including new charitable objects that reflect the Charity Commission's guidance on public benefit and express the charity's activities more clearly.
- The Board conducted a comprehensive audit tender process and appointed Crowe Clark Whitehill as auditors.

## 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 principals 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; and
- 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 each of the Trustees of the company at the date of approval of this report is aware there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. Each Trustee has taken all of the

steps that he/she should have taken as a Director in order to make himself/herself aware of any relevant audit information and to establish that the company's auditor is 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 United Kingdom 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 24 February 2011 and signed on behalf of the Board of Trustees by:



**Keith Malcouronne FCA**

Chair of the Finance and Audit Committee



## Statement of financial activities

### For the year ended 30 September 2010

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.

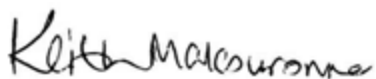
Incoming resources from donations, gifts and legacies have been analysed into donations for emergencies and committed giving and other donations in order to highlight the volatile nature of the donations for emergencies.

	Notes	Restricted £000	Unrestricted £000	2010 £000	2009 £000
<b>Incoming resources from generated funds</b>					
Voluntary income:					
Committed giving and other donations	2	27,409	12,865	<b>40,274</b>	38,971
Donations for emergencies	2	5,041	–	<b>5,041</b>	2,259
Donations, gifts and legacies	2	32,450	12,865	<b>45,315</b>	41,230
Institutional grants	3	10,691	–	<b>10,691</b>	10,447
Donated goods and services	4	4,861	–	<b>4,861</b>	6,580
<b>Total voluntary income</b>		<b>48,002</b>	<b>12,865</b>	<b>60,867</b>	58,257
Investment and other income	5	–	120	<b>120</b>	223
<b>Total incoming resources</b>		<b>48,002</b>	<b>12,985</b>	<b>60,987</b>	58,480
<b>Resources expended</b>					
Costs of generating funds	7	6,002	3,705	<b>9,707</b>	10,245
Charitable activities	6	41,119	8,691	<b>49,810</b>	48,687
Governance costs	7	138	266	<b>404</b>	231
<b>Total resources expended</b>		<b>47,259</b>	<b>12,662</b>	<b>59,921</b>	59,163
<b>Net incoming / (outgoing) resources before transfers</b>	8	743	323	<b>1,066</b>	(683)
Transfers between funds	16	(982)	982	–	–
Net incoming / (outgoing) resources before other recognised gains		(239)	1,305	<b>1,066</b>	(683)
Net unrealised investment gains	12	–	92	<b>92</b>	67
<b>Net movement in funds</b>		<b>(239)</b>	<b>1,397</b>	<b>1,158</b>	(616)
Funds at 1 October		5,693	10,479	<b>16,172</b>	16,788
<b>Funds at 30 September</b>	16	<b>5,454</b>	<b>11,876</b>	<b>17,330</b>	16,172

## Balance sheet

### as at 30 September 2010

The financial statements of World Vision UK, company number 1675552, were approved by the Board on 24 February 2011.



Keith Malcouronne FCA }  
Stephen Phelps FCA } Directors



	Notes	2010 £000	2009 £000
<b>Fixed assets</b>			
Tangible fixed assets	11	8,087	8,811
Investments	12	609	1,617
		<b>8,696</b>	10,428
<b>Current assets</b>			
Debtors	13	4,906	2,750
Investments	12	8,936	4,746
Cash at bank and in hand	–	2,317	5,663
		<b>16,159</b>	13,159
<b>Liabilities</b>			
Creditors: Amounts falling due within one year	14	(2,458)	(2,070)
		<b>13,701</b>	11,089
<b>Net current assets</b>			
		<b>22,397</b>	21,517
<b>Total assets less current liabilities</b>			
		<b>17,330</b>	16,172
<b>Net assets</b>			
		<b>17,330</b>	16,172
<b>The funds of the charity</b>			
Restricted funds	16	5,454	5,693
Unrestricted funds:			
Tangible fixed asset fund	16	3,260	3,830
Strategic initiative fund	16	500	–
Emergency relief fund	16	500	1,000
General fund	16	7,616	5,649
<b>Total funds</b>	16	<b>17,330</b>	16,172

