

**better lives**  
for more children

World Vision®



World Vision UK trustees' report and accounts for the year ended 30 September 2008



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# World Vision

*a global organisation*

## **World Vision Partnership**

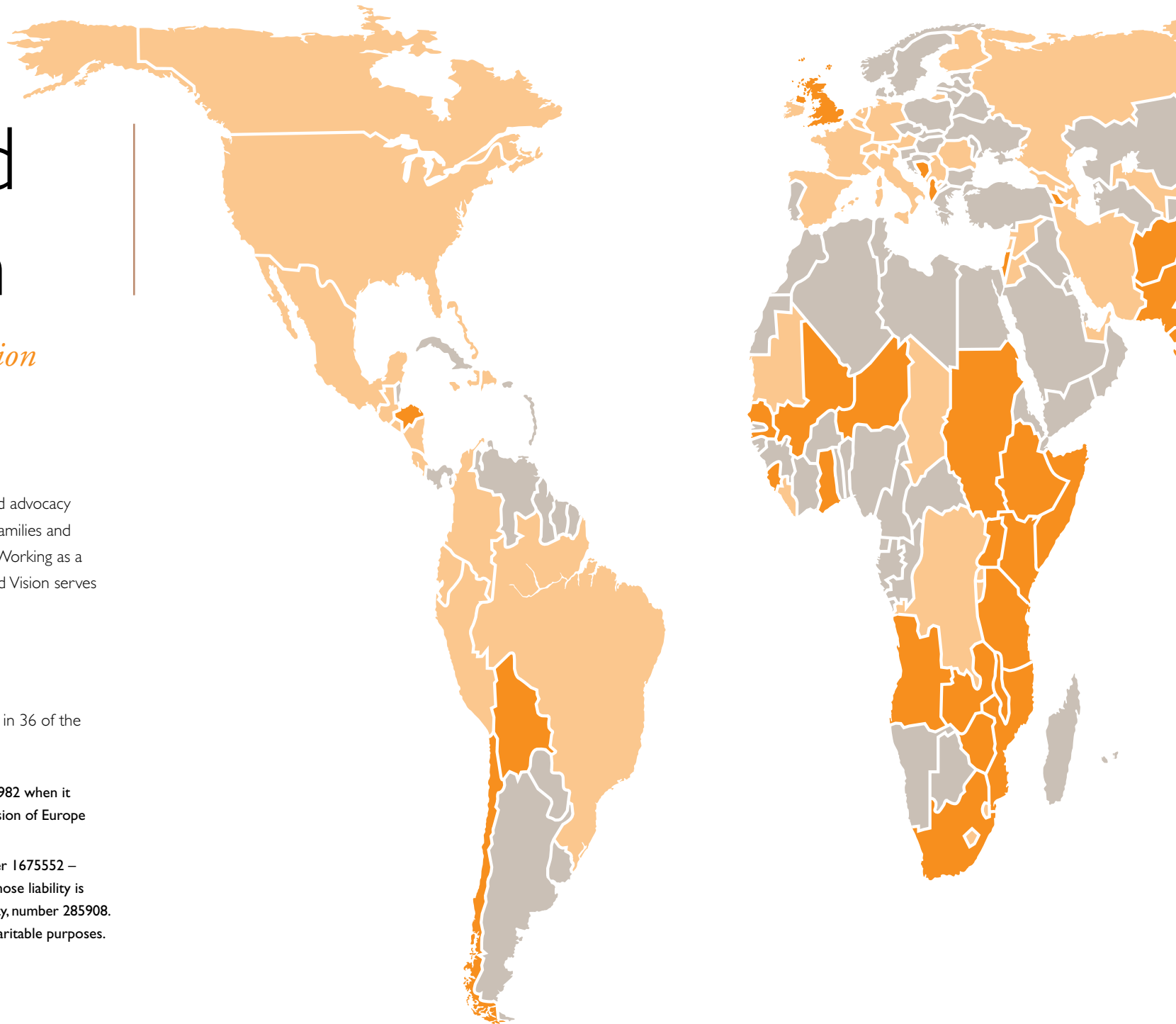
World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice. Working as a federal partnership in almost 100 countries World Vision serves more than 100 million people.

