



Every Child Free From Fear

World Vision UK Trustees' report and accounts
for the year ended 30 September 2014



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

Poverty, conflict and disaster leave millions of children living in fear. Fear of hunger and disease. Fear of violence, conflict and exploitation. Fear that robs them of a childhood.

Our local staff work in thousands of communities across the world. They're familiar with the stories of the children they help to support – children like Orlando and Lisungu, whose stories you can read on pages 4 and 5 of this *Report*. They live and work alongside these children, their families and communities to help change the world they live in for good.

Our worldwide presence means we're quick to respond to emergencies like conflict and natural disasters. We also use our influence and global reach to ensure that children are represented at every level of decision making.

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

As a charity, World Vision UK's activities must be carried out for the public benefit. This *Report* outlines specific activities – based on our 2011/15 strategy – which were undertaken for this purpose during the financial year ended 30 September 2014 under four priorities:

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



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OUR VISION

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

OUR MISSION

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

OUR GOAL

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

OUR VALUES

The core values that guide our behaviour are:

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

An unforgettable year: looking back at 2014

During 2014 our vital long-term work to bring lasting change made real gains. In total our work reached five million children – a record-breaking number for us, and one that we thank God for.

Many of these vulnerable children were caught up in the year's unprecedented number of emergencies, the scale of which took our breath away. A staggering 102 million people needed urgent humanitarian assistance – from treating and preventing the spread of the deadliest outbreak of Ebola in history to recovering from Typhoon Haiyan, the world's most devastating storm.

As the list of countries with emergencies grew and grew, it seemed as if the world was turning upside down. But where there were emergencies we were there, saving and protecting the lives of a remarkable two million people. This number is so high because of you. You enabled us to raise more than £6 million to assist those affected by life-threatening emergencies.

The rest of this *Report* highlights how we have brought lasting change to vulnerable children's lives – from individual children recovering from malnutrition or escaping early marriage to whole communities like East Kaolack in Senegal (see page 19 for details). Communities which are now successfully managing themselves, populated with families that can provide for their children; able to give them the essentials they need to thrive and have a good start in life.

Our advocacy work made significant progress too. We were major contributors at two UK-hosted international events – the Ending Sexual Violence in Conflict Summit in June and the Girl Summit in July – making 2014 the year we created more lasting change in the UK and around the world than ever before (see page 32 for details).

During 2014, the needs of so many people were matched by your outstandingly generous donations of £72 million, which enabled us to support a record number of children. And this income – raised partly through emergency appeals and growing our grants by 10.4 percent – returned us to growth.

We enter 2015 keen to build on the strong impact, influence and income of 2014, but it will also be a time of transition as our Chief Executive Justin Byworth steps down from his post, after five years at the helm and 26 years with World Vision in total. We thank Justin for his outstanding contribution and for leaving us with a team unflinching in their dedication and commitment to continue transforming the lives of the world's most vulnerable children, freeing their childhoods from fear and helping them all to reach their full potential.

THIS PAGE: Children in Zambia jump for joy as they collect clean, safe water from a new borehole, installed with support from World Vision. © 2014 Jon Warren/World Vision

PREVIOUS PAGE: In Tanzania, Donald, 8, fetches clean water from a borehole installed by World Vision. © 2011 Paul Bettings/World Vision



From the Chief Executive

2014 has been a year like no other. Children have faced more disasters, conflicts and disease than the world has seen in a generation. Reggie – amid the miles of Tacloban's crumpled concrete in the Philippines. Taben – in the mud and mosquitoes of Malakal in South Sudan. Habib – sheltering in the ever-growing expanse of Syrian refugee homes in Jordan's desert.

Their faces and those places will remain etched in my mind. So will hearing Angela Atim tell a captivated conference her story of surviving kidnap, abuse and brutalisation and her life since supporting child survivors (see page 31 for more information). As a dignified Angela struggled to hold back tears, her aunt strode up to the podium and enveloped her in a huge embrace while an audience of world leaders sat stunned.

During 26 years with World Vision, I've been privileged to witness countless stories of transformation like Angela's, each unique but part of a much bigger picture in which nearly 20,000 more children a day now survive their early years. Running my first 26 miles this year with World Vision friends, supporters and former sponsored child, Abu Tadesse, reminded me that bringing lasting change in the world's hardest places is a marathon not a sprint.

As I hand the baton on to others I want to thank the incredible World Vision supporters I've encountered along the way, from Edinburgh to Bristol, from Cumbria to the city of London and from Wales to Westminster, who in helping transform the lives of children have, like me, found themselves transformed.

Justin Byworth, Chief Executive 2009-2014



From the Board Chair

2014 has been a special year for World Vision UK. As you will read in this *Report*, it has been the year we supported a record of number of vulnerable children in the world's hardest places. This is, of course, something to celebrate but our celebration must be tempered by recognition of the enormity of our continuing task to address the needs of these children.

Nevertheless, we look back on the past year with gratitude to God that we have been able to do more to bring lasting change to vulnerable children's lives than in any previous year. I hope that, as you read this *Report*, you will feel inspired.

These achievements would not have been possible without the generosity of our supporters, the professionalism and commitment of our staff and the diligence of my colleagues on the Board. I thank each and every one of them.

Finally, I would like to particularly acknowledge the passion and compassion demonstrated by Justin Byworth as he stands down after more than five years in post as our Chief Executive.

Mark Sheard, Board Chair

ABOVE LEFT: In the Philippines, Justin meets baby Reggie and his family, who made use of the World Vision Women and Children's Space after Typhoon Haiyan destroyed their home and left them with nothing. ©2014 Crislyn Felisilda/World Vision

ABOVE RIGHT: In Bolivia, Mark meets four year-old Ronald who lives in a community supported by World Vision. ©2014 World Vision





Hope from the Philippines

“Every day the fear is leaving me. I’m so happy to be back in school and feel like life is normal again.”

Orlando is 10. The day that Typhoon Haiyan struck his home in the hills of Cebu is one he will never forget. Both his home and his school were devastated.

Here Orlando remembers what happened on 8 November 2013 and how World Vision helped him overcome his fears for a future, without a home and without school.

“I was alone with my mom when the storm hit. I was so afraid. During the storm our home completely blew away. We ran to our grandparents’ house, about 25 metres away. I couldn’t see anything around me.

“Trees were snapped in half and many homes just disappeared. My dad built us a new house with some steel sheets. The chicken farmer he works for put up new sheets and my dad took the old ones. Our grandparents stay with us too.”

Orlando’s school was so badly damaged it was closed for two months. Classrooms were unusable and most of the books were destroyed.

“I was afraid, [the school’s condition] reminded me of the typhoon,” Orlando says.

Orlando was worried he might not be able to study again. Recognising the importance of children continuing their education provided temporary learning spaces to replace ruined classrooms. School materials were also provided and a community generator to restore the village’s water system ensured Orlando and other children had access to clean water.

ABOVE: Orlando smiles and is happy once again. He enjoys being back in school and looks forward to a brighter future with hope. ©2014 Mark Nonkes/World Vision

Hope from Malawi

“Things are better now I am sponsored. I am happy, not hungry or sick. I am doing better at school too.”

Lisungu is 14 and lives in Malawi. Sponsorship has transformed Lisungu’s life. Here she tells us about the changes that made every day brighter and more hopeful.

“I have five sisters, so my family is quite big. There is not much rain, so it is hard for my parents to grow enough food for us. I used to get very hungry and would go to school with nothing to eat. I couldn’t listen properly to my teachers and got bad grades.

“But then World Vision showed my parents how to grow different crops and let us borrow some goats. We bred the goats. They help us get more money so we are not hungry any more. The goats are like treasure to us so I look after them well.

“Also we have a borehole now so we have safe water. The water we had before made us sick. We got diarrhoea. To get clean water I used to have to fetch some before

school. It was miles away. Fetching it made my legs hurt. I was tired and couldn’t concentrate in lessons.

“School used to be a long way from home too. World Vision built a new one closer. Going to the school that was further away also made my legs hurt.”

Now that Lisungu is healthier, she goes to school regularly and is able to focus on her studies. She is also well enough to play and make the most of her childhood.

“I like English and want to be a journalist. I would like to tell the rest of the world about the various issues concerning my country. I also play netball and sing in the church choir. I hope other children can be happy like me and not go to school hungry like I used to.”

ABOVE: Lisungu wears her school uniform with pride and does much better in school now that she eats well and drinks clean water. ©2013 Wezzie Banda/World Vision



Every child free from fear

In 2014, World Vision supporters in the UK enabled us to make a positive impact in the lives of five million children living in the world's hardest places.

Transforming the lives of children lies at the heart of World Vision. Not only because it is children who suffer most from poverty, conflict and disaster, but because, by working with children, we know we can bring about lasting change. By banishing fear and bringing real hope to millions of children growing up in the world's hardest places, we can help them shape a better future for themselves and future generations for good. We achieve this by enabling long-term change, giving children a voice and responding to emergencies.

Enabling long-term change

Lasting change requires sustained commitment. That's why we focus on long-term projects called Area Development Programmes (ADPs), where we work with communities in chosen areas for 12-15 years. Projects include ensuring children are protected, healthy and in school, helping families secure better livelihoods, and enabling communities to withstand and bounce back from conflict and natural disasters. By the time we move on, communities are equipped and continue to develop their own way out of poverty. A great example of this in action can be seen in our profile of the East Kaolack ADP in Senegal on page 19.

LEFT: In rural Zambia, World Vision has drilled boreholes that enable villagers to water their crops and drink clean water – now children like Timmy, 14, are free from the fear of sickness and hunger and are healthy enough to go to school. ©2014 Jon Warren/World Vision **TOP RIGHT:** Jhumri has been blind since she was eight. A member of World Vision's forums in India, Jhumri speaks eloquently for the rights of children with disabilities. She has spoken on their behalf around India and in Tanzania at the World Vision Triennial Council. ©2014 Theodore Sam/World Vision **BOTTOM RIGHT:** After conflict in Gaza, thousands of children and their families fled their home. These children found refuge in Sait Porphyrios Orthodox Church in Gaza city. Some 600 people sheltered at the church. World Vision supported them with 200 food parcels. ©2014 World Vision

Giving children a voice

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

Responding to emergencies

Conflict and natural disasters affect more than 250 million people around the world each year, inevitably hitting children the hardest. With 46,000 staff based in nearly 100 countries, the World Vision Partnership is able to step in quickly when disaster strikes. Within hours, we are on the ground providing essentials like food, water and shelter, and creating safe zones for vulnerable children. And we stay to help communities recover long after the eyes of the world have moved on. Find out more about the children and communities caught up in emergencies that World Vision UK responded to on pages 12 to 14.

Bringing hope to millions in 2014

5,010,998

children reached in 2014, including:

 **2,601,461**
children that benefited from
our health programmes

 **1,161,936**
children that were supported during
emergencies by our humanitarian work

 **51,566**
children that were made safer as
a result of our child protection work



ABOVE RIGHT: Krishna, 5, and her brother Arjun, 2, are from India. Before Krishna was treated for severe malnutrition she was thin and unhealthy. A World Vision nutrition programme helped Krishna gain weight. Krishna is now well enough to enjoy playing with her younger brother. ©2014 World Vision

WORLD VISION UK PROGRAMMES
In 2014, World Vision UK funded development and emergency programmes and projects in 36 of the countries where World Vision works.

WORLD VISION PARTNERSHIP
World Vision works in a federal partnership in almost 100 countries across the world.



Priority One

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.

THE CHALLENGE

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

Without further action, children across the world in increasingly unequal societies will continue to go to bed hungry, continue to work instead of going to school, continue to endure poor health and feel unvalued and unprotected.

WHAT WE AIM TO DO IN 2015

When we launched our current five-year strategy in 2011, our aim was to transform the lives of eight million children by 2015. Since then we have reached 7.2 million children and are confident of achieving our 2015 goal. Please see our strategy update on page 38 for details.

We will continue to work in the world's poorest, most fragile places, concentrating on child protection, humanitarian action, child health and nutrition, and empowering communities to be resilient and demand access to basic services. Protecting children continues to be a unifying theme – addressing issues such as child marriage, child labour and the effects of war and conflict. This is fundamental to enabling children to grow up healthy, hopeful and free from fear.

We will continue to ensure our impact is sustainable and that our projects bring lasting change to the children and their communities we work for. We will continue to measure this impact, remaining accountable to our supporters, partners and the people we serve. This helps us see what we're doing well and where we could do better, maximising our resources to achieve the biggest transformation for children, as well as helping us gain further support.

LEFT: In South Sudan, Sunday Leng received nutritious food to help prevent her suffering from hunger and malnutrition. ©2014 James East/World Vision.