## Statement of cash flow

For the year ended 30 September 2010

	Notes	2010 £000	2009 £000
<b>Net cash (outflow) / inflow from operating activities</b>	17	(44)	1,620
<b>Returns on investments and servicing of finance</b>			
Bank interest received		67	205
Mortgage loan interest paid		(66)	(188)
<b>Cash inflow from returns on investment and servicing of finance</b>		1	17
<b>Capital expenditure and financial investment</b>			
Payments to acquire tangible fixed assets		(59)	(225)
Sale of fixed assets investments		1,100	–
<b>Cash inflow / (outflow) from capital expenditure and financial investment</b>		1,041	(225)
<b>Management of liquid resources</b>			
Increase in bank deposit accounts		(4,190)	(746)
<b>Cash (outflow) from management of liquid resources</b>		(4,190)	(746)
<b>Net cash (outflow) / inflow before financing</b>		(3,192)	666
<b>Financing</b>			
Mortgage loan capital repayments		(154)	(146)
<b>Net cash outflow from financing</b>		(154)	(146)
<b>(Decrease) / increase in cash in the year</b>		(3,346)	520
<b>Reconciliation of net cash flow to movement in net funds</b>			
(Decrease) / increase in cash in the year		(3,346)	520
Cash outflow from mortgage loan		154	146
Cash outflow from management of liquid resources		4,190	746
Change in net funds		998	1,412
Net funds at 1 October		5,428	4,016
<b>Net funds at 30 September</b>		<b>6,426</b>	<b>5,428</b>

## Analysis of net funds

For the year ended 30 September 2010

	1 October 2009	Cash movement in the year	Non-cash movement in the year	30 September 2010
<b>Analysis of net funds</b>				
Cash at bank and in hand	5,663	(3,346)	–	<b>2,317</b>
Mortgage loan due within one year	(154)	154	(163)	<b>(163)</b>
Mortgage loan due after more than one year	(4,827)	–	163	<b>(4,664)</b>
Current asset investments	4,746	4,190	–	<b>8,936</b>
<b>Total</b>	<b>5,428</b>	<b>998</b>	<b>–</b>	<b>6,426</b>

# Notes to the accounts

At 30 September 2010

## 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 I 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 25.

### 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 estate accounts being finalised or the legacy being received.

### c. Resources expended

Expenditure, other than remittances to 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.

**Remittances to 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:**

**Remittances to overseas programmes** which are monies transferred to overseas programmes or donated goods and services distributed to partner entities;

**Programme support costs** 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, church relations 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.

## 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 distribution.

**The Emergency relief fund** represents funds set aside to ensure an immediate response to humanitarian emergencies.

**The Strategic initiative fund**, a new designated fund, represents funds set aside to finance strategic and innovation initiatives related to delivering our new 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 income 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 2010 the number of children in the child sponsorship committed giving scheme was 122,461 (2009: 122,275), an increase of 0.2%.

	Restricted £000	Unrestricted £000	2010 £000	2009 £000
<b>Committed giving and other donations</b>				
Child sponsorship committed giving scheme	23,885	–	23,885	23,996
Legacies	226	873	1,099	279
Other donations	3,298	3,873	7,171	7,795
Tax recovered under Gift Aid	–	8,119	8,119	6,901
	27,409	12,865	40,274	38,971
<b>Donations for emergencies</b>				
Emergency appeals	2,762	–	2,762	517
Disasters Emergency Committee (DEC) appeals	2,279	–	2,279	1,742
	5,041	–	5,041	2,259
	32,450	12,865	45,315	41,230

### 3. Institutional grants

Included in institutional grants is £1,115,696 (2009: £984,919) received as a contribution towards UK programme support and administration costs.

	2010 £000	2009 £000
Development grants	6,430	5,702
Relief grants	4,261	4,745
	<b>10,691</b>	<b>10,447</b>
<i>Grants receivable from:</i>		
European Community Humanitarian Office (ECHO)	440	2,920
Other European Union	1,651	1,255
Department for International Development (DFID)	2,918	1,477
DFID Programme Partnership Arrangement (PPA)	2,346	2,740
Consortium for British Humanitarian Agencies (CBHA)	309	–
States of Jersey	97	115
States of Guernsey	40	106
Isle of Man government	20	–
World Food Programme	539	454
United Nations	1,838	1,473
World Bank	493	(93)
	<b>10,691</b>	<b>10,447</b>

### 4. Donated goods and services

	2010 £000	2009 £000
<i>Donated goods and services received from:</i>		
World Food Programme	4,290	5,852
United Nations	408	675
Other	163	53
	<b>4,861</b>	<b>6,580</b>



## 5. Investment and other income

Other income relates to interest received relating to late receipt of Gift Aid reclaims, administration fees and donations for the use of our building.