## **World Vision UK programmes**

World Vision UK funds programmes and projects in 36 of the countries where World Vision works.

World Vision UK was incorporated on 3 November 1982 when it took over the charitable activities started by World Vision of Europe within the UK.

It is a company limited by guarantee, registered number 1675552 – the members being the current Board of Directors whose liability is limited to £1 each. It is registered in England as a charity, number 285908. The Directors of the company are the Trustees for charitable purposes.



I know that the LORD  
secures justice for the poor  
and upholds the cause of the needy

Psalm 140:12





## Board of directors

**Adrian Bagg**

**Valerie Dias**

**Sarah Douglas** – (appointed 18 July 2008)

**Stuart Fraser**

**Michael French** – (resigned 14 February 2008)

**Dean Hirsch**

**Dorothea Hodge**

**Anna Laszlo** – (appointed 09 May 2008)

**Keith Malcouronne**

**Stephen Phelps** – Chairman

**Helen Sammon** – (resigned 24 January 2008)

**Mark Sheard**

## Secretary

**Sarah Powley**

## Principal officers

**Charles Badenoch** – Chief Executive

**Justin Byworth** – International Programmes

**Sarah Powley** – Finance, IT and Central Services

**Richard Marshall** – People & Culture

**Philip Spencer** – Marketing (until 22 July 2008)

**Tim Gray** – Marketing

(Acting Director, as of 15 September 2008)

**Peter Scott** – Advocacy

(Acting Director, until 31 May 2008)

**Michael French** – Advocacy (as of 01 June 2008)

**Kate Nicholas** – Communications

(Associate Director, as of 01 April 2008)

**Caroline Preston** – Strategy (Associate Director)

## Auditors

**Deloitte LLP**

Chartered accountants and registered auditors

London

## Solicitors

**Blake Laphorn Tarlo Lyons**

Seacourt Tower, West Way

Oxford OX2 0FB

## Bankers

**Lloyds TSB Bank plc**

28 Secklow Gate West

Milton Keynes MK9 3EH

**Allied Irish Bank**

Cavendish House

39 Waterloo Street

Birmingham B2 5PP

## Registered office

**World Vision**

Opal Drive, Fox Milne

Milton Keynes

Buckinghamshire MK15 0ZR

## Activity, mission and values

World Vision is an international Christian humanitarian aid and development partnership. Our aim is to honour God by making a lasting improvement in the lives of the poorest and most vulnerable members of the world community and by working with others to eliminate the causes of poverty.

As a Christian organisation, World Vision seeks to follow the teaching and example of Jesus Christ by working with the poor, the powerless, the afflicted, the oppressed and the marginalised. As a humanitarian agency, we help people of all faiths and none, according to their need.

## World Vision UK

A member of the global World Vision Partnership, World Vision UK has two main objectives: 'to relieve poverty among the sick, the aged, the homeless and the needy' in any part of the world; and 'to educate people all over the world, and particularly in the UK, about the underlying causes of poverty' (Memorandum of Association).

The vast majority of World Vision UK's programmes are concerned with long-term community development and with relief and rehabilitation following emergencies. Its activities include promoting an understanding of the issues that affect poor people and advocating effective solutions to the causes of their poverty.