What we've achieved this year

1,161,938

children's lives saved and protected during emergencies

The number of emergencies that struck in 2014 stunned the world. A staggering 102 million¹ people – 20 percent more than in 2013² – were affected by humanitarian crises. The list of countries involved seemed to grow before our eyes. We helped people affected by emergencies in 16 countries – the Philippines, Lebanon, Jordan, Syria, Gaza, South Sudan, Sudan, the Central African Republic (CAR), the Democratic Republic of Congo (DRC), Uganda, Somalia, Malawi, Bosnia, India, Cambodia and the Solomon Islands. Wherever the crises were, World Vision UK was there: saving and protecting a total of 1,161,938 children. Some of the emergencies we were involved with are featured here.

Typhoon Haiyan: When one of the most powerful storms ever recorded struck the Philippines in November 2013, the destruction was unprecedented. More than 6,200 people were killed, 14 million were left without food,

water or shelter and almost six million people found their livelihoods destroyed or disrupted³.

Thanks to World Vision Philippines, who've been helping communities recover from and protect themselves against typhoons for more than 30 years, we already had a presence on the ground. But, the sheer scale of the chaos caused by Typhoon Haiyan demanded a global response that World Vision Philippines alone could not provide. We drew on expertise and resources from across our international partnership, and funding from the Department for International Development (DFID) and Disasters Emergency Committee (DEC). By the end of September 2014, alongside World Vision Philippines, we provided more than 760,000 people with food, emergency shelter, water purification kits and other essentials. We helped set up child friendly spaces – protected places where children can play and have fun safely – used by almost 22,000 children. One year on after the emergency, around 473,000 children have received support.

HAIYAN ONE YEAR ON: FROM EMERGENCY TO RECOVERY

A year after Typhoon Haiyan, affected communities are getting back on their feet. We've worked closely with them in a massive reconstruction effort – from rebuilding health centres and homes that can withstand future typhoons to supporting people to develop alternative livelihoods.

- 85,700 people earned an income through our local labour schemes, rebuilding schools and health centres.
- 59,000 people were able to access medical supplies and get better in repaired or rebuilt health centres.
- 57,390 homeless people were given temporary shelter and 2,500 homes were built for the most vulnerable families.
- 21,800 children used our child friendly spaces – protected places where children can play and learn safely, and have counselling.
- 6,500 students received learning kits and 2,600 children carried on studying in our learning centres.

LEFT: Children affected by Typhoon Haiyan enjoy themselves and play safely at a World Vision child friendly space.
©2013 Eugene Combo/World Vision.

Syria: Four years into Syria's civil war, the horrors continue. More than 15 million⁴ people – half of them children – are in need of urgent humanitarian assistance to find clean water, food, healthcare and shelter. The number of refugees fleeing to neighbouring Jordan and Lebanon passed three million. Resources are stretched, with less shelter, food and water and fewer services to go round.

But our commitment has not faltered. With support from DFID, we helped bring safe drinking water, sanitation facilities, medical help and nutritious food to more than 100,000 of the most vulnerable internally displaced people in Syria. We also built three new health centres that served 13,256 people. In Lebanon, with DFID funding, we brought water and sanitation facilities to 5,050 people, and enabled 788,472 refugees and host communities to get clean water by restoring 14 community water stations.

But smaller things can make a huge difference to children's safety and comfort too: in Jordan, 8,207 refugee children will be better protected against the cold this winter thanks to the coats we provided, while parents of 9,427 babies and toddlers received monthly supplies of nappies and wipes.

We also took a leading role in the 'No Lost Generation' initiative, with partners including the UN, governments and other international aid agencies. The initiative provides Syrian children with the education and protection that will, when the crisis eventually ends, enable them to become adults with real futures, employment prospects, strong relationships and full lives.

South Sudan: Just three years after becoming the world's newest country, conflict brought tragedy to South Sudan. More than 1.5 million children and families⁵ fled their homes, settling in makeshift camps, with no food, water or protection from disease and infection, including outbreaks of cholera. World Vision was one of the few organisations to maintain a presence even in the most dangerous areas. With funding from DFID, we helped bring clean water, life-saving hygiene and sanitation facilities and advice to 129,363 people, and other essential non-food items to another 35,136.

Within the camps, we set up six child friendly spaces where children could play safely and take part in activities that taught them how to protect themselves and one another. More than 1,000 children took part in these activities every week. We also organised two big outdoor events – a football tournament and an event for



ABOVE: From behind a school window, Mohammad watches military planes fly over Gaza. ©2014 Mohammed Awad/World Vision

African Child Day – where more than 1,500 children raised community awareness on issues including early marriage, rape, child soldiers and gender equality.

Gaza: In July and August, conflict in Gaza killed more than 2,300⁶ people, a quarter of them children. More than 10,000⁷ were injured and half a million fled their homes. Thousands of children have been left vulnerable, without medical aid, food, water or shelter. Thanks to the generous people who donated to our emergency appeal and to funding from DEC, we provided food to 9,960 people and better hygiene conditions for 12,594. We also gave counselling and support to 2,593 children traumatised by the conflict, and set up five safe spaces for 2,500 children and for mothers and babies.

In 2014, we also provided food, water and other emergency assistance to:

- 195,000 people left devastated by flooding in Bosnia.
- 20,000 people who lost their homes when Cyclone Phailin struck India's north east coast.
- 9,151 people caught up in fighting in the CAR (with appeal donations from the UK public).
- 4,500 people hit by flash flooding and landslides in the Solomon Islands.



We were thankful for the DEC's Syria, Philippines, Sierra Leone and Gaza Crisis Appeals. Joint appeals help

us reach as many people as possible affected by emergencies all over the world.



Hani: free from fear

“Before the bombing started I used to feel safe [in Syria]. Now I feel safe here. I go to school here. I love everything about it.”

Hani* is eight years old. After fleeing the violence in Syria with his family, he now lives in Lebanon. Here, Hani describes how the fear he has felt is fading as World Vision helps him return to a normal life.

“In Syria, we had a big house with lots of room to play with our toys and bikes. It was a two-storey house – we lived on the first floor and my uncles on the second.

“My family and my cousins were all around. Rockets destroyed the house. Glass was all over the ground and the walls crumbled.

“My cousin was hit – shrapnel went into his hand and into his stomach. I thank God that the shrapnel didn't get him from the other side, because he would have died.

“We fled our house when the rockets started coming.

I saw horrible things. People were dying and injured. The bombing was dangerous and frightening. Our family had to split up. Half of our family went to Jordan and then the other half came here to Lebanon.

“Now we're in Lebanon, I get to go to school again. I love it so much. We have our own teacher and they let us play like we used to. I like the school. It has toys.

“We can climb trees and play hide and seek like we used to. The other children chase me. I love everything about school. I still want to be a vet when I grow up.”

*To protect his identity, Hani is an assumed name.

ABOVE: Hani lives with his family in a building shared with other Syrian families. ©2014 Alexander Whittle/World Vision **RIGHT:** Awol watches her daughter Achan eat a food supplement which helps children recover from malnutrition. ©2104 Abraham Nhial Wei/World Vision

2,601,461 children got a healthier start in life

In 1990, 12.5 million⁸ children died before their fifth birthday. By 2013, that number had fallen by half, to 6.3 million⁹ children. That's fantastic progress, but it's still a heartbreaking number. Most die from easily treatable conditions, or simply because they don't get enough nutritious food. By improving the health and nutrition of women and children, we can ensure more children are able to celebrate their fifth birthday with their families.

We know the best way to improve children's health and nutrition is to work with the people that care about them the most – especially their mothers. While we work with local people to campaign for better health services and related facilities, it's simple changes in the home and in the community that can save and transform the most lives. During 2014, this direct approach helped us improve the health of 2,601,461 children in 24 countries through 143 projects.

Giving children the best start: The first thousand days – from when a child is conceived until they are two – are critical. The care and food a child has during this time have a significant impact on their future ability to grow, learn and rise from poverty. By focusing on these early days, we helped 151,382 women deliver their babies more safely. Where we work in DRC, the proportion of women giving birth in a safe setting has risen from 31 percent to 90 percent; in Pakistan, it's grown from 28 percent to 67 percent. Evidence shows that breastfeeding for the first six months improves children's health significantly. As a result of our community education work, we've seen significant increases in breastfeeding in many countries.

In our project areas, the proportion of women breastfeeding exclusively for the first six months jumped from 28 percent to 78 percent in India, and from 58 percent to 78 percent in Zambia.

Eating better: Spotting the signs of malnutrition early can make all the difference: evaluations from 11 programmes, ending in 2014, showed that we helped 159,136 mothers and caregivers identify and treat underweight children aged under five. This reduced the number of undernourished children in our project areas by an average of seven percent.

Preventing disease: Many deadly diseases can be beaten by simple, inexpensive prevention and treatments – from handwashing, to using homemade treatments like dissolving salt and sugar in water to counter dehydration caused by diarrhoea. In 2014, 5,813 community health workers showed mothers and caregivers how to combat diarrhoea and fever. They also encouraged parents with one-year-old children to get them immunised: as a result 211,648 children are now protected from diseases like polio, measles and tetanus. More children are sleeping free from the fear of malaria under insecticide-treated mosquito nets; in our project areas in Uganda, for example, 85 percent of children under five use a net, up from 45 percent three years ago.

Standing up for better services: We helped 227 communities stand up for their right to better healthcare. In DRC, local-level campaigning helped persuade the government to double its national health budget in 2014. We also supported communities to get access to health services. In Sierra Leone, we provided mobile phones to 209 community health workers, linking them up to local health centres. This enabled pregnant women and others to get expert advice and quick referrals even when there are no health facilities nearby.



ABUK AND ACHAN: FREE FROM HUNGER AND MALNUTRITION

Awol lives in South Sudan with her twin daughters Abuk and Achan.

Because of the country's food crisis, Awol has struggled to feed her girls. Just three years old, they were both sick for more than a year, suffering with malnutrition, fever and diarrhoea. Their condition became so serious they were admitted to hospital.

That's when World Vision stepped in with our therapeutic feeding programme. It helped the twins replenish lost nutrients and gain weight, and return to the care of their mother.

51,566* children are now safer

Every day, millions of children face terrible and very real fears. Some grow up in violent, war-torn societies, in abusive homes, or with no home at all. Girls have their childhoods taken from them by early marriage, sexual violence or female genital mutilation (FGM). Others are excluded from school because they work or have a disability.

In 14 countries, we helped protect some of the most vulnerable children from all these threats, helping free them from the fear that blights childhoods. In surveys we carried out in 199 communities this year, 56 percent of children told us they are now living in more protective and caring environments. Compared to last year, 4.5 percent more children told us they are living free from violence, abuse and exploitation.

Free to speak out: We've helped children understand and not be afraid to stand up for their rights. In Malawi, 9,200 children organised child protection campaigns involving schools, community leaders and local government. In Cambodia, around 2,000 children and young people got involved in local council meetings, highlighting issues that affect them – including domestic violence, forced labour and school dropout rates.

Free to protect themselves: Often children themselves are their own best protectors. In 2014, we helped train more than 20,000 children in 11 countries in the life skills they need to protect themselves. And they pass these skills on too: in South Sudan, four out of five children interviewed said they'd told another child something they'd learnt about protecting themselves or others.

Free from abuse: Through our support in building up local child protection committees, 199 communities in 11 countries, including Armenia, Malawi, Niger, Sierra Leone and Somaliland, have child protection services, policies, laws and community by-laws that have changed for the better and are protecting more children. In Afghanistan, child protection networks identified and intervened in 20 cases to protect children involved in abusive situations, up from just one the previous year.

Free from FGM and early marriage: We helped communities identify how harmful some traditional practices are so that in Sierra Leone, 24 communities have outlawed FGM and early marriage. In Nepal, children are intervening when their peers are threatened with marriage: five cases were reported in the first six months of 2014.

Free from harmful work: In West Bengal, India, we've been working with children, community members and leaders to help reduce the number of children being sent to work – with almost 2,000 adults becoming aware that working causes children harm. (An example of the harm that working can cause children can be seen in Subera's story opposite.) In Cambodia, 239 children learned how to protect themselves and their friends from trafficking and commercial sexual exploitation. Child protection groups also helped raise awareness of the issue, encouraging parents and caregivers to send them to school rather than let them go out to work.

* The number of children benefiting from programmes focused specifically on child protection dropped last year, as two large child protection grants came to an end.

However, all our work contributed to protecting children from hunger, disease and poverty. The safety and security of children remains paramount, which is why much of our health, emergency response, community empowerment and education programmes helped in some way protect children from violence, abuse, exploitation and neglect, and support children's rights to care and protection.

In addition, we continued to strengthen local, national and international structures that protect children from these threats, through our Programme Partnership Arrangement with DFID. And, we continue to build child protection into our community projects, as well as exploring new specific child protection funding opportunities.

LEFT: In Malawi, 7 year-old Nelson (centre) now goes to school. Before World Vision helped Nelson's mother understand he would be protected against discrimination and be safe there, she had kept Nelson away from school. ©2013 Antonio Matimbe/World Vision



Subera: free from harmful work

“Education will help me become somebody when I’m older. I feel happy on the inside and on the outside.”

Subera from West Bengal in India was seven when she started working. She worked with her mother breaking stones in a field with a heavy iron rod. This kind of physical work is gruelling for adults, let alone a young girl with a heart condition. Here Subera, now 14, describes how her work affected her.