	2010 £000	2009 £000
Bank interest	67	205
Other income	53	18
	<b>120</b>	<b>223</b>

## 6. Charitable activities

### Remittances to 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 United Kingdom.

World Vision UK hedges a percentage of any remittances to overseas programmes made in US Dollars – see Note 18 regarding Derivatives not included at fair value.

Due to a change in allocation, figures for 2009 Programme support costs and Advocacy, education and research have been adjusted for comparison.

	Restricted £000	Unrestricted £000	2010 £000	2009 £000
<b>Support was given to the following regions (including donated goods and services)</b>				
East Africa	12,666	2,194	<b>14,860</b>	16,430
Southern Africa	5,473	1,915	<b>7,388</b>	10,219
West Africa	4,227	213	<b>4,440</b>	4,395
Asia	7,566	261	<b>7,827</b>	7,801
Latin America	5,178	290	<b>5,468</b>	2,538
Middle East/Eastern Europe	3,844	511	<b>4,355</b>	1,866
<b>Total remittances to overseas programmes</b>	<b>38,954</b>	<b>5,384</b>	<b>44,338</b>	<b>43,249</b>
Programme support costs	671	1,324	<b>1,995</b>	1,827
Advocacy, education and research	1,494	1,983	<b>3,477</b>	3,611
	<b>41,119</b>	<b>8,691</b>	<b>49,810</b>	<b>48,687</b>
<b>Number of countries supported</b>			<b>38</b>	<b>39</b>
	Direct expenditure	Allocated expenditure		
Remittances to overseas programmes	44,338	–	<b>44,338</b>	43,249
Programme support costs	916	1,079	<b>1,995</b>	1,827
Advocacy, education and research	2,759	718	<b>3,477</b>	3,611
	<b>48,013</b>	<b>1,797</b>	<b>49,810</b>	<b>48,687</b>

## 7. Costs incurred in the United Kingdom

	Charitable activities £000	Costs of generating funds £000	Governance costs £000	2010 £000	2009 £000	Basis of allocation
Salaries	3,670	2,938	278	<b>6,886</b>	6,611	Headcount
Employment benefits	251	168	6	<b>425</b>	248	Headcount
Temporary staff	30	107	1	<b>138</b>	134	Headcount
Training	71	40	3	<b>114</b>	92	Headcount
Recruitment	95	63	2	<b>160</b>	122	Headcount
Travel and subsistence	308	152	23	<b>483</b>	424	Headcount
Advertising	288	1,721	2	<b>2,011</b>	3,482	Direct
Research and consultancy	520	560	15	<b>1,095</b>	731	Direct
Other marketing and communications	731	2,773	23	<b>3,527</b>	3,121	Direct
Equipment maintenance and rental	176	269	–	<b>445</b>	400	Headcount
Depreciation	107	676	–	<b>783</b>	812	Headcount
Occupancy and supplies	217	95	2	<b>314</b>	267	Headcount
Legal and professional	25	45	49	<b>119</b>	73	Direct
Bank charges	2	60	–	<b>62</b>	58	Direct
Mortgage interest	26	40	–	<b>66</b>	188	Headcount
	<b>6,517</b>	<b>9,707</b>	<b>404</b>	<b>16,628</b>	<b>16,763</b>	
Included in the total are allocated costs of:	<b>1,797</b>	<b>2,557</b>	<b>219</b>	<b>4,573</b>	<b>4,610</b>	
				<b>2010 £000</b>	<b>2009 £000</b>	
Governance costs are made up as follows:						
Board (see also note 10)				<b>20</b>	18	
Audit				<b>41</b>	40	
Strategic management				<b>343</b>	173	
				<b>404</b>	231	

## 8. Net incoming / (outgoing) resources for the year

	2010 £000	2009 £000
<b>This is stated after charging</b>		
Depreciation of owned assets	783	812
Operating lease rentals – plant and machinery	58	49
Interest payable on mortgage loans	66	188
Auditors' remuneration – audit fees	41	36
– other	–	4
<b>As at 30 September 2010, the charity had annual commitments under non-cancellable operating leases which expire:</b>		
Within 1 year	55	58
In 2–5 years	111	166

## 9. Staff costs

	2010 £000	2009 £000
<b>Aggregate payroll costs were as follows:</b>		
Wages and salaries	5,859	5,701
Social security costs	588	578
Other pension costs	439	332
	<b>6,886</b>	<b>6,611</b>

## 9. Staff costs

In order to handle peak work loads and to cover the shortage of permanent staff, temporary staff equivalent to 7.5 full time staff (2009: 9.6) were used. The use of volunteers was equivalent to 1.4 full time staff (2009: 0.9).