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

Vision statement of World Vision

2007

**£51.1m**

2006

**£50.8m**

2008

**£46.3m**

2005

**£41.4m**

2004

**£28.2m**

Donations,  
gifts and  
legacies

# five year record

	5 year Average	2004 £000	2005 £000	2006 £000	2007 £000	2008 £000
Committed giving and other donations		27,061	36,129	38,887	41,377	41,714
Donations for emergencies		1,184	5,275	11,969	9,694	4,580
Donations, gifts and legacies		28,245	41,404	50,856	51,071	46,294
Institutional grants		4,857	5,104	6,292	8,377	7,735
Donated goods and services		770	1,992	14,041	3,632	3,206
Voluntary income		33,872	48,500	71,189	63,080	57,235
Investment and other income		374	657	847	544	562
<b>Total income</b>		<b>34,246</b>	<b>49,157</b>	<b>72,036</b>	<b>63,624</b>	<b>57,797</b>
Costs of generating funds <sup>(3)</sup>		7,052	8,419	9,969	14,144	11,139
Charitable activities		24,466	33,828	61,572	51,905	44,403
Governance		159	187	218	266	291
<b>Total expenditure</b>		<b>31,677</b>	<b>42,434</b>	<b>71,759</b>	<b>66,315</b>	<b>55,833</b>
<b>Net incoming/(outgoing) resource before investment gains</b>		<b>2,569</b>	<b>6,723</b>	<b>277</b>	<b>(2,691)</b>	<b>1,964</b>
<b>Investment gains/(losses)</b>		<b>176</b>	<b>269</b>	<b>196</b>	<b>188</b>	<b>(364)</b>
Net Investment in funds		2,745	6,992	473	(2,503)	1,600
<b>Reserves</b>						
Restricted and designated funds		4,282	9,939	13,352	10,584	10,984
General fund		5,944	7,279	4,339	4,604	5,804
<b>Total reserves</b>		<b>10,226</b>	<b>17,218</b>	<b>17,691</b>	<b>15,188</b>	<b>16,788</b>
<b>Ratios –</b>						
<b>Percentage of total expenditure:</b>						
Cost of generating funds <sup>(3)</sup>	18.9%	22.3%	19.8%	13.9%	21.3%	20.0%
Direct charitable activities	80.7%	77.2%	79.8%	85.8%	78.3%	79.5%
Governance	0.4%	0.5%	0.4%	0.3%	0.4%	0.5%
<b>Free reserves: <sup>(1)</sup></b>						
Number of days' expenditure <sup>(2)</sup>		70 days	66 days	27 days	27 days	40 days

## Notes:

(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.

(3) 2007 includes one-off system costs associated with our fundraising and supporter management system.

# from the chief executive



2008 has been both a challenging and significant year for World Vision UK, our supporters and the communities and children we work with around the world.

International challenges included a raft of humanitarian emergencies, from Cyclone Nargis in Myanmar to the China Earthquake, Southern Africa to Bangladesh, to which we responded through our World Vision International partnership and the UK Disasters Emergency Committee (DEC). At the same time, rising food and fuel prices and the knock-on impact of the credit crunch have made a majority of the poorest parts of the world even more hazardous places for children to live.

Economic instability and the rising costs of basic commodities are endangering the lives of millions of very vulnerable children. However, these very same global forces are also adversely impacting the lives of our current and potential supporters, making it a much more challenging market in which to raise income.

But this has also been a year of significant achievement in which we have built on our 'three I's' approach to child well-being – Income, Influence and Impact – to improve the well-being of children in the communities in which we operate and beyond.

## Income

We are immensely grateful for the loyalty of our supporters, which has enabled us to grow our committed giving and other donations by one per cent – including an increase in child sponsorship income of five per cent, even in this difficult financial climate. The emergency response, our largest in two and a half years, to Cyclone Nargis raised £2.5 million (m). Looking forward, we are very conscious that disposable income is under pressure – and that this could affect people's choice about how much they give and how often. We remain positive that our supporters will continue to give. However, we have reviewed our cost base and through natural turnover and careful management the number of permanent full-time equivalent staff has reduced by 10 per cent. We have also prepared various scenario plans to ensure we continue to maximise the impact of donations in these challenging times.

## Influence

In 2008 World Vision UK has continued to develop its advocacy work around improving the world in which children live by focusing on its five key policy priorities of child rights, HIV and AIDS, peace and conflict, economic justice and disability.

During the year we have extended our influence through a number of key forums, for example, gaining a seat at the High Level Forum on Aid Effectiveness in Accra and attending the UN Member States meeting on the 2001 Declaration of Commitment on HIV and AIDS.

Ahead of the G8 summit, I met with senior officials in the Japanese Ministries of Foreign Affairs and Finance to lobby for action on child health. A trip I took to Cambodia with Andrew Mitchell, Shadow Minister for International Development, also helped to put inclusion of disability on the Conservative international development agenda.

World Vision UK has also continued to support Micah Challenge and, in a private meeting with Gordon Brown, called the Prime Minister to account on commitments to the Millennium Development Goals (MDGs).



## Impact

In 2008 the overall growth of our programmes slowed due to slowing income growth compared to previous years. However, through focused financial management and a continual drive for efficiencies we were able to maintain our target ratio of funding into support for our programmes and charitable activities and keep all our commitments to the field partners and Area Development Programmes (ADPs) we support.