“My chest hurt. My whole body hurt. I couldn't sleep at night I hurt so much. My hands were red with blisters from using the iron rod. My eyes burned a lot too. I was often ill and had to spend time in hospital.”

Subera should have been in school, learning and looking forward to the future. Instead she faced years of backbreaking, dangerous work and marrying early, just like her mother Misarun had been forced to do when she was just a young girl.

Subera didn't follow in her mother's footsteps though. World Vision helped Misarun earn more money so that Subera didn't have to work any more and could go to school instead.

Before registering for school, Subera first caught up at a World Vision learning centre. Of the centre, Subera says:

“I was 10 when I entered the centre for the first time. It was interesting. It was nice to see so many children eager to learn. I got to make friends. I am a shy person but I learned the art of talking and being more social. I don't fear people any more, except when it's dark.

“The first word that I wrote was my name, in small letters. Initially my handwriting was not good. But with practice, it got better. Now I write well and I can read.

“If I hadn't come to the centre, I would have ended up like my mother, married at an early age, unable to get an education and crying all the time.”

Now Subera no longer has to work, she is able to enjoy going to school and loves to learn just like other children. She is healthy, happy and able to reach her full potential and make the most of opportunities that come her way.

ABOVE: Now Subera no longer has to work breaking stones, she is able to enjoy her childhood. ©2014 Annila Harris/World Vision

We brought hope where fear is the greatest

We continued to reach out to the poorest, most vulnerable children in the poorest, most vulnerable places. In 2014, sixteen percent of the children we supported were in the most fragile countries that we operate in: Afghanistan, CAR, DRC, Myanmar, Pakistan, Somalia, Sudan, South Sudan and Syria. More than a quarter of the funds we spent in the field (£15.6 million or 31.8 percent) went to children and their communities in these countries.

FRAGILE STATES

In some countries or regions within countries, governments can't or won't meet the basic needs of their people, particularly the poor – often because of conflict or disasters. We call these fragile states or contexts (a description applying to a country that is stable overall, but may have one or more marginalised, fragile regions).

These are places where children live in fear: they are twice as likely as children in developing countries to die before the age of five, twice as likely to go hungry or thirsty, and three times less likely to go to school.

We demonstrated the impact we're having on children's lives

We continue to collect solid evidence of the difference we make to children's lives, and share this in our annual *Impact Report* and video. They help us show our supporters all we have achieved, evaluate and improve our programming, raise funds and influence government policies. That in turn helps us make an even greater impact.

Key results from 2014 *Impact Report* reveal the following:

- That 70 percent of children say that the systems that protect them are better than in 2013.
- A 21 percent increase in the proportion of children exclusively breastfed, since 2013.
- An 18 percent increase in the proportion of children under five who have been immunised than in 2013.
- A 4.5 percent increase in children who say they now live free from the fear of violence, since 2013.

BELOW: In Pakistan, Tayyaba used to collect rubbish from the streets to sell so that her family could have more money to buy food and other much needed essentials. ©2014 Asif Raza/World Vision

Revisiting East Kaolack

Back in 1996, we set up a 15-year community programme in the south of Senegal. The programme's aim was to create projects that would help transform the lives of vulnerable children and families – projects that the community would eventually run once we left the area. That time came in 2010.

Towards the close of 2013, we returned to East Kaolack to see how the community was progressing. Here we share some of their successes.

Drinking clean water: before the ADP opened, children were drinking dirty water that was making them sick. When we left, we had installed 52 bore holes, 24 well holes and five manual pumps which brought clean safe water to 80 percent of the community's villages. When we returned in 2013, we found this number had increased to almost 90 percent. Now most water is brought in by pipes, women are spending less time fetching water and are able to earn more money and provide well for their children.

Healthier pregnancies: the three health posts and 24 health huts we first introduced helped more pregnant women have pre natal check ups. Since we left, the community, with the support of partners, has gone on to provide even more support for pregnant women. Two maternity wards and two health posts have been established and accommodation for staff built.

Going to school: when we first arrived in East Kaolack there were just seven primary schools. By the time we left, there were 30 primary schools and more children – 66 percent of boys and 78 percent of girls – registered for school than before. On our return visit, we found the community had built six new classrooms, an admin block and six school latrines. More children now go to and stay in school, helping them prepare for the future and make the most of their lives.

Some of the initiatives we set up to help people support themselves continue to thrive.

Village banks: set up to help women get involved in income generating activities to help support their families.

Goat breeding: breeding goats and then selling them helps more than 300 former sponsored children earn extra income for their families.

Selling honey: some villagers have become beekeepers and learned to harvest good quality honey, which they sell for extra income.

BELOW LEFT: Dieynaba, a former sponsored child, says: "With the income from breeding goats, I can meet my own needs and the whole family benefits too." **BELOW RIGHT:** Two community members build their own bee hives. "After selling honey, I can send my children to school. I earn enough from the honey to invest in chicken farming too," says one beekeeper. Both images: ©2013 Alegney Bies/World Vision



Priority Two

A transformed supporter experience

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

THE CHALLENGE

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

WHAT WE AIM TO DO IN 2015

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

MAIN IMAGE: Helen, 10, from Ethiopia, enjoys reading the Christmas card sent to her by her sponsor in the UK. ©2014 Alexander Whittle/World Vision

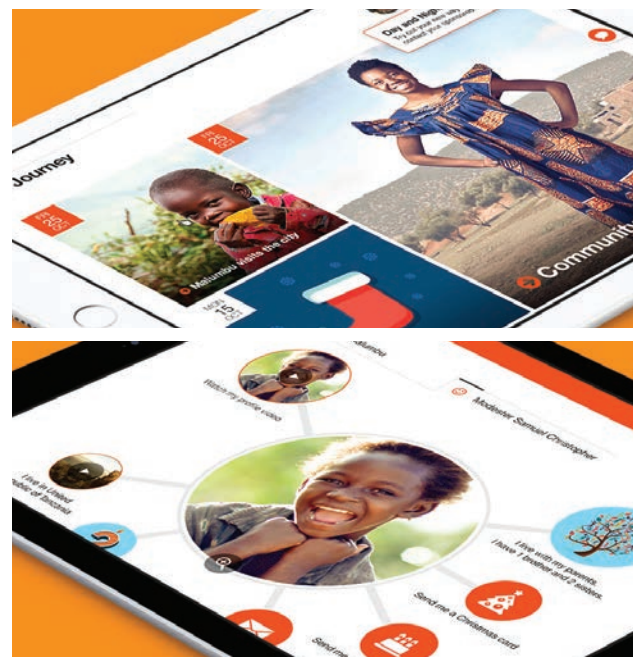
What we've achieved this year

Sponsors and children are now closer than ever

Child sponsorship should be a long-lasting, mutually rewarding relationship – it's about forming an emotional, individual connection. But when a sponsored child lives thousands of miles away, that's not always easy. We've used modern technology and old-fashioned storytelling to shrink the miles between sponsors and children.

My Sponsorship portal: All sponsors now have access to an online account with a personalised timeline where they can get to know their sponsored child, their family and community. To date, more than 20,000 sponsors have received video or other new content related to their sponsored child and that child's community. The components of the timeline are listed below and will become available to all sponsors during 2015:

- A personal video where sponsored children talk about themselves.
- A message me button so sponsors can get in touch with a single click.
- Beautifully illustrated, individual, regularly updated progress reports.
- A community video showing where sponsored children live and what life there is like.
- Project updates on all the new developments sponsorship is creating.



Storytelling: We've run storytelling activities in 15 countries to enable children to express themselves and talk about what matters in their lives. This results in much more personal and authentic communications with sponsors than conventional letter writing, and is a great experience for the children too.

“Usually we've just written the answer to the sponsor's letters... now, we've communicated how we are, how it is here, our feelings and what life is like here.”

Sumon, 14, Bangladesh

Farewell videos: When communities with sponsored children are successfully running themselves and it's time for us to leave, we send a celebratory video where children share the things that have transformed their lives and futures. It's a wonderful way for sponsors to see the lasting difference they have made – before moving on to sponsor a new child, as vulnerable and as fearful as their original child once was.

LEFT: Our new sponsorship portal has been designed for tablet computers and mobiles; making it easier for sponsors to stay in touch with their sponsored child wherever they are.

RIGHT: Children in Cambodia learn how to tell stories which they can later share with their sponsors. ©2014 Heidi Lenssen/World Vision

WHAT OUR SUPPORTERS ARE SAYING

- “Sponsoring a child is satisfying and gratifying. It makes me happy. Surely this is what being human is about – to serve and help others.”
- “Thank you for sharing this video clip – it's great to see first-hand how sponsorship is affecting people's lives.”
- “Sponsorship is a natural part of my life now. I could never give it up. It's so important. It supports children everywhere and helps them have a future.”
- “The regular communication from our sponsored children over 28 years has been so rewarding. It's wonderful to see their photographs and know that we are making a difference.”





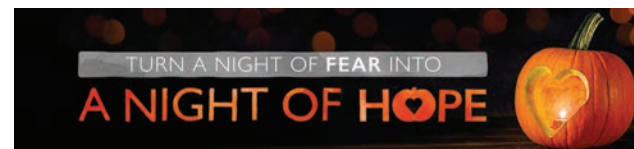
We're finding new ways to spread hope

We developed imaginative new ways for supporters – and their friends and families – to get involved.

Grow Hope: We marked the 30th anniversary of the terrible famine in Ethiopia with a range of gardening and cooking-related fundraising events – enabling us to send nutritious orange maize seeds to vulnerable families in Zambia. Supporters raised funds to help children living with the fear of hunger by hosting 'Grow it. Cook it. Share it' parties, serving homemade quiches and summer puddings from homegrown ingredients. We exhibited three Gardens of Hope – botanical representations of Ethiopia's return from famine to plenty – at the Chelsea Flower Show, Gardeners' World Live and Hampton Court Palace Flower Show, which attracted more than 400,000 visitors as well as BBC TV coverage. Visitors to festivals throughout the summer also had a chance to experience Ethiopia's recovery, and see how we've been supporting children there, at our interactive Hope House exhibit.

Night of Hope: At Halloween, we encouraged supporters to carve hearts into pumpkins and share photos of them on social media as a sign of hope over fear. Highlighting the plight of children caught up in the civil war in Syria, this year's event – which involved almost 1,400 supporters – helped raise funds for our Syria Crisis Appeal.

Voices of Hope: Two inspirational events – one in Edinburgh and one in London – showed some of our key supporters the huge difference they are making to children's lives. They included powerful testimonies from former sponsored children and entertainment from artists like Stuart Pendred, a World Vision supporter and acclaimed bass baritone opera singer.



ABOVE: Our Grow Hope events included holding fundraising garden parties to carving pumpkins to raise funds for Syrian refugees.

LEFT: Barbara, 4, from Zambia holds a sunflower.

©2014 Alexander Whittle/World Vision

Spotlight on our Ambassadors

We are delighted we now have more than 100 Ambassadors – passionate supporters who share their experiences of sponsorship and encourage others to get involved. They spoke at 79 events, inspiring 6,369 people and raising well over £35,000.

Watching hope grow

A World Vision supporter since the mid 1980s, Carolyn Smith became an Ambassador for us in 2014. Carolyn, along with some of our other Ambassadors, travelled to Keembe in Zambia to meet her sponsored child, Joe, and some of the farmers who are growing orange maize from the seeds provided by supporters of our Grow Hope campaign.

Here Carolyn tells us more about her visit to Keembe.

"When we arrived in Keembe, we were given an overwhelming welcome from the women of the village, who sang and danced to mark our arrival. A local female farmer called Judith and her orange maize growing team also gave us another very warm welcome.

"Judith and the farmers showed us how they farm – from preparing the soil to harvesting the crops – using just a 'chikka' hoe and other basic tools. I was amazed at the physical exertion involved. I wouldn't last long there doing that backbreaking work!

"But meeting my sponsored child, Joe, and his family was, of course, the highlight of the trip for me. Before I visited Keembe, I visualised Joe in a very 2D way. Now when I think of Joe, I see so many more dimensions to him. I also went to Joe's school and enjoyed seeing where he learns. His life seems very real to me now.

"I found every aspect of my visit inspiring but what really captivated me was the devotion and dedication of the World Vision manager and his office team in Keembe. They work long hours on the front line, often travelling to remote areas to give support and advice to the most vulnerable members of the community.

"Being with these people in Keembe was an enriching experience for me and I left there safe in the knowledge that Joe was being well cared for, thanks to the hard work of World Vision."

RIGHT FROM TOP (1) TO BOTTOM (4): 1: Carolyn sits next to Joe, the child she sponsors, and shows him where she has travelled from to meet him. ©2014 Magdalene Tan/World Vision 2: The farmers who will grow orange maize give Carolyn the warmest of welcomes. ©2014 Michelle Coates/World Vision 3: Carolyn meets one of Joe's older sisters and her baby girl, Pretty. ©2014 Graham Moates 4: The teachers and children at Joe's school take an interest in what Carolyn is showing Joe. ©2014 David Frost/World Vision





Priority Three

Growing our income and influence

World Vision increases its income and influence to achieve even greater impact and become one of the UK's leading international aid agencies supporting vulnerable children in the world's most difficult places.