## 10. Directors' remuneration

The Directors received no remuneration for their services. Directly incurred expenses are reimbursed, if claimed, and in 2010 totalled £8,609 (2009: £3,360), which was claimed by five Directors (2009: five Directors).

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

Indemnity insurance is provided for the Directors and Principal Officers of the charity. Premiums paid totalled £6,000 (2009: £6,852).

	2010 £000	2009 £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	–	4
£70,001 – £80,000	2	–
£80,001 – £90,000	1	1
£90,001 – £100,000	1	–
The emoluments of the Chief Executive, the highest paid employee, were £93,263 (2009: £86,127)		
Contributions of £23,015 (2009: £26,739) have been paid into the pension scheme on behalf of the above employees.		
<b>The divisional breakdown of average monthly permanent and full-time trainee staff numbers is:</b>		
International Programmes	39	36
Marketing	74	73
Advocacy, Communications and Education	36	40
Chief Executive's Office	4	4
Finance, Central Services and Information Technology	28	30
People and Culture Group	11	11
	<b>192</b>	<b>194</b>

## 11. Tangible fixed assets

The cost of freehold land amounting to £670,000 (2009: £670,000) is not depreciated.

	Freehold land and building £000	Computer and office equipment £000	Fixtures and fittings £000	Total £000
<i>Cost:</i>				
At 1 October 2009	6,995	4,129	353	11,477
Additions	–	59	–	59
Disposals	–	–	–	–
<b>At 30 September 2010</b>	<b>6,995</b>	<b>4,188</b>	<b>353</b>	<b>11,536</b>
<i>Depreciation</i>				
At 1 October 2009	760	1,779	127	2,666
Charge for the year	127	621	35	783
Disposals	–	–	–	–
<b>At 30 September 2010</b>	<b>887</b>	<b>2,400</b>	<b>162</b>	<b>3,449</b>
<i>Net book value:</i>				
<b>At 30 September 2010</b>	<b>6,108</b>	<b>1,788</b>	<b>191</b>	<b>8,087</b>
At 1 October 2009	6,235	2,350	226	8,811

## 12. Investments

All fixed asset investments are held within the UK.

Current asset investments comprise of deposit accounts of £8.9 million held on short term deposit over the year end period, and will revert to liquid cash within 30 days of year end (2009: £4.7 million reverting to liquid cash within 30 days of 2009 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.

## 13. Debtors

	2010 £000	2009 £000
<b>Fixed assets</b>		
Common investment funds held by the charity		
Market value at 1 October	1,617	1,550
Disposal proceeds	(1,100)	–
Net investment gains	92	67
<b>Market value at 30 September</b>	<b>609</b>	<b>1,617</b>
Historical cost at 30 September	452	1,347
	2010 £000	2009 £000
<b>Current assets</b>		
Deposit accounts	8,936	4,746
	2010 £000	2009 £000
Institutional grants receivable	893	477
Amounts owed by other World Vision entities	347	–
Tax recoverable	2,789	1,691
Prepayments and accrued income (including legacy income)	851	560
Other debtors	26	22
	<b>4,906</b>	<b>2,750</b>

## 14. Creditors

### Amounts falling due within one year

	2010 £000	2009 £000
Mortgage loan (see also Note 15)	163	154
Taxation and social security	205	218
Other creditors	1,343	861
Amounts owed to other World Vision entities	–	129
Accruals and deferred income	747	708
	<b>2,458</b>	<b>2,070</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 cost (Mandatory Liquid Assets cost) plus 0.7%.

	2010 £000	2009 £000
VAT repayable between 1–5 years	403	418
VAT repayable in more than 5 years	–	100
Mortgage loan repayable between 1–5 years	747	707
Mortgage loan repayable in more than 5 years	3,917	4,120
	<b>5,067</b>	<b>5,345</b>

## 16. Funds

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 transfer between the Emergency relief fund and the General fund represents a reduction in the level of reserves required following the Trustees' evaluation of recent emergency responses.