We also continued to improve the quality and focus of our development work, with 61 of our 78 ADPs now using our internationally recognised framework for programme design, monitoring and implementation to improve the effectiveness and impact of our projects. This report includes many snapshots of the difference these projects are making in the lives of children and communities.

World Vision UK sees children and their communities as active participants in shaping a better future, empowering them to find sustainable solutions to poverty. Earlier this year I witnessed what child empowerment looks like in action when I met the Zambezi branch of the regional Children's Parliament in Mozambique. In just three years, they have been accepted by the Mozambique Government, and a space has been created for interaction with Government on child rights. Child rights are now given attention by district, provincial and national level officials and the children feel that people are listening to their voices. Working with our supporters and communities.

World Vision UK continues to improve the well-being of children in our projects around the world. But the fact remains that both the task and the ask are becoming more urgent. The price of change is relatively very small and in 2009, by giving a little, supporters can still make a huge impact on the well-being of the most vulnerable children.

Charles Badenoch

## **“CHILDREN FEEL THAT PEOPLE ARE LISTENING TO THEIR VOICES”**

**Charles Badenoch,  
World Vision UK Chief Executive**

Anonimo – a 15-year-old AIDS orphan

**I met Anonimo during my visit to the Namacurra Area Development Programme in Zambezi province, Mozambique. He lives alone in a mud hut that he built with help from the community. Each morning he gets up at 6am and walks 2.5km to fetch water. Then he sets out for secondary school in a town 28km away. When he is able to borrow a bike, Anonimo cycles to the town and tries to sell charcoal before school starts at midday. On the days when he can't borrow a bike, he walks to school, which takes him 4.5 hours.**

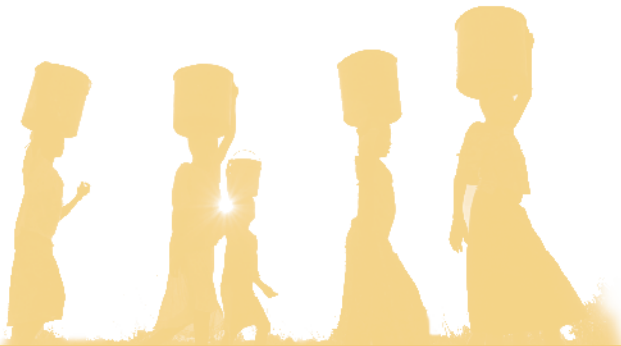
**Anonimo is relatively fortunate in that he is receiving help from the community and from World Vision. There are far too many Anonimos who are anonymous and invisible, living outside communities and receiving no assistance. I feel we must do much more to bring attention to the many invisible children in Mozambique, Africa and the rest of the world – and ensure that there is a substantial and positive response to the plight of ALL vulnerable children, wherever they are.**

*\* Anonimo not pictured.*



# improving lives

*Better lives for more children,  
families and communities.*



World Vision UK's aim is to improve the lives of vulnerable children by working with communities to find long-term solutions to poverty and injustice. In all our work we focus on the needs and well-being of children who are often hardest hit by poverty and disaster and whose development is key to making a community thrive.

## Area Development Programmes

World Vision UK's Area Development Programmes (ADPs) are at the heart of our work with communities. Each ADP is set up to tackle poverty across an extensive area, and usually includes several communities with a total population of between 10,000 and 100,000 people. ADPs last for up to 15 years, engaging support from local and national government, until the point the communities become self-sustaining in their fight against poverty, if not already removed from extreme poverty and injustice.

Skilled national staff work closely with community groups to plan and implement a programme that will identify and tackle the root causes of poverty and injustice in a community. This is achieved through projects that mobilise, assist, support and empower communities to address health, education and livelihood needs: the foundations of a poverty-free and just life.

In 2008 the overall growth of our programmes slowed, with just one new ADP in Honduras starting its initial assessment phase, compared with seven in 2007. However, communities in three ADPs completed the transition from being supported by World Vision UK to becoming self-sustaining. A further 10 ADPs in Bangladesh, India, Laos, Ethiopia, Uganda, Niger and Sierra Leone successfully completed their planning phase and started implementing projects in the communities. We also continued to improve the quality and focus of our development work with 61 ADPs now using LEAP (Learning

through Evaluation, Accountability and Planning), our internationally recognised framework for design, monitoring and evaluation. A total of 78 ADPs were funded in 2008 in 26 countries.