THE CHALLENGE

Although the economy has started to grow, household and government budgets are still squeezed. So we're thankful that the public continues to give generously and that the government remains firm in its commitment to growing the aid budget. But overall, growing our income remains challenging.

WHAT WE AIM TO DO IN 2015

Income: To transform the lives of more children we must raise our profile, attract new supporters and increase donations. To do this we continue to invest in:

- Fundraising and engaging communications with the public.
- Providing compelling evidence of our impact, to build influence with policy makers.
- Strengthening our capacity to acquire and manage grants from government and international donors.
- Astute financial planning to ensure we can sustain and increase funding to programmes for vulnerable children over the long term.

Influence: To influence decision makers so that they hear the voices of the most vulnerable children and respond to the approaches we use to make a difference to their lives and communities.

To do this we will:

- Work directly with children and young people affected by conflict, violence and abuse – and advocate on their behalf for the UK government to take their protection seriously.
- Respond to emergencies and learn the lessons to build future resilience.
- Put the needs of the most vulnerable children in the new international goals that will replace the Millennium Development Goals post-2015.
- Enable and empower people in communities to hold their own service providers to account.
- Draw from the World Vision Partnership's depth and breadth of experience with communities to help the government and others understand what really works on the ground.

MAIN IMAGE: Mahima, 11, lives in an area of India where dropping out of school to marry at a young age is common. Early marriage harms girls and robs them of their childhoods, which is why during 2014 we helped raise awareness of the issue to help bring the practice to an end. See page 32 for more detail.

©2014 Annila Harris/World Vision

What we've achieved this year

We've returned to growth

The UK economy is finally growing again, although austerity remains the order of the day. Despite this, we grew our income – for the first time in four years – to £71.8 million, from £66.7 million in 2013, thanks largely to our success in winning and managing large-scale grants and raising funds from our emergency appeals.

Child sponsorship: We're delighted that far fewer supporters cancelled their sponsorships than in 2013, and the number of new sponsors increased – a sign that the investment we've made into improving our supporters' experience is beginning to bear fruit.

Through our initiative Raw Hope, thousands of people in the UK continued to support children who live in the most dangerous places in the world – countries like the Democratic Republic of Congo (DRC), South Sudan and Syria, where children's lives are so erratic that child sponsorship isn't possible. The donations made to our emergency appeals were just as generous, reaching £6.1 million in total.

Giving from individual supporters: A number of individual donors continue to astound us with their loyalty and commitment. In total, they donated £2.8 million in gifts and legacies that will help more children live less afraid of hunger, sickness and abuse. We took some of these supporters to countries where we work, including Kenya, Zimbabwe and Armenia, so they could witness first-hand the difference their gifts make. One supporter, Jeremy Middleton, was so inspired by the work he witnessed in Kenya that he decided to sponsor a whole community, and is encouraging other philanthropists to do the same.

Imaginative ways to build support: We continued to develop original ways to raise funds and inspire people to become sponsors. We launched Embrace – a new worship event led by four of the UK's top female worship leaders, Lara Martin, Lou Fellingham, Velveta Thompson and Donna Akodu. Our pilot events for Embrace were very promising and look set to become the perfect events to encourage sponsorships. We also advertised on TV and on trains, which led to the sponsorship of 1,000 children.

As a commitment to best practice and transparency in fundraising, World Vision UK is a member of the Fundraising Standards Board. To find out more visit www.frsb.org.uk



Our World Vision Artist programmes continued to grow. Last year we ran events with award-winning songwriter, worship leader and author Dave Bilborough and the Searchlight Theatre Company, inspiring 200 people to sponsor vulnerable children. Our Girls' Night Out events – evenings of music and comedy, now in their fourth year – remain popular, still attracting new child sponsors.

Grant income up by more than 10 percent

During 2014, our focus was on making our existing partnerships with grant-awarding bodies even stronger and forming similar new partnerships. Working with government and international organisations brings together our expertise and enables us to change the lives of more children than would be possible on our own.

We've seen a substantial growth in our grant income – up from £10.7 million in 2010 to £24.2 million in 2014. This year, our partnerships included grants from:

- The Global Fund, to diagnose and treat patients with tuberculosis in Somalia, one of the world's most fragile countries. We provided care for 13,000 patients, with an average cure rate of 87 percent – a figure that exceeds World Health Organisation expectations.
- The Department for International Development (DFID), to provide food, shelter and clean water to children and families fleeing conflict in South Sudan.
- UNICEF, to improve urban water, sanitation and hygiene facilities for more than 100,000 people in Ethiopia.
- DFID, to help more girls get an education in Zimbabwe – worth £14 million over five years, the grant will help up to 48,000 girls succeed in school.
- DFID, to support partner organisations in Ethiopia, India, Pakistan, Somaliland, Tanzania and Zimbabwe design, implement and monitor ways for their beneficiaries to provide feedback, to help ensure future programming meets their needs.
- The European Commission's Humanitarian Aid and Civil Protection Department, to provide emergency assistance to 9,000 households affected by flooding in Cambodia.



Leaving hope for the world

When legacies are left to World Vision something very special happens. They change the lives of those they touch forever. They fund vital projects and support vulnerable children living in some of the most difficult places in the world, filling their futures with love, hope and opportunity. Gifts left in Wills transform children's worlds, enabling them to enjoy their childhoods to the full and reach their God-given potential.

All kinds of wonderful people leave legacies to World Vision. People like Steve and Nina Roberts, a kind and caring couple loved by all that met them. Steve and Nina had been happily married for three years when they learned that Nina had ovarian cancer.

The news was devastating but after surgery, which left Nina unable to carry children, it looked like Nina would recover. Looking to the future, the couple arranged to adopt a little girl from China. They underwent the two-year adoption process and were finally given the all-clear to fly to Beijing to collect their daughter.

Tragically, Nina and Steve never got to Beijing. Nina's cancer returned and this time it was incurable. Nina died in November 2012. During that time, Steve developed serious health problems that led to his death just months later, the following June.

In 2010 though, Steve and Nina had drafted a mirror Will, leaving most of their estate to three charities that were dear to their hearts. One of these was World Vision. Nina had sponsored a little girl called Mphatso from Africa, and was keen that the couple's legacy be used to help us transform more vulnerable children's lives, bringing hope to more children living in the world's hardest places.

Steve and Nina's family continue to sponsor Mphatso, so she remains cared for and enjoys good health, protection and an education. It's hoped that one day the sponsorship that Nina started may benefit Mphatso's own children – a gift of hope and love that will never be forgotten, just like Steve and Nina's legacy to World Vision.

ABOVE: Steve and Nina enjoy an elephant ride on holiday.
LEFT: Steve and Nina smile and laugh together.



OUR PARTNERSHIP WITH DFID

Our strategic Programme Partnership Arrangement (PPA) with DFID, in its fourth year, continued to have a powerful impact in some of the world's hardest places. During 2014, this funding – worth £20 million over five years – helped us to:

- Strengthen systems for protecting children in 180 communities in 13 countries
- Enable 12,200 women in 10 countries to give birth more safely and improve the health and nutrition of their babies and young children
- Empower 149 communities in eight countries to demand the services, including health and education, to which they are entitled but that are not being effectively provided by government.

We've influenced decisions and actions that will free more children from fear

Our work with children and their communities changes lives. But we can transform the lives of even more children by using our knowledge and experience, particularly in the areas of child protection, health and humanitarian action, to improve the policies of national governments and multilateral organisations. In 2014, we made sure that people in power – including MPs, government ministers and officials in the UK, the UN and the EU – heard and considered the fears, stories and voices of vulnerable children. While we're committed to growing our own influence, we often work together with other NGOs and agencies and with the international World Vision Partnership to amplify our message.



Standing with survivors of sexual violence in conflict

Rape and sexual violence, including against children, are horrifyingly common during times of conflict – yet perpetrators are almost never brought to justice, and survivors receive little support. The Global Summit to End Sexual Violence in Conflict, hosted in London by William Hague and Angelina Jolie, aimed to change this. We made sure the voices of children were listened to and their needs understood – including those of hidden victims like children born of rape, and child soldiers. One brave survivor, Angela Atim, who received counselling at the World Vision Children of War Centre after her ordeal, participated throughout the summit. We also supported three youth delegates from DRC, Kosovo and Uganda to share their recommendations. Our publication *Journey of a Survivor* – which features stories of survivors and expert advice on supporting people affected by sexual violence – was distributed widely, and we hosted a panel event on the needs of survivors, which attracted a large audience.

At the summit, the UK government made a number of commitments, including pledging £6 million to support survivors. The event also resulted in the first ever international protocol for combating sexual violence in conflict situations.

Speaking out with girls: We continued to speak out for girls who face the fear of being married too young or against their will, or female genital mutilation (FGM) and cutting. Along with other organisations, we've made big progress in raising awareness of these practices at the highest levels. This has included highlighting how girls in emergency situations, such as conflicts and food shortages, are especially vulnerable to early or forced marriage, and the links between child marriage and FGM.

We saw a significant step forward in 2014 when Prime Minister David Cameron hosted the Girl Summit – a first-of-its-kind event that aimed to mobilise domestic and international efforts to end child marriage and FGM within a generation. We were delighted to be invited to the summit to represent all charities campaigning on these issues – and even more delighted that David Cameron, Secretary of State for International Development Justine Greening and Home Secretary Theresa May announced concrete plans for action and funding to protect millions of girls at home and abroad.

LEFT: Youth delegates pictured with William Hague, then Foreign Secretary, at the Global Summit to End Sexual Violence in Conflict in London. ©2014 World Vision UK Staff



Hearing Angela's voice

“If we all come together we can end sexual violence in conflict. Action begins with me, it begins with you.”

Angela Atim was 14 when she was kidnapped at gunpoint and taken from her school in north Uganda by Joseph Kony's Lord's Resistance Army (LRA).

“We had heard rumours that the rebels were close and for a week we lived in fear they would appear from the forest,” Angela recalls. “When they came, we hid under our beds but they smashed the windows to our dorm and took us away.”

Angela and 138 other girls were taken that night. As their teachers begged for their release, they were tethered and marched out of the gates and into the forest. Angela wasn't seen again for years.

While she was gone Angela was raped every day. She was also trained to use a gun and shoot to kill. Life was unbearable. Thankfully, Angela managed to escape. But, her return home was not as she hoped. Friends and family rejected her and she was stigmatised at school. Then there were the nightmares and the memories of constant rape to try and deal with.

World Vision provided counselling for Angela at our Children of War Centre which helped her to come to

terms with what had happened to her. This made her determined to turn her traumatic experiences into a positive force.

Today, Angela is a project coordinator for Watye Ki Gen (We Have Hope), an organisation that supports hundreds of Ugandan children born of rape.

Angela joined us at the Global Summit to End Sexual Violence in Conflict, representing the millions of survivors of sexual violence. There she addressed leaders urging them to bring perpetrators of sexual violence to justice.

“Our voices have been heard and we survivors of sexual violence are no longer silent. We want to believe that our quest for justice, understanding, acceptance - and above all a change in attitude - has made irreversible progress, however slow and challenging. Enough is enough. The time for talking is over. Now we need action.”

As she spoke the words above, we were humbled by her great strength, dignity and courage.

ABOVE: Angela Atim in Uganda. ©2014 World Vision UK staff

Putting the spotlight on neglected crises: In the run up to an important humanitarian conference on South Sudan in Oslo in May, we urged donors to increase vital support for vulnerable and hungry children in the country. These were detailed in our report *Sounding The Alarm: The urgent needs of children in South Sudan*. The UK government listened to us and other agencies, committing £60 million to help the 200,000 children suffering severe acute malnutrition and seven million at risk of not having enough to eat.

We also raised awareness of the ongoing crisis in the Central African Republic (CAR), where continuing violence has left an estimated 2.5 million people in need of humanitarian aid¹⁰ and forced almost a million¹¹ to leave their homes. Alongside other UK agencies, we raised the needs of vulnerable children in the CAR at several high-level meetings, briefings and events.

Setting goals: The Millennium Development Goals, which have played an important role in lifting millions of people out of poverty during this century, expire in 2015. They will be replaced by a series of new goals – called Sustainable Development Goals – that will shape global development efforts for the next 15 years.

During the intense international discussions to agree these goals, we've been actively influencing the UK and EU delegations to focus on children, particularly in fragile states, and recognise issues such as nutrition and health, child protection and disaster risk reduction.

By pushing governments to take action, we are ensuring our supporters' voices – and those of the children they support – are heard by those who can make change happen.



ALICE AND ALFRED AT THE GIRL SUMMIT

Alice, 15, and Alfred, 16, both from Sierra Leone, live in communities where World Vision works. They were chosen by their peers to represent them at the Girl Summit. Here's what they said about the event.