The transfer between the General fund and the Strategic initiative fund represents the establishment of a new designated reserve to finance strategic and innovative initiatives related to delivering our new five-year strategy.

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 pre-funding / (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 2010 includes net unrealised gains on investments of £157,000 (2009: unrealised gain of £273,000) see Note 12.

	Restricted funds		Unrestricted funds			Total
	£000	Tangible fixed asset fund £000	Emergency relief fund £000	Strategic initiative fund £000	General fund £000	£000
<b>Balance at 1 October 2009</b>	5,693	3,830	1,000	–	5,649	16,172
Incoming resources	48,002	–	240	–	12,745	60,987
Outgoing resources	(47,259)	–	(240)	–	(12,422)	(59,921)
Transfers between funds	(982)	(570)	(500)	500	1,552	–
Net unrealised investment gain	–	–	–	–	92	92
<b>Balance at 30 September 2010</b>	<b>5,454</b>	<b>3,260</b>	<b>500</b>	<b>500</b>	<b>7,616</b>	<b>17,330</b>
<b>Represented by:</b>						
Tangible fixed assets	–	8,087	–	–	–	8,087
Investments	3,500	–	–	500	5,545	9,545
Debtors	1,328	–	–	–	3,578	4,906
Cash at bank and in hand	626	–	500	–	1,191	2,317
Creditors: amounts falling due within one year	–	(163)	–	–	(2,295)	(2,458)
Creditors: amounts falling due after more than one year	–	(4,664)	–	–	(403)	(5,067)
<b>Balance at 30 September 2010</b>	<b>5,454</b>	<b>3,260</b>	<b>500</b>	<b>500</b>	<b>7,616</b>	<b>17,330</b>
	Balance 2009 £000	Incoming resources £000	Outgoing resources £000	Transfers between funds £000	Balance 2010 £000	
East Africa	664	12,892	(13,248)	838	1,146	
Southern Africa	448	7,857	(6,534)	(1,141)	630	
West Africa	101	3,965	(4,593)	623	96	
Asia	954	8,317	(8,560)	(320)	391	
Latin America	–	5,674	(5,617)	743	800	
Middle East/Eastern Europe	376	4,176	(4,073)	227	706	
Cross Regional Initiatives	3,150	5,121	(4,634)	(1,952)	1,685	
<b>Total</b>	<b>5,693</b>	<b>48,002</b>	<b>(47,259)</b>	<b>(982)</b>	<b>5,454</b>	



## 17. Reconciliation of net incoming / (outgoing) resources to net cash inflow from operating activities

	2010 £000	2009 £000
<b>Net incoming / (outgoing) resources for the year</b>	<b>1,066</b>	<b>(683)</b>
Depreciation of tangible fixed assets	783	812
Loss on disposal of fixed assets	–	13
(Increase) / decrease in operating debtors	<b>(2,156)</b>	1,155
Increase in operating creditors and accruals	<b>264</b>	340
Bank interest received	<b>(67)</b>	(205)
Mortgage loan interest paid	<b>66</b>	188
<b>Net cash (outflow) / inflow from operating activities</b>	<b>(44)</b>	1,620

## 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 2010 World Vision International had US\$32.5 million of foreign currency forward contracts placed on behalf of World Vision UK. The unrealised loss on these derivatives as at 30 September 2010 was £0.4 million (2009: US\$28.0 million foreign currency forward contracts with an unrealised loss of £1.0 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 auditors' report to the Members of World Vision UK

We have audited the financial statements of World Vision for the year ended 30 September 2010 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes numbered one to 20. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with Chapter three 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

The Trustees' (who are also the Directors of World Vision UK for the purpose of company law) responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (United Kingdom and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and have been prepared in accordance with the Companies Act 2006. We also report to you if in our opinion the information given in the Trustees' Annual Report is consistent with the financial statements.

In addition, we report to you if, in our opinion, the charitable company has not kept adequate accounting records, if the charity's financial statements are not in agreement with those records, if we have not received all the information and explanations we require for our audit or if certain disclosures of Trustees' remuneration specified by law are not made.