We continued to monitor through 2008 the progress of all individual projects within ADPs towards their objectives, while we are also developing measures of child well-being which will better enable us to assess and communicate impact more broadly.

## Supporting ADP projects

Throughout 2008 World Vision UK continued to support a range of projects around the world, seeking sustainable solutions to poverty and injustice. Following are a few examples of the projects benefiting hundreds of thousands of children and communities through a wide range of development activities:

In **Albania**, World Vision UK is helping to raise awareness of HIV and AIDS by working with 45 young people who are trained as Peer Educators. So far they have reached more than 430 young people in their schools and communities with HIV and AIDS prevention messages, helping to slow the spread of the disease.

In **India**, Malda ADP identified malnutrition of children aged 2 – 5 and school drop out rates of 12 – 18 year olds as two key factors affecting education. So in 2008 the project focused on the promotion of Early Childhood Care and Development as well as life skills education and evening classes for over 4,000 children.

## “OUR OBJECTIVE IS TO SUPPORT CHILDREN”

**Konak Murmau, 18, Children's Club president Malda ADP, India.**  
(The club was set up through an Alternative Gift Catalogue gift.)

We believe that in addition to directly addressing the needs of children living in poverty the best way to improve a child's life is to change the world in which they live. One way in which we do this is by helping families and communities create new and sustainable livelihoods:

In Ocotepeque ADP in **Honduras**, World Vision UK has been working with 140 small producers to increase their vegetable production, provide training on food processing, storage and packaging, and facilitate access to local and national markets. These men and women have joined together to form producers' associations and are now able to generate increased household income to provide for their families and children.

In 2008 programming specialists from World Vision UK also continued to support other national offices and help build the capacity of staff who work in ADPs around the world. For example, in **India** and in **Armenia**, disability awareness training helped staff review their current work practices, policies and plans to see how disabled people could be more actively included in development.

### Child sponsorship

A significant proportion of our work is funded through child sponsorship, and in 2008 the number of children sponsored through World Vision UK increased to 124,415.

Child sponsorship recognises that poverty reduction is a partnership and donors are likely to be better-informed global citizens by being connected to a poor community abroad.

As well as benefiting the children sponsored, the benefits of sponsorship are many: the income supports and empowers the whole community; long-term giving allows for better planned community programmes; there is more scope for flexible programming; and the community focus encourages decision-making; discussion within, and ownership of projects by, the community.



### Jennifer's story

**When Jennifer Kadogo discovered she was pregnant and HIV positive, nurses at her local health clinic supported her throughout the pregnancy and birth and taught her how to reduce the risk of her baby catching the virus. Today Hadija is a healthy two year old, free from HIV.**

**Set up in 2001, Winam ADP supports thousands of people like Jennifer who live in the slums of Kisumu city in Kenya. As well as offering health services to people living with HIV, World Vision has worked with local community leaders to set up ten support groups in the area. Each group learns a skill, such as soap making or pottery, and uses the money it makes to pay for food, medication and children's school fees.**

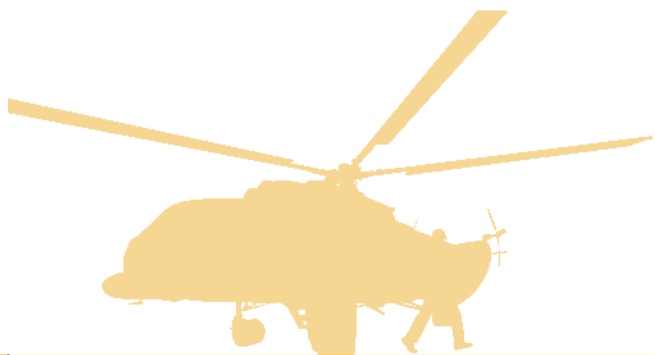
**In 2008 Winam ADP continued to work with communities in Kisumu.**

- **3,344 children were sponsored by World Vision UK supporters.**
- **200 adult health visitors were trained to support people living with HIV.**
- **36 school children were trained to teach their peers about the prevention of HIV and AIDS.**
- **86 community health workers were trained to educate others about hygiene and sanitation.**

# emergencies

# 2

*Better responses to humanitarian emergencies.*



In 2008 our humanitarian and emergencies work increased the number of emergency responses with a total spend of £9.0m, as we delivered swift and effective relief for affected communities by engaging public and private donors in the immediate aftermath of disasters. We also worked on disaster mitigation initiatives, helping communities build their resilience and prepare for future emergencies.