Alice: "I have noticed how difficult it is for young people to stop the practice of FGM and child marriage from happening to those who are at risk. It is also difficult helping those who have already been cut, like me, or married off to cope with the trauma that comes with both practices. Through the conference, I have been challenged to do more than what I have been already involved in at local level. I have to network with my peers to influence national level legislation against both

practices, to save thousands of children who are at risk."

Alfred: "It has not been easy for us as children to talk against FGM, a culturally rooted tradition in our society. This event served as an inspiration to me and opened my mind to how we would work as youths in my community to mobilise children across Sierra Leone. We will gather as much evidence as possible and put pressure on our government to enact a national law that protects children from FGM, child marriage and other forms of abuse to ensure that our generation gets as much protection as possible."

ABOVE: Alice and Alfred in London. ©2014 World Vision UK staff
RIGHT: action/2015 supporters. ©2014 World Vision Philippines

ABOUT ACTION/2015

action/2015 is a global movement dedicated to seeing that concrete action is taken to tackle the root causes of inequality, injustice, poverty and climate change around the world in 2015.

We're part of action/2015's UK Action Team, including, among others, the Global Poverty Project, Save the Children and Comic Relief. Throughout 2015, we will be using our collective voice to push the UK government for ambitious action to ensure it becomes the year when change really happens so that everyone can live their lives in dignity, free from hunger, violence and injustice.



WORLD VISION IN THE MEDIA

Our message of freeing children from fear was picked up strongly in the media this year.

World Vision staff appeared on TV and radio in the wake of Typhoon Haiyan, and throughout the year to discuss the Syria crisis.

The *London Evening Standard* published a series of articles on our work to tackle FGM in Ethiopia, while Al Jazeera screened a special report on former child soldiers reunited with their families after rehabilitation at World Vision's Children of War Centre in Uganda.

We had extensive media coverage around the Sexual Violence in Conflict Summit and the Girl Summit, and our garden at the Chelsea Flower Show was seen by a TV audience of more than two million.

ABOVE: In the CAR, families find refuge from violence at a makeshift camp at M'poko airport in the capital Bangui – making tents from bed sheets, tarpaulins, palm leaves and cardboard strips. At meetings and briefings, we highlighted the needs of vulnerable children caught up in the crisis – affecting millions – which seemed not to have been noticed by much of the world. ©2014 Bruno Col/World Vision



Priority Four

An inspiring and effective organisation

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

THE CHALLENGE

World Vision UK has amazing staff who are committed to our vision and has strong grassroots support in the UK. Through the World Vision Partnership, we have a significant global presence, meaning that our ability to form connections between people across the world is unparalleled.

However, the continued economic challenges and tough environment for charities mean that World Vision needs to innovate, adapt and change in order to sustain and grow our support to our colleagues and partners across the world and make an even bigger difference to children's lives.

We are inspired by our work and want to inspire others with the difference our projects make. To do this, and to achieve our mission, we need to be focused and effective in everything we do.

WHAT WE AIM TO DO IN 2015

- Confidently and consistently live out our Christian identity.
- Invest in a clear, compelling brand that reflects who we are
- Nurture, encourage and reward our staff, recruit new talent and invest in our leaders and managers.
- Invest in innovation, enabling staff to come up with new ways to support, inspire and transform children's lives.
- Be more accountable through enhanced financial and project management.

MAIN IMAGE: Before World Vision showed his family how to grow more food, Francisco, 9, from Honduras, would often go hungry. Now Francisco and his brothers and sisters eat well and have much to look forward to in the future.
©2013 Laura Reinhardt/World Vision

What we've achieved this year

We took an organisational health check

Striving to be good stewards by using resources we're given as efficiently and effectively as possible. Enabling our staff to thrive and reach their God-given potential. These two approaches have continued to drive our work this year – because the better we can be at them, the more vulnerable children's lives we can transform.

Our staff are incredibly committed and have achieved extraordinary impact over the past few years of challenge and change. In 2014 we increased the focus on our "organisational health" taking stock of our current situation and planning what we need to do to become an even more inspiring and effective organisation.

Thriving people and culture: our staff make us who we are – and we've been getting to know them better than ever before. Through surveys, workshops and meetings, we found out what inspires them, what they need to flourish, what they like and don't like and what we can do to help them thrive in an environment they enjoy working in and want to be part of for the long term.

IN THE SUNDAY TIMES TOP 100

We were delighted to be listed as one of *The Sunday Times* 100 Best Not-For-Profit Organisations To Work For 2014. The listings are recognised as the UK's most prestigious "ranking of the cream of Britain's motivated workforces". The scores and ratings are all based on employee opinions of working in their organisations. This year, we achieved our highest score to date, reflecting the levels of enthusiasm and motivation of our talented staff.



Operational excellence: We've continued to invest in better business systems that will enable us to direct even more of the funds we receive to the children in greatest need. Good progress has been made in developing a new business model for winning and managing grants. As our income from grants has been growing significantly, it's hugely important that we capitalise on the opportunities this offers us to transform the lives of many more children and the communities they live in.

RIGHT: Our Senior Media Officer, Chris Weeks, speaks with Typhoon Haiyan survivor Leo Quejada. Leo lost his mother and sister during the storm and explains to Chris that their bodies are trapped beneath the debris surrounding them. ©2014 Crislyn Felisilda/World Vision



LARA GHAOUI

Emergency Programme Officer: "I joined World Vision UK in 2010 after working for four years in World Vision's Lebanon office, where I worked closely with refugee children and families affected by the crisis in Syria. I decided to come to the UK to help generate funds for emergencies wherever they happen. My experience of working in the field gives me a special insight into helping achieve this."

"Raising funds for emergencies within very short time scales is pressurised but incredibly motivating. I come from a family that has endured war and displacement. In my work, I aim to help people, especially children, get the support they need to live in dignity and be treated with respect, just like I am in my role here."



FRANCIS LEI

Acting Head of Finance: "My background is in finance and I've always been passionate about international development, so being able to combine the two is exciting for me. I work with some amazingly talented people who work hard to make life more promising for children living in the most difficult places, and never fail to inspire me."

"I'm equally inspired by the generosity and faithfulness of our supporters who are incredibly committed to our work. This motivates me to do my best for World Vision to ensure we use the funds entrusted to us as effectively and efficiently as possible – enabling us to transform the lives of as many of the world's most vulnerable children as we possibly can."



Strategy and plans for the future

As our five-year strategy (2011/2015) draws to a close, we review what we've achieved so far and share our plans for the final year of this period.

So much can happen in one year, let alone four, so our review here is a simple one – a snapshot highlighting our successes and detailing our responses to challenges faced over the past four years.

For us, each year has been a building block, from which we've learned from our successes and gone on to build on them, improving them with each passing year. We're now better than ever at capturing evidence of the impact of our work to ensure that vulnerable children grow up healthy and protected. The bond between our supporters and their sponsored children is closer than it's ever been and our grant income from, and influence with, government grows stronger year on year.

As we grew stronger in these areas, we also faced the challenge of raising funds during a global recession that bit so much harder than anyone first expected, affecting the ability of supporters to give as much as they used to dramatically.

As our income came under pressure and supporter numbers dipped we refocused our strategy in 2013 to invest more in fundraising, developing new ways to keep and attract supporters and secure more grants – helping us reach more vulnerable children than we could on our own.

Moving into 2014, this approach held us in good stead, which, with generous responses to an unprecedented number of emergencies, enabled us to grow our income and reach more than five million children.

When we set out our strategy for 2011/2015, we aimed to transform eight million children's lives by 2015. Cumulatively since 2011, we have now reached 7.2 million children.

Originally, we aimed to reach children in need with the help of 500,000 supporters. But, in the context of slow economic recovery and the ongoing challenge of finding new supporters, we decided to no longer pursue this as a key goal. Instead, we'll continue to focus on strengthening our connections with both existing and new supporters, providing more ways for them to follow and share the journeys of the children they sponsor that are emotive, authentic and unforgettable.

We'll also continue generating compelling and heartfelt fundraising campaigns that inspire supporters to give more and invest in our grant acquisitions. This will ensure our

teams have the skills, systems and processes that will help them win and manage tenders and grant bids that grow ever more complex and sought after.

And we're also prepared for funding changes that may come in after the May 2015 general election and as the international community sets a new framework and goals for sustainable development until 2030. As this strategic period comes to an end, we have decided to continue along our current lines into 2016/17 and will review our strategy following leadership transition in 2015.

BELOW: In Bangladesh, vulnerable children enjoy playing in a child friendly space, which also provides nursery education to help prepare them for primary school. ©2013 Plaban Ganguly/World Vision



Financial review

Summary

2014 has been a successful year for World Vision UK where we achieved a significant return to income growth, maintained our key operating ratios and managed our free reserves to a level that put us in a strong long-term position. The year was marked by humanitarian emergencies, which contributed towards our income growth, along with greater partnering with institutional donors, increasing our grant income to record levels. Despite coming under continued pressure, we maintained our key operating ratios on par with the average for the past five years, spending 84 percent of our total expenditure on charitable activities. Reserve days have risen to 38 days and our overall financial strength has increased, enabling us to transform the lives of children living in fear in the world's most difficult places.

Income

In 2014 we continued to achieve real change for children, through both our relief and development programming. As a result we reached more than five million children/seven million beneficiaries which was only achievable with the incredible generosity of the public and the vision of our institutional partners.

2014 saw a significant return to total income growth to £71.8 million (2013: £66.7 million). It was a year where the public demonstrated amazing compassion for children affected by emergencies in places like Syria and the Philippines. This was reflected in £6.1 million donations for emergencies (2013: £1.7 million), our highest level in eight years.

Significant growth has yet again been achieved from our partnership with institutional grant donors such as the Department for International Development (DFID). Income from these partnerships grew to £24.2 million (2013: £21.9 million), driven in particular by growth in income from DFID.

Our child sponsorship programmes continue to be a key aspect of how we work to impact the lives of children. At the end of the year, the number of children in our child sponsorship scheme was approximately 98,000, a reduction from the previous year (2013: 101,000) which

has been reflected in a decrease in sponsorship income to £23.9 million (2013: £24.8 million). We are confident that the innovations and investments made over the past couple of years will reverse this trend and lead to income growth in the future.

Expenditure

We spent a total of £70.7 million in 2014 to help improve the lives of children living in the world's hardest places, the second highest level in our history and an increase on the previous year (2013: £70.4 million). £59.4 million of this was spent on charitable activities with the majority of this being directed at our three themes of child protection, humanitarian action and child health. As a proportion of total expenditure, this was at a similar level to our charitable expenditure average over the past five years of 84 percent.

The cost of fundraising increased slightly from £10.5 million in 2013 to £10.8 million. However, as a proportion of total expenditure, this aligned with our five-year average of 15.6 percent. This increase is a result of our continued investment in reaching new supporters in new and innovative ways, raising their awareness of poverty around the world and bringing them closer to the children that we serve. Maintaining the proportion of expenditure spent on generating funds is expected to come under pressure in the coming years as the amount of investment required to achieve our ambitious plans is expected to rise.

Reserves policy

The Trustees review the reserves policy annually. The policy requires free reserves to be maintained at 25-45 days of applicable expenditure (that is, total expenditure less donated goods and services that do not involve a cash outflow). This is equivalent to a range of £4.7 million to £8.5 million at current expenditure levels. The Trustees consider that this is an appropriate level for reserves in order to maintain funding for programmes and emergencies.

Funds

At the end of 2014 total funds stood at £15.7 million (2013: £14.5 million).

Restricted funds amounted to £6.2 million at the end of the year and are subject to conditions imposed by donors or implied by the nature of an appeal.

Unrestricted funds of £9.5 million comprise:

- Free reserves, which comprise the General Fund, were £7.2 million at the balance sheet date, which represents 38 days of applicable expenditure. This was up from £5.9 million in 2013 (33 days).
- Designated funds of £2.3 million (2013: £2.1 million), being the Tangible Fixed Assets Fund which represents the value of tangible fixed assets less related financing.

The level of free reserves has strengthened during 2014 whilst still being managed well within our reserves policy requirement. This leaves the charity in a robust financial position, which in the context of a challenging economic environment, provides it with strong options for the future.

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, our budgeting and forecasting process have taken into consideration the current economic climate and its potential impact on both our various sources of income and expenditures.

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

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

Internal controls

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

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

The World Vision Partnership has an Internal Audit department that undertakes audits of its overseas operations including those to which World Vision UK makes remittances. The primary accountability of the internal auditors is to the Audit Committee of World Vision International, the legal entity providing international coordination and leadership of the World Vision Partnership. However, reports on the results of internal audits are made available to relevant investing entities, which are involved in any action taken in the event of an adverse report. World Vision UK has a Programmes and Projects Risk Committee that reviews internal audit reports and other risks in relation to our programmes and reports to the Finance and Audit Risk Committee. Audits are also carried out for some of our government donors.