We read the Trustees' Annual Report and consider the implications for our report if we become aware of any apparent misstatements within it. Our responsibilities do not extend to other information.

## Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (United Kingdom and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the Trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

## Opinion

In our opinion:

- the financial statements give a true and fair view of the state of the charity's affairs as at 30 September 2010 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- the financial statements have been prepared in accordance with the Companies Act 2006; and
- the information given in the Trustees' Annual Report is consistent with the financial statements.

*N. Hashemi*

**Naziar Hashemi** Senior Statutory Auditor for and on behalf of **Crowe Clark Whitehill LLP** Statutory Auditor,  
London 24 February 2011

# Biographies of Directors

**Adrian Bagg** is currently Chief Executive of Papworth Trust, an organisation providing services for disabled people to ensure equality, choice and independence in their lives.

Previous roles include Chief Information Officer at P&O Nedlloyd, Executive Vice President of Information Management at Amersham Plc and Information Systems Director for United Distillers and Mercury One-2-One.

Adrian joined the Board of World Vision UK in 2002. He was Vice Chairman of the Board, Chair of the Remuneration Committee and a member of the Marketing Committee up until his retirement from the Board in February 2011.

**Jennifer Collins** has held a variety of leadership and management roles in the charitable and public health sectors.

Most recently she was Executive Director at United Mission to Nepal, an international Christian development organisation based in Nepal. Previous roles include 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.

**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 previous roles with Visa include Executive Vice President and Chief Financial Officer for Visa Europe

covering all aspects of finance, treasury and pricing. Valerie has also worked for Marshall Cavendish and William Collins Plc.

Valerie joined the Board of World Vision UK in April 2007 and is a member of the Finance and Audit Committee.

**Sarah Douglas** is a Managing Partner with Abbott Mead Vickers BBDO, a creative advertising and brand management agency, which she joined in 2000. Sarah has worked on a cross-section of blue-chip clients and across the retail and charity sectors.

Sarah is experienced in developing brand and communication strategies, leading commercial negotiations and delivering integrated campaigns across communications disciplines. She also has an active role in recruitment and mentoring.

Sarah joined the Board of World Vision UK in July 2008 and was a member of the Marketing Committee up until her resignation in November 2010.

**Linda Emery** is Talent and Diversity Director at BP. Her responsibilities include developing talent, succession planning and 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, Strategic Planning Manager and various marketing roles with Unilever businesses. Linda has also provided Human Resources consultancy to Save the Children.

Linda joined the Board of World Vision UK in February 2011.

**Dorothea Hodge** is a director of Aequitas Consulting and a former Special Adviser to the Leader of the House of Lords. She works with the Westminster Foundation for Democracy with political parties in post conflict countries, and was an adviser to the former Attorney General.

Dorothea's background is in Politics and Corporate Affairs and she was a former associate lecturer at the University of Wales, Cardiff. Dorothea joined the Board of World Vision UK in 2003, is Chair of the Board Development Committee and a member of the Programmes and Advocacy Committee.

**Kevin Jenkins** became President and Chief Executive Officer of World Vision International in October 2009, following a successful career in business. This included being President and Chief Executive Officer of Canadian Airlines and other senior executive roles.

Kevin is based at World Vision International's Global Centre Executive Office in Uxbridge, United Kingdom. He is an ex officio member of the Board of World Vision UK.

**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.

**Anna Laszlo** has extensive experience of international development through her career with the UK government's Department for International Development (DFID). 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, is Chair of the Programmes and Advocacy Committee and a member of the Board Development Committee.

**Keith Malcouronne** is Managing Partner of Financial and Professional Support Services, a Christian-led Chartered Accountancy and business consulting firm with teams in the UK and India. Keith is a non-executive director on the Boards of several other businesses including Red Redemption Limited, the Denfotex Technologies group and BC Technologies LLP.

Keith also serves on the Boards of a number of other charities including the Oxford Centre for Mission Studies, Guildford Diocese Bishop's Council (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 is Chair of the Finance and Audit Committee and a member of the Remuneration Committee.

**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 and served as Chair of the Board from April 2007 to February 2011. He is a member of the Board Development Committee and the Finance and Audit Committee. He also served on the Programmes and Advocacy Committee and the Remuneration Committee during 2010.

Steve is also a member of the International Board of the global World Vision Partnership and chairs its Audit and Risk Management Committee.