## Emergency responses

Because World Vision is involved in long-term programmes and projects in nearly 100 countries, we are able to reach disaster-affected areas within hours. Depending on the level of need, our Global Rapid Response Teams can be on site within 72 hours.

2008 saw an increase in World Vision's ability to respond to rapid onset emergencies through the development of a dedicated emergency response fundraising product 'Children in Emergencies' and the ability to take money online for any emergency where World Vision is responding globally.

As a member of the Disasters Emergency Committee (DEC), World Vision UK helped to raise income through media appeals and respond with emergency relief in Darfur, Myanmar and Bangladesh, as well as completing the 3-year Tsunami recovery programme.

Staff were deployed to crises in Southern Africa, Mozambique, the Eastern Democratic Republic of Congo and Myanmar. We also responded to the China earthquake, post-election violence in Kenya and the Bihar and Haiti floods, while continuing our work on the long-running chronic emergencies of Somalia, Sudan (Darfur and south Sudan) and Afghanistan.

## Helping the people of Myanmar

The emergency response to Cyclone Nargis was the largest in two and a half years, with a total of £2.5m received in donations from World Vision supporters in the UK and grants from the Department for International Development (DFID), European Commission Humanitarian Aid Office (ECHO), World Food Programme (WFP) and DEC. With 600 local staff already in Myanmar World Vision was one of the first organisations to respond and provide first-hand reports to the UK media from spokespeople in the stricken area. We were also able to give regular news updates and pictures to the media and wider public via our website.

Despite difficult conditions, World Vision UK programmes provided communities affected by the cyclone with shelter kits, water and sanitation supplies, and essential non-food items such as cooking sets and mosquito nets. World Vision staff in the Irrawaddy Delta and worst affected areas developed good relationships with local communities, especially with Buddhist monks who let them use their monasteries as distribution centres and to set up child friendly spaces. (See case study page 9.)

Following the short-term emergency response, World Vision will continue to work with affected communities over a two to three year rehabilitation and reconstruction phase. Now that the people







### Child friendly spaces in Myanmar

**In a village devastated by Cyclone Nargis, nine-year-old Ni Ni rushes to finish her chores so she can play with her friends at the new World Vision child friendly space. It's a place where Ni Ni feels safe, with a sense of structure and continuity that helps her cope with the overwhelming experiences she has faced since the storm.**

**In emergencies it is often children who are most affected. Many are orphaned or separated from their families, and they are more likely to be affected by disease or injury. There is also a risk that with the loss of birth certificates and proofs of identity they may lose their legal rights.**

**In Myanmar teams of child protection specialists created 84 child friendly spaces for children to play, learn how to deal with the risks they face and be involved in educational activities. We hope that these spaces will evolve into community-based child protection activities such as a children's club when the initial relief phase ends.**

of Myanmar have adequate shelters, our task is to help them rebuild their lives and strengthen and diversify their livelihoods.

### Area Rehabilitation Programmes

After the initial relief work in areas affected by conflict and natural disasters, rehabilitation is an important part of the recovery process. To help fragile states where the government cannot or will not deliver basic services and development, World Vision has developed Area Rehabilitation Programmes (ARPs).

Designed to bridge the gap between relief and development, an ARP aims to address the principal causes and effects of state fragility at a local level, with a particular focus on the well-being of children. Two ARPs are up and running in South Sudan and Somalia, and a third is in development in Afghanistan.

The South Sudan ARP is the most successful of the start-ups. We have secured large grants and private funding to support communities living in Warrab state, and we are working with local people to identify their needs and the issues that are most important to them, such as the growing number of street children in Kuajok town and a rural school building project.

### Disaster preparedness and risk reduction

World Vision's emergency responses are planned and implemented with the long-term aim of reducing a community's vulnerability and the risk of future disasters through strengthening local cooperation and increasing communities' knowledge and capacity to respond. Disaster preparedness and risk reduction are increasingly important aspects of our work and in 2008 we embarked on two new projects in Aceh and Sri Lanka.