Risk management

The pursuit of a bold plan to transform the lives of children in the world's hardest places necessarily exposes the charity to significant risks which must be assessed, managed and, at times, embraced if the charity is to achieve its strategic objectives.

For many years, the Board has established a formal risk management process and internal control framework to ensure intelligent, proactive and consistent management of risks, so that the charity can maximise strategic opportunities in the changing and competitive environment of the UK charity sector and within the challenging and fragile contexts of international aid and development.

An annual Risk Register identifies the risks facing the charity in four categories: strategic, operational, reporting and compliance. Risks are assessed and a high, medium or low risk rating given based on likelihood of occurrence and their potential impact on the charity. Existing controls for each risk are then identified and a 'residual' risk rating assigned which will be monitored, together with progress against any further mitigating actions planned during the year.

The Risk Register is approved annually by the Board and reviewed quarterly by the Management team with key risks escalated to the Board. A Risk Events Log captures the charity's risk incidents each quarter and assigns clear ownership of, and timelines for, mitigating actions. Board Committees review relevant areas of this Log and are able to assess the adequacy of controls and mitigation in place. The trends and incidents within the Log can also provide valuable insight into the evolving risk environment.

The Board and Management team have continued working to embed and mature the organisation's approach to risk management. In 2014 this included finalising a Risk Appetite statement. The statement seeks to identify how much risk World Vision UK can sustain in identified risk areas (risk capacity) and how much risk the organisation desires to take in each area (risk tolerance). The Risk Appetite statement facilitates a more strategic discussion of risk at Board and senior management level and has equipped the charity with a valuable tool for decision-making and reporting across the organisation.

The charity defines key strategic risks as those that threaten the fulfilment of the core strategic objectives within its business plan. The following key strategic risks and an important inherent risk were identified during the year.

Strategic priority	Risk	Mitigating action
Evidence of real change for children Transformed supporter experience	Given our commitment to work in fragile contexts challenged by conflict or instability and poor infrastructure, there is a risk that we will be unable to operate effectively, leading to an inability to achieve and demonstrate impact to UK donors.	World Vision Partnership Programme Support Code and teams to address capacity issues in country. Agreed "child wellbeing" outcomes and standards for programme design, monitoring and evaluation.
Grow income and influence	Given the strong media appetite for reporting on charities and increased exposure to public comment through social media activity, there is a risk that we may incur negative PR leading to a loss of reputation, credibility and ability to fulfil our vision and mission.	Integrity of internal processes, commitment to quality, transparency and accountability. Defined processes for quality and sign-off of external communications. Risk and crisis management strategies. World Vision Partnership system for managing global media crises.
Grow income and influence Transformed supporter experience	Given the inability of traditional fundraising channels to deliver quality and volume of new supporters cost-effectively, there is a risk of over-reliance on new and innovative recruitment activities to deliver core voluntary income, leading to pressure on voluntary income and constraints on our ability to adapt and mature emerging channels.	Appropriate resourcing and investment in traditional and innovating Public Engagement teams. Formal project management of innovative channels and products, including milestones, stage-gates and regular performance review.
Grow income and influence Evidence of real change for children	Given the move towards bigger, more complex approaches to institutional funding for fragile contexts, there is a risk that we may not be able to generate sufficient unrestricted income from voluntary donors to provide pre-funding and manage risks of repayment or disallowed costs, leading to an inability to pursue opportunities which could transform the lives of children in the world's hardest places.	World Vision Partnership Grants Acquisition and Management Strategy with an increased focus on global grants strategy and resource. Refinement of UK grants management framework and more integrated financial reporting to monitor potential exposure.
An inspiring and effective organisation	Given the highly competitive external environment, pace of work and rate of change around major strategic projects and innovations, there is a risk that staff may burn-out or leave, leading to a failure in our core values ("we value people"), loss of key talent and inability to deliver strategic objectives.	Staff Performance Development System. Talent Management and Succession Planning. Monitoring of turnover. Annual Staff Engagement Survey and quarterly Pulse Check. Updated People Strategy.
Inherent risk	Given our reliance on other entities to deliver overseas programmes and our commitment to operate in fragile contexts where fraud and corruption are prevalent and proscribed organisations operate, there is a risk of insufficient control over financial management, leading to potential misuse of our charitable funds and inability to achieve impact.	Well-established financial controls and monitoring systems within the World Vision Partnership. Regional, National and Global. Internal Audit systems. Global Risk Management and Anti-Corruption Policies, fraud assessment and response procedures.

Five-year finances

	2010 £'000	2011 £'000	2012 £'000	2013 £'000	2014 £'000	
Committed giving and other donations	40,274	39,613	41,881	38,897	37,725	
Donations for emergencies	5,041	4,867	3,732	1,651	6,092	
Donations, gifts and legacies	45,315	44,480	45,613	40,548	43,817	
Institutional grants	10,691	19,019	21,057	21,917	24,205	
Donated goods and services	4,861	4,363	2,040	4,196	3,242	
Voluntary income	60,867	67,862	68,710	66,661	71,264	
Government service contract	-	-	-	-	467	
Investment and other income	120	63	79	81	94	
Total income	60,987	67,925	68,789	66,742	71,825	
Costs of generating funds	9,707	10,517	10,959	10,522	10,811	
Charitable activities	49,810	56,344	57,192	59,446	59,384	
Governance costs	404	481	513	454	527	
Total expenditure	59,921	67,342	68,664	70,422	70,722	
Net (outgoing) / incoming resources before investment gains	1,066	583	125	(3,680)	1,103	
Investment gains / (losses)	92	(15)	98	103	77	
Net movement in funds	1,158	568	223	(3,577)	1,180	
The funds of the charity						
Restricted and designated funds	9,714	12,497	11,891	8,615	8,556	
General fund	7,616	5,401	6,230	5,929	7,168	
Total funds	17,330	17,898	18,121	14,544	15,724	
Ratios						
Percentage of total expenditure:						
Costs of generating funds	15.6%	16.2%	15.6%	16.0%	14.9%	15.3%
Charitable activities	83.7%	83.1%	83.7%	83.3%	84.4%	84.0%
Governance costs	0.7%	0.7%	0.7%	0.7%	0.6%	0.7%
Free reserves ⁽¹⁾						
Number of days' expenditure ⁽²⁾	50 days	31 days	34 days	33 days	38 days	

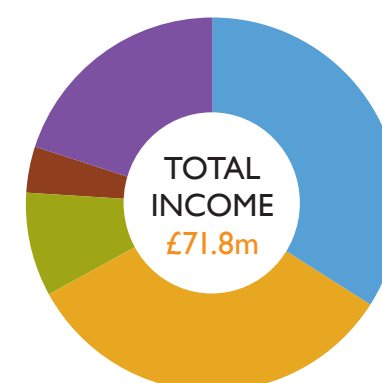
¹ Free reserves comprise the General fund.

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

Our finances at a glance

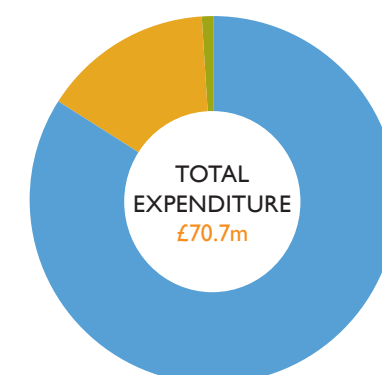
The charts below show how the funds we raised during 2014 were sourced and spent on projects to benefit children and communities around the world.

How we raised the money



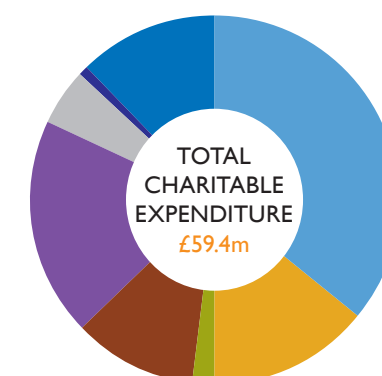
- Governmental and multilateral income, £24.7m, 34% (figure includes £6.4m relating to emergency relief)
- Child sponsorship scheme, £23.9m, 33%
- Donations for emergencies, £6.1m, 9%
- Donated goods and services, £3.2m, 5%
- Other voluntary donations, £13.9m, 19%

How each £ is spent



- Charitable activities, £59.4m, 84%
- Costs of generating funds, £10.8m, 15%
- Governance costs, £0.5m, 1%

Projects we funded this year



- Health, £21.4m, 36%
- Livelihoods, £8.3m, 14%
- Protection, £1.2m, 2%
- Education, £6.5m, 11%
- Emergency Response, £11.3m, 19%
- Community empowerment, £3.0m, 5%
- Disaster mitigation, £0.6m, 1%
- Other, £7.1m, 12%

Corporate structure and governance

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, many of which are governed by local Boards of Trustees (Boards). Other country offices are branches of World Vision International and some of these offices have local 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.

The World Vision International Board has 24 Board Members from 19 countries, currently including the UK, reflecting the approach that Board Members are drawn from all the continents in which the Partnership operates. This system empowers entities in developing countries and ensures regional opinion is expressed.

Corporate governance

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

World Vision International has a Governance Department that assists local Boards and Advisory Councils with governance by publishing guidance and providing training. It also enables mutual accountability by facilitating Peer Reviews that evaluate alignment with the World Vision Partnership's core documents and compliance with good governance practice.

World Vision UK

World Vision UK was incorporated in England on 3 November 1982 as a company limited by guarantee (No. 1675552) and is a registered charity (No. 285908). Members of the charity are the Trustees whose liability is

limited to £1 each. The charity's governing document, its Memorandum and Articles of Association, sets out its objects, powers and matters relating to the running of its internal affairs.

World Vision UK's charitable objects are:

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

Board and management roles

The World Vision UK Board of Trustees is legally responsible for the overall control of the charity and for ensuring that it is properly managed. Principles of governance, including legal compliance, have been identified by the National Council for Voluntary Organisations in *Good Governance: A Code for the Voluntary and Community Sector* which the Board uses in evaluating its performance.

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 UK law and Charity Commission regulations
- Managing its own governance processes, including annual evaluation of Board, Committee, Chair and individual Trustee performance
- Adding value by advising management
- Representing the interests of World Vision UK's stakeholders.

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

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

Board composition

The Board is comprised of independent, unremunerated, non-executive directors (Trustees) who have a broad range of skills and experience. To reflect the federal model of the World Vision Partnership the President of World Vision International is represented on the World Vision UK Board through a delegate.

Trustees normally serve for a maximum of nine years and are re-elected every three years based on satisfactory performance. There is provision for extension of service terms (normally three additional years) to fulfil obligations to governance positions within World Vision International and for the Board Chair. The Board Chair and Vice Chair are elected by the Board on an annual basis.

Code of conduct

The Board expects every Trustee, staff member and the organisation as a whole, to conduct themselves in accordance with the highest ethical standards. Individual Trustees evaluate themselves against these standards annually. Trustees are required to disclose any potential conflicts of interest to the Board and withdraw from any related Board discussion and decision-making.

Board expenses

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

Board meetings and Board Committees

The Board meets three or four times a year, with additional meetings as required. Important governance work is carried out by Board Committees which hold two to three meetings a year to discharge their responsibilities under formal terms of reference which are reviewed annually. Each Committee includes Trustees with directly relevant skills and experience. The Board does not delegate major decisions to Board Committees; the Committees are responsible for considering significant issues in detail and making recommendations to the Board. Committees report substantive points of their discussion to the following Board meeting.

The roles of Board Committees are:

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

Major new governance initiatives during the financial year included:

- The Board re-appointed Mark Sheard as Chair and Anna Laszlo as Vice Chair for a fourth term.
- The Board reviewed and approved revisions to the Board Conflict of Interest Policy, Special Advisers Policy and Data Protection Policy.
- Three Trustees attended the World Vision International Council meeting in Tanzania and reported back to the Board on their experience of World Vision's global influence and impact. The Council meets once every three years and is an opportunity for World Vision's leaders to meet together to review, evaluate and reflect on the Partnership's progress, direction, governance and vision.
- Following a 'Peer Review' of World Vision UK's governance structures and processes by World Vision International in 2012, the Board implemented a governance re-structure to streamline the Board and Committee meeting schedule and work undertaken by Board Committees. They re-scheduled Board and Committee meeting patterns to be better aligned with the strategy and business planning cycle of the organisation.
- Trustees attended a mandatory training course on safeguarding and child protection provided by the Churches' Child Protection Advisory Service and appointed a Board Safeguarding Lead Trustee.

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware, there is no relevant audit information of which the charitable company's

auditors are unaware and the Trustees have taken all steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

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

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

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

The *Strategic Report* is approved by the Trustees as Directors of World Vision UK.