**Mark Sheard** is Non-Executive Director of Whatnext? Consultancy, an organisation he founded in 2001 to provide marketing and corporate development advice to commercial and ethical organisations. His career has encompassed all forms of marketing including direct marketing, brand development, relationship and membership marketing. He has also worked on fundraising strategies with a number of voluntary sector 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 UK in January 2007 and has been Chair of the Marketing Committee and a member of the Board Development Committee. He was appointed Chair of the Board in February 2011.

# Directors, Principal Officers and advisors

## Board of Directors

**Adrian Bagg** (retired 4 February 2011)

**Jennifer Collins** (appointed 4 February 2011)

**Valerie Dias**

**Linda Emery** (appointed 4 February 2011)

**Sarah Douglas** (resigned 3 November 2010)

**Dorothea Hodge**

**Kevin Jenkins**

**Warren Lancaster** (appointed 4 February 2011)

**Anna Laszlo**

**Keith Malcouronne**

**Stephen Phelps** Chair (to 4 February 2011)

**Mark Sheard** Chair (from 4 February 2011)

## Secretary

**Sarah Powley**

## Principal Officers

Chief Executive

**Justin Byworth**

Policy and Programmes Director

**David Thomson**

Finance and Risk Director

**Sarah Powley**

Public Engagement Director

**Mathew Neville**

Organisational Effectiveness Director

**Adrian Blair** (appointed 04 January 2011)

**Jill Millns** (to 09 December 2010)

## Auditors

**Crowe Clark Whitehill LLP**

St Bride's House, 10 Salisbury Square, London EC4Y 8EH

## Solicitors

**Blake Laphorn**

Seacourt Tower, West Way, Oxford OX2 0FB

## Bankers

**Lloyds TSB Bank plc**

28 Secklow Gate West, Milton Keynes MK9 3EH

**Allied Irish Bank**

Cavendish House, 39 Waterloo Street, Birmingham B2 5PP

## Registered office

Opal Drive, Fox Milne, Milton Keynes MK15 0ZR

World Vision UK was incorporated on 3 November 1982 when it took over the charitable activities started by World Vision of Europe within the UK. It is a company limited by guarantee, registered number 1675552 – the members being the current Board of Directors whose liability is limited to £1 each. It is registered in England as a charity, number 285908. The Directors of the company are the Trustees for charitable purposes.

# Get involved

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

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## Sponsor a child

When you sponsor a child through World Vision, you can be sure you'll be making a vital, positive and lasting difference to their life.

Through child sponsorship you can form a real relationship with a child in the developing world, while supporting projects throughout their community that benefit all the children. These projects often involve helping communities to secure the essentials we take for granted – like access to enough food, clean water, basic healthcare and education. 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; send cards on birthdays and at Christmas; even visit to see the positive impact your sponsorship is making first hand.

### To sponsor a child today

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

Tel: 0800 50 10 10

## Campaign with us

Our global Child Health Now campaign aims to stop the unnecessary deaths each year of eight million children under-five.

Most of these children are dying from conditions that could easily be prevented, like pneumonia, diarrhoea and malaria. Yet no child need die when the solutions for these conditions are known, affordable and relatively simple.

Join us in putting pressure on the world's governments' to take action that will help stop these unnecessary deaths.

### Add your name today to our Child Health Now petition

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

## 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 be something far more than this.

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 enable us to work with communities to identify their needs and

help them implement projects that will bring about lasting change.

### To request a free legacy information pack

Tel: 01908 84 10 60

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

## Give a Must Have Gift

What makes a real 'must have' gift? Is it the latest toy, gadget or fashion item?

For thousands of children in the world's poorest countries, the real must haves are clean drinking water, a safe place to play, a good meal or a life-saving mosquito net.

Our Must Have Gifts are real items, specifically requested by the communities we work with. By choosing a Must Have Gift for friends or family, you can help a child in need to live, grow and make a better future. And with over 60 different gifts to choose from, there really is something for everyone.

### To choose a Must Have Gift or to request a catalogue

Visit: [www.musthavegifts.org](http://www.musthavegifts.org)

Tel: 0845 600 6445



“I HAVE COME  
THAT THEY MAY HAVE LIFE,  
AND HAVE IT TO THE FULL” John 10:10 (NIV)



Jon Warren/World Vision



Tanachod Pimsame/World Vision



Justin Douglass/World Vision



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