The *Annual Report* is approved by the Board on 24 February 2015 and signed on behalf of the Board of Trustees by:



Mark Sheard
Board Chair – World Vision UK



Financial statements

A detailed look at our finances from the financial year ending 30 September 2014

RIGHT: In Vietnam, 11 year-old My writes numbers on the board at school. Maths is her favourite subject. ©2014 Le Thiem Xuan/World Vision

Statement of financial activities

for the year ended 30 September 2014

	Notes	Restricted £'000	Unrestricted £'000	2014 £'000	2013 £'000
Incoming resources from generated funds					
Voluntary income:					
Committed giving and other donations	2	26,809	10,916	37,725	38,897
Donations for emergencies	2	6,092	-	6,092	1,651
Donations, gifts and legacies	2	32,901	10,916	43,817	40,548
Institutional grants	3	24,205	-	24,205	21,917
Donated goods and services	4	3,242	-	3,242	4,196
Total voluntary income		60,348	10,916	71,264	66,661
Incoming resources from charitable activities -					
Government service contract	5	-	467	467	-
Other incoming resources – investment and other income	6	-	94	94	81
Total incoming resources		60,348	11,477	71,825	66,742
Resources expended					
Costs of generating funds	7	7,280	3,531	10,811	10,522
Charitable activities	7,8	53,512	5,872	59,384	59,446
Governance costs	7	76	451	527	454
Total resources expended		60,868	9,854	70,722	70,422
Net incoming / (outgoing) resources before transfers					
		(520)	1,623	1,103	(3,680)
Transfers between funds	17	206	(206)	-	-
Net incoming / (outgoing) resources before other recognised gains and losses					
		(314)	1,417	1,103	(3,680)
Net unrealised investment gains	13	-	77	77	103
Net movement in funds					
		(314)	1,494	1,180	(3,577)
Funds at 1 October	17	6,542	8,002	14,544	18,121
Funds at 30 September	17	6,228	9,496	15,724	14,544

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

Balance sheet

as at 30 September 2014

	Notes	2014 £'000	2013 £'000
Fixed assets			
Tangible fixed assets	12	6,449	6,385
Investments	13	872	795
		7,321	7,180
Current assets			
Debtors	14	7,292	7,635
Investments	13	3,996	5,455
Cash at bank and in hand		3,000	3,257
		14,288	16,347
Liabilities			
Creditors: Amounts falling due within one year	15	(1,966)	(4,749)
		12,322	11,598
Net current assets			
		12,322	11,598
Total assets less current liabilities			
		19,643	18,778
Creditors: Amounts falling due after more than one year	16	(3,919)	(4,234)
		15,724	14,544
Net assets			
		15,724	14,544
The funds of the charity			
Restricted funds	17	6,228	6,542
Unrestricted funds:			
Tangible fixed assets fund	17	2,328	2,073
General fund	17	7,168	5,929
Total funds	17	15,724	14,544

The financial statements of World Vision UK, company number 1675552, were approved by the Board on 24 February 2015.

Keith Malcouronne (FCA)



Mark Sheard (Board Chair)



Statement of cash flow

for the year ended 30 September 2014

	Notes	2014 £'000	2013 £'000
Net cash (outflow) from operating activities	18	(1,232)	(1,258)
Returns on investments and servicing of finance			
Bank interest received		52	52
Mortgage loan interest paid		(52)	(55)
Cash (outflow) from returns on investment and servicing of finance		-	(3)
Capital expenditure			
Payments to acquire tangible fixed assets		(291)	(361)
Cash (outflow) from capital expenditure		(291)	(361)
Management of liquid resources			
Reduction in bank deposit accounts		1,459	751
Cash inflow from management of liquid resources		1,459	751
Net cash (outflow) before financing		(64)	(871)
Financing			
Mortgage loan capital repayments		(193)	(181)
Net cash (outflow) from financing		(193)	(181)
(Decrease) in cash in the year		(257)	(1,052)
Reconciliation of net cashflow to movement in net funds			
(Decrease) in cash in the year		(257)	(1,052)
Cash outflow to repay mortgage loan		193	181
Cash inflow from management of liquid resources		(1,459)	(751)
Change in net funds		(1,523)	(1,622)
Net funds at 1 October		4,400	6,022
Net funds at 30 September		2,877	4,400

Statement of cash flow (continued)

for the year ended 30 September 2014

	1 October 2013 £'000	Cash movement in the year £'000	Non-cash movement in the year £'000	30 September 2014 £'000
Analysis of funds				
Cash at bank and in hand	3,257	(257)	-	3,000
Mortgage loan due within one year	(193)	193	(202)	(202)
Mortgage loan due after more than one year	(4,119)	-	202	(3,917)
Current asset investments	5,455	(1,459)	-	3,996
Total	4,400	(1,523)	-	2,877

Notes to the accounts

for the year ended 30 September 2014

1 Accounting policies

a. Basis of preparation

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

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

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

After making enquiries, the Trustees have reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Financial Review on page 40.

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 stage of the charity approving the final estate accounts or the legacy being received.

c. Resources expended

Expenditure 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.

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

Charitable activities comprise:

- **Funding for overseas programmes** which are monies expended to overseas programmes or donated goods and services distributed to partner entities.
- **Programmes 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.
- **Advocacy, education and research** which represents the costs incurred in the UK in educating or influencing governments, institutions and members of the public on poverty issues and includes campaigning and lobbying, public policy and research work, Christian engagement activities and educational and news publications.

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

d. Foreign exchange

Transactions denominated in foreign currency are translated into Sterling and recorded at the exchange rates ruling at the date of the transactions. 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

Except for laptops and computer peripherals which are expensed on acquisition, tangible fixed assets costing more than £1,000 are capitalised. 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 to 10 years

f. Investments

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

g. Funds

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

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

- **The Tangible fixed assets fund** represents the net book value of fixed assets less related borrowings, and therefore is not available for distribution.

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 2014, the number of children in the child sponsorship committed giving scheme was approximately 98,000 (2013: 101,000), a decrease of 3.7%.

	Restricted £'000	Unrestricted £'000	2014 £'000	2013 £'000
Committed giving and other donations				
Child Sponsorship committed giving scheme	23,863	-	23,863	24,782
Legacies	79	569	648	779
Other donations	2,867	4,083	6,950	6,947
Tax recovered under Gift Aid	-	6,264	6,264	6,389
	26,809	10,916	37,725	38,897
Donations for emergencies				
Emergency appeals	1,766	-	1,766	751
Disasters Emergency Committee (DEC) appeals	4,326	-	4,326	900
	6,092	-	6,092	1,651
	32,901	10,916	43,817	40,548

3 Institutional grants

	2014 £'000	2013 £'000
Development grants	17,815	21,226
Relief grants	6,390	691
	24,205	21,917

3 Institutional grants (continued)

	2014 £'000	2013 £'000
<i>Grants receivable from:</i>		
Department for International Development (DFID):		
Programme Partnership Arrangement (PPA)	3,938	3,939
Syria Crisis Response	2,739	-
Girls' Education Challenge	2,324	1,320
DRC Primary Healthcare Access	1,854	374
Bulawayo Emergency Water Augmentation	1,483	2,000
South Sudan Conflict Response	1,089	-
Emergency Assistance to Typhoon Haiyan affected communities	441	-
Turkana Arid Lands Support Programme	345	-
Solomon Islands Flash Flood Response	300	-
Bosnia and Herzegovina Flood Response	250	-
Nutrition Programme Turkana	443	340
Africa Climate Change Resilience Alliance	163	158
Microfinance	-	601
Other DFID	252	512
The Global Fund to Fight AIDS, Tuberculosis and Malaria	3,430	5,968
United Nations	1,369	2,522
The European Commission's Humanitarian Aid and Civil Protection Department (ECHO)	1,016	1,670
Other European Union	1,293	1,749
Other	1,476	764
	24,205	21,917

Included in institutional grants is £2,574,000 (2013: £1,939,000) received as a contribution towards UK programme support and administration costs.

4 Donated goods and services

	2014 £'000	2013 £'000
<i>Donated goods and services received from:</i>		
World Food Programme (WFP)	2,157	2,646
Food and Agricultural Organisation (FAO)	1,085	1,550
	3,242	4,196

5 Government service contract

During the year, the charity earned income of £467,000 (2013: £nil) from a contract with the UK Government Department for International Development (DFID) for research and consultancy services provided for the benefit of the charity's beneficiaries.

6 Investment and other income

	2014 £'000	2013 £'000
Bank interest	52	52
Other income	42	29
	94	81

Other income relates to administration fees and income relating to the use of our building.

7 Costs incurred in the United Kingdom

	Charitable activities £'000	Costs of generating funds £'000	Governance costs £'000	2014 £'000	2013 £'000	Basis of allocation
Salaries	4,111	3,379	363	7,854	7,512	Headcount
Employment benefits	134	143	18	295	340	Headcount
Temporary staff	66	82	10	158	106	Headcount
Training	54	40	6	100	72	Headcount
Recruitment	80	81	10	171	138	Headcount
Travel and subsistence	354	237	27	618	570	Headcount
Advertising	103	1,113	1	1,216	800	Direct
Research and consultancy	465	675	11	1,151	608	Direct
Other marketing and communications	909	4,148	13	5,070	5,534	Direct
Equipment maintenance and rental	24	327	3	354	473	Headcount
Depreciation	113	112	2	227	785	Headcount
Occupancy and supplies	462	359	8	829	603	Headcount
Legal and professional	21	22	55	98	89	Direct
Bank charges	5	67	-	72	63	Direct
Mortgage interest	26	26	-	52	55	Headcount
	6,927	10,811	527	18,265	17,748	
Included in the total are allocated costs of:	1,785	2,270	416	4,470	4,554	
				2014 £000	2013 £000	
Governance costs are made up as follows:						
Board including Trustee expenses (see also note 11)				34	35	
Audit				39	39	
Strategic management				454	380	
				527	454	

8 Charitable activities

	Restricted £'000	Unrestricted £'000	2014 £'000	2013 £'000
Support was given to the following regions (including donated goods and services)				
East Africa	17,944	1,227	19,171	19,252
Southern Africa	15,002	1,078	16,080	14,383
West Africa	4,281	129	4,410	6,218
Asia	10,327	321	10,648	9,418
Latin America	1,770	-	1,770	1,929
Middle East/Eastern Europe	2,917	32	2,949	2,859
Total remittances to overseas programmes	52,241	2,787	55,028	54,059
Programme support costs	142	842	984	1,958
Advocacy, education and research	1,129	2,243	3,372	3,429
	53,512	5,872	59,384	59,446
Number of countries supported			36	34
	Direct expenditure	Allocated expenditure		
Funding for overseas programmes	55,028	-	55,028	54,059
Programme support costs	315	669	984	1,958
Advocacy, education and research	2,256	1,116	3,372	3,429
	57,599	1,785	59,384	59,446

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.

9 Net outgoing resources for the year

	2014 £'000	2013 £'000
This is stated after charging		
Depreciation of owned assets	227	785
Operating lease rentals – plant and machinery	72	67
Operating lease rentals – buildings	119	178
Interest payable on mortgage loans	52	55
Auditor's remuneration – audit fees	39	39
– other	9	3
The charity had annual commitments under non-cancellable operating leases for plant and machinery which expire:		
Within 1 year	-	-
In 2-5 years	73	67
The charity had annual commitments under non-cancellable operating leases for buildings which expire:		
Within 1 year	-	-
In 2-5 years	119	178

10 Staff costs

	2014 £'000	2013 £'000
Aggregate payroll costs were as follows:		
Wages and salaries	6,560	6,310
Social security costs	669	639
Other pension costs	625	563
	7,854	7,512

10 Staff costs (continued)

	2014 Number	2013 Number
The number of employees whose actual emoluments (including benefits-in-kind but excluding pension contributions) fell in the following bands is:		
£60,001 - £70,000	-	1
£70,001 - £80,000	1	1
£80,001 - £90,000	3	2
£90,001 - £100,000	-	1
£100,001 - £110,000	1	-

Contributions of £33,000 (2013: £39,000) have been paid into the pension scheme on behalf of the above employees. The emoluments of the Chief Executive, the highest paid employee, were £101,920 (2013: £99,981).

The divisional breakdown of average monthly permanent staff numbers is:

	2014	2013
Policy and programmes	62	68
Public engagement	74	74
Organisational effectiveness	41	38
Chief Executive's office	3	2
Finance and risk	21	24
	201	206

In order to handle peak workloads and cover the shortage of permanent staff, temporary staff equivalent to 14.5 full-time staff (2013: 5.6) were recruited.

11 Trustees' remuneration

The Trustees' received no remuneration for their services. Directly incurred expenses are reimbursed, if claimed, and in 2014 totalled £5,000 (2013: £5,000), which was claimed by seven Trustees (2013: nine trustees).

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

Indemnity insurance is provided for the Trustees and Principal Officers of the charity. Premiums paid totalled £12,000 (2013: £7,000).

12 Tangible fixed assets

The cost of freehold land amounting to £670,000 (2013: £670,000) is not depreciated.

	Freehold land and building £'000	Computer and office equipment £'000	Assets in course of development £'000	Fixtures and fittings £'000	Total £'000
<i>Cost:</i>					
At 1 October 2013	7,050	4,233	328	422	12,033
Additions	-	42	249	-	291
At 30 September 2014	7,050	4,275	577	422	12,324
<i>Depreciation:</i>					
At 1 October 2013	1,269	4,133	-	246	5,648
Charge for the year	127	62	-	38	227
At 30 September 2014	1,396	4,195	-	284	5,875
<i>Net book value:</i>					
At 30 September 2014	5,654	80	577	138	6,449
At 1 October 2013	5,781	100	328	176	6,385

13 Investments

All fixed asset investments are held within the UK.

Current asset investments comprise of deposit accounts of £4 million held on short-term deposit over the year end period and will revert to liquid cash within 30 days of year end (2013: £5.4 million reverting to liquid cash within 30 days of 2013 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.

	2014 £'000	2013 £'000
Fixed assets		
Common investment funds held by the charity		
Market value at 1 October	795	692
Net investment gains	77	103
Market value at 30 September	872	795
Historical cost at 30 September	452	452
	2014 £'000	2013 £'000
Current assets		
Deposit accounts	3,996	5,455
	3,996	5,455

14 Debtors

	2014 £'000	2013 £'000
Institutional grants receivable	1,500	5,302
Amounts owed by other World Vision entities	4,515	-
Tax recoverable	595	1,758
Prepayments and accrued income (including legacy income)	662	562
Other debtors	20	13
	7,292	7,635

Included in amounts owed by other World Vision entities is a non interest bearing loan of £4 million advanced to World Vision International, which was repaid on 30 January 2015.

15 Creditors

Amounts falling due within one year

	2014 £'000	2013 £'000
Mortgage loan (see also note 16)	202	193
Taxation and social security	376	340
Other creditors	721	3,565
Amounts owed to other World Vision entities	-	85
Accruals and deferred income	667	566
	1,966	4,749

Included within Other creditors are outstanding pension contributions amounting to £64,000 (2013: £55,000).

16 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%.

	2014 £'000	2013 £'000
VAT repayable between 1-5 years	-	115
Mortgage loan repayable between 1-5 years	927	878
Mortgage loan repayable in more than 5 years	2,992	3,241
	3,919	4,234

17 Funds

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

The General fund at 30 September 2014 includes cumulative net unrealised gains on investments of £420,000 (2013: unrealised gain of £342,000) see Note 13.

The transfer between Restricted and General funds reflects a net subsidy from the General fund to fulfil commitments to overseas programmes.

	Unrestricted funds			Total £'000
	Restricted funds £'000	Tangible fixed asset fund £'000	General fund £'000	
Balance at 1 October 2013	6,542	2,073	5,929	14,544
Incoming resources	60,348	-	11,477	71,825
Outgoing resources	(60,868)	-	(9,854)	(70,722)
Transfers between funds	206	255	(461)	-
Net unrealised investment gain	-	-	77	77
Balance at 30 September 2014	6,228	2,328	7,168	15,724
Represented by:				
Tangible fixed assets	-	6,449	-	6,449
Investments	505	-	4,363	4,868
Debtors	4,048	-	3,244	7,292
Cash at bank and in hand	1,675	-	1,325	3,000
Creditors: amounts falling due within one year	-	(202)	(1,764)	(1,966)
Creditors: amounts falling due after more than one year	-	(3,919)	-	(3,919)
Balance at 30 September 2014	6,228	2,328	7,168	15,724

Restricted funds

	Balance 2013 £'000	Incoming resources £'000	Outgoing resources £'000	Transfers between funds £'000	Balance 2014 £'000
East Africa	1,130	18,602	(17,647)	(11)	2,074
Southern Africa	1,288	13,526	(14,480)	2	336
West Africa	560	4,620	(5,029)	-	151
Asia	976	11,439	(11,153)	20	1,282
Latin America	182	2,402	(2,320)	(5)	259
Middle East/Eastern Europe	427	3,057	(3,062)	-	422
Cross regional initiatives	1,979	6,702	(7,177)	200	1,704
Total	6,542	60,348	(60,868)	206	6,228

18 Reconciliation of net incoming / (outgoing) resources to net cash (outflow) from operating activities

	2014 £'000	2013 £'000
Net incoming/(outgoing) resources for the year	1,103	(3,680)
Depreciation of tangible fixed assets	227	785
Decrease in operating debtors	343	581
(Decrease)/increase in operating creditors and accruals	(2,905)	1,053
Bank interest received	(52)	(52)
Mortgage loan interest paid	52	55
Net cash (outflow) from operating activities	(1,232)	(1,258)

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.

20 Taxation

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

Independent auditor's report

to the Members of World Vision UK

We have audited the financial statements of World Vision UK for the year ended 30 September 2014 which comprise the Statement of financial activities, the Balance sheet, the Cash flow statement and the related notes numbered 1 to 20.

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

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

Respective responsibilities of Trustees and Auditor

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

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

Scope of the audit of the financial statements

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

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

Opinion on financial statements

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 September 2014 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

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

- Adequate accounting records have not been kept
- The financial statements are not in agreement with the accounting records and returns
- Certain disclosures of Trustees' remuneration specified by law are not made
- We have not received all the information and explanations we require for our audit.

N. Hashemi

Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe Clark Whitehill LLP
London
24 February 2015

Biographies of Trustees

Chair – Mark Sheard

Mark Sheard has enjoyed a successful career in advertising and marketing, creating one of the UK's most successful marketing communications businesses before merging it into a multinational group in 2000. He has worked on fundraising strategies with a number of leading voluntary sector organisations.

In 2001 Mark founded the Whatnext? Consultancy to provide marketing and corporate development advice to commercial and ethical organisations. Mark currently serves on the Board of Uganda Development Services, a Christian charity promoting development in rural communities in East Africa.

He joined the Board of World Vision in January 2007 and has served as Chair of the Board since February 2011.

Jennifer Collins

Jennifer Collins has held a variety of leadership and management roles in the charitable and public health sectors and in development consultancy in Asia and Africa.

Currently, Jennifer is working as a consultant for a number of development organisations and companies. Previous roles include Executive Director of Serve Afghanistan; Executive Director of the United Mission to Nepal (both international Christian development organisations); 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 International Nepal Fellowship.

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

Marie-Eve Coulomb

Marie-Eve joined the Board of World Vision UK in November 2013 as World Vision International's President's representative. Before joining World Vision International in 2013 as Regional Leader for European Markets, Marie-Eve was Chief Executive of World Vision France (2005-2013). She was also responsible for leading the creation of World Vision France in 2003, as Marketing and Donor Relations Manager.

Marie-Eve has worked in various marketing and communication leadership roles – for both non-profit and for-profit organisations – where she been responsible for growth strategies across a number of European markets as well as developing multicultural projects in Africa, Asia and Latin America.

Valerie Dias

Valerie Dias is the 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 previously held the role of Chief Financial

Officer for Visa Europe. She is a Fellow of the Chartered Institute of Certified Accountants.

Valerie joined the Board of World Vision UK in April 2007 and is a member of the Finance Audit and Risk Committee and the Organisational Effectiveness and Remuneration Committee. In June 2014, Valerie was awarded the Asian Women of Achievement Award (Finance).

Linda Emery

Linda Emery is the Global Head of Talent Attraction for BP. She works with HR teams globally to ensure BP is attracting and developing talent.

Her career has included senior HR roles such as Diversity and Inclusion Director and Talent Director with both BP and Unilever and Linda has provided Human Resources consultancy to Save the Children. Linda joined the Board of World Vision UK in February 2011.

Linda serves as Chair of the Organisational Effectiveness and Remuneration Committee and is a member of the Board Development Committee.

Richard Izard

Richard Izard is Chief Executive of Organic leadership, a niche leadership development and executive coaching consultancy, and he has a passion for individual, team and organisational transformation.

Previously Richard has been Managing Director of a retail business and held board positions in sales, marketing, commercial and finance. His commercial experience spans sectors including banking, retail, music, film, fast moving consumer goods (FMCG) and engineering, and he is also a qualified accountant.

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

Kevin Jenkins

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

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

Kevin stood down from the World Vision UK Board in November 2013 on the appointment of nominee Marie-Eve Coulomb to the World Vision UK Board.

Anna Laszlo

Anna Laszlo has extensive experience of international development from her previous career with the UK Government's Department for International Development. Roles with the Department 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 now works as an independent coach and facilitator.

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

Keith Malcouronne

Keith Malcouronne is Managing Partner of Financial Professional & Strategy Services LLP, a Christian-led Chartered Accountancy and business consulting group with teams in the UK and India.

Keith is a non-executive director on the Boards of other businesses including BC Technologies LLP and The Specialist Washing Company Limited. Keith also serves on the Boards of a number of charities including the Oxford Centre for Mission Studies, Guildford Diocesan Board of Finance (Vice Chair) and the Audit Committee of the Church of England Archbishops' Council (Vice Chair).

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

Mark Parsons

Mark Parsons is Head of Regional Engagement for SME Banking at NatWest and the Royal Bank of Scotland (RBS) Group. Mark has held a number of public affairs roles, including Head of Corporate Banking Public Affairs at RBS and Public Affairs Policy Adviser at the London Stock Exchange Plc.

Prior to this, Mark was a parliamentary adviser to William Hague MP and Head of the Political Section at Conservative Central Office. He has a background in international development policy, having been an adviser to the Shadow Secretary of State for International Development between 1999-2001.

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

Stephen Phelps

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

Stephen has acted as Trustee for a number of charities. He joined the Board of World Vision UK in 2002, serving as Chair of the Board from 2007 to 2011. Stephen is currently a member of the Board Development Committee and Public Engagement Committee.

Steve is also a member of the Board of World Vision International, including its Executive Committee, and chaired its Audit and Risk Management Committee up to November 2013 and has chaired its Stewardship Committee since then.

Andy Reed

Andy Reed OBE is the Director of his own company Sajelmpact Limited, a Christian writer, commentator and speaker, a Council member of the Evangelical Alliance and a former MP for Loughborough. Andy helped develop the International Sports Management MBA at Loughborough University and is Professor of Sport Policy and Development at Liverpool John Moores University.

Andy has a special interest in sports and health policy, international development and wellbeing issues. He holds board positions in each area.

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

Julian Thomas

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

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

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

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Thank you

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

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Get involved

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

Sponsor a child

Child sponsorship enables you to give your love and support to a vulnerable child living in one of the world's hardest places – whilst also helping to support and benefit the entire community where your sponsored child lives. You can form a real relationship with the child you sponsor, becoming one of the special people in their life and helping to give them a future free from need and full of promise.

Child sponsorship helps children and communities to secure the essentials we take for granted – like food, clean water, basic healthcare and education – helping to create an environment in which children are protected and can live free from fear.

As a sponsor, we'll enable you to be connected to your sponsored child, along with the work and progress being made in their community. You'll have the chance to write to or email your sponsored child and send cards on birthdays and at Christmas too. You can even visit them to see the positive impact your sponsorship is making first hand.

To sponsor a child today: Tel: 0800 50 10 10

Visit: www.worldvision.org.uk/child-sponsorship

Give Raw Hope

Raw Hope is an initiative with the sole aim of saving and protecting children in the world's most dangerous places; children who are beyond the reach of child sponsorship. A pledge of £10 a month will give these children an increased chance of survival, and offer hope for their protection.

Sign up to Raw Hope at: www.worldvision.org.uk/raw-hope

Continue changing children's lives through your Will

Thank you for your faithful support to some of the world's most vulnerable children, many of whom live in fear every day. You can continue to make the world a better place for more children, giving them hope by leaving your own legacy, through a gift in your Will.

By remembering World Vision in your Will, you can help fund essential projects giving children the opportunity to experience life in all its fullness. Any gift, large or small, will help to ensure that children are cared for and protected.

To find out more and request a free legacy brochure:

Tel: 01908 84 10 60 Email: legacies@worldvision.org.uk

Become an Ambassador

You could become an Ambassador and share with others your first-hand experience of sponsoring a child. If you want to know more about the Ambassador role or would like to book an Ambassador to speak to your local social groups about World Vision's work, visit:

www.worldvision.org.uk/get-involved/become-ambassador

Email: ambassador@worldvision.org.uk

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Campaigning with us can be as simple as signing one of our online petitions, or if you have more time writing a letter or coming to an event. Visit:

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Stay in touch and find out what you can do to help.



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

Pray with us

We really value your prayers for our work across the world. As a Christian organisation, we believe it is important for the goodness and grace of God to permeate all we do. We believe God will use your prayers to bring life in all its fullness to everyone we work with. View the prayer requests we have received from the communities you support at:

www.worldvision.org.uk/get-involved/prayers

RIGHT: Baby Ginlyn, who was born just two days after Typhoon Haiyan hit the Philippines, chuckles happily as her mother Artilyn shows her off to the camera. ©2014 World Vision

BACK COVER: In Ethiopia, Mihiret, 4, laughs after playing happily with her sister. ©2014 Alexander Whittle/World Vision

FRONT COVER: Hani, 8, finds safety in Lebanon after fleeing violence in Syria with his family. ©2014 Alexander Whittle/World Vision



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

John 10:10



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