# a voice for change

*More just policies and practices  
benefiting children and  
communities.*



In 2008 we focused on increasing our effectiveness in campaigning for change and justice in five key areas – child rights, HIV and AIDS, peace and conflict, economic justice and disability. To support our advocacy work we continued to increase our influence on policy change by building relationships with key decision makers in the UK, Europe and on the global stage.

## Child rights

Protecting and promoting the rights of children underpins all our advocacy work. In 2008, as a member of the Global Campaign for Education (GCE), our recommendations on inclusive education were adopted by the GCE at its World Assembly. World Vision UK also launched The Final Countdown, a report on what more the UK government must do to achieve the Millennium Development Goal of universal primary education.

## HIV and AIDS

We were disappointed that the Department for International Development (DFID) did not continue to earmark 10 per cent of funds for orphans and vulnerable children (OVC) in its new AIDS strategy launched in June. However, extensive lobbying did ensure that children featured prominently in the strategy. Lobbying of representatives from UN Member States as they reviewed progress towards the 2001 Declaration of Commitment on HIV and AIDS also resulted in substantial policy commitments for children affected by HIV and AIDS.

## Peace and conflict

Our achievements in peacebuilding are very much the legacy of the late Steve Williams, World Vision UK Peace and Conflict adviser, whose sudden passing in December 2007 shocked and saddened us all.

His work, however, continues and in 2008 World Vision worked with the Northern Uganda Advocacy Partnership for Peace to bring

leading figures from Northern Uganda to the UK to reflect on the peace process and meet with UK political and religious leaders.

## Economic justice

Back in 2005 one of the aims of MAKE POVERTY HISTORY was for governments to give more and better aid. In 2008, after more than a year of lobbying, World Vision was given a seat at the High Level Forum on Aid Effectiveness in Accra, where 1,200 representatives from governments, donor institutions and organisations working in more than 80 countries considered actions needed to reform the global aid system. The resulting Accra Agenda for Action contains significant improvements in policy commitments on accountability, transparency and the predictability of aid. DFID played a key role in achieving this outcome, and it praised the involvement of development agencies, including World Vision UK.

## Disability

In 2008 the United Nations Convention on the Rights of People with Disabilities (UNCRPD) was adopted, giving greater rights to the 650 million disabled people worldwide, and requiring member states to change laws, customs and practices that discriminate against disabled people. World Vision will monitor the application of the UNCRPD and use it to support our work to improve, protect and promote the rights of disabled people. The inclusion of disabled people in poverty reduction is an important part of our partnership




agreement with DFID, and we continue to call on the UK government to implement its own mainstreaming programme to include disabled people in development activities.

### Relationship building

At the same time we continue to build relationships with key political stakeholders across parties to influence policies affecting children. A World Vision UK trip to Cambodia by Shadow Secretary of State for International Development Andrew Mitchell in April put the inclusion of disability on the Conservative development agenda. We also organised a Global Campaign for Education trip to India by Kerry McCarthy MP, which led to a UK aid pledge for girls' education and a three page feature in The Independent.

At the Labour, Conservative and Liberal Democrat Party Conferences in the autumn of 2008, World Vision UK jointly organised fringe events with the Foreign Policy Centre, a think tank, to discuss how development Non-Government Organisations (NGOs) protect the humanitarian space in areas where the military is operating. We presented new World Vision research on this issue, and were joined on our panels by the Foreign Office Minister Meg Munn, the Liberal Democrat foreign policy spokesman, and the editor of the Times. A full version of the research on which the debates were based will be released in the UK in 2009 as part of our ongoing advocacy work on civil-military relationships in humanitarian emergencies.



**“IF WE WANT TO ACHIEVE THE MILLENNIUM DEVELOPMENT GOAL OF UNIVERSAL PRIMARY EDUCATION BY 2015, A CONCERTED EFFORT MUST BE MADE TO ENSURE DISABLED CHILDREN ARE INCLUDED.”**

**Philippa Lei, senior child rights policy adviser,  
World Vision UK**

Promoting the inclusion of disabled children in education

**In Cambodia a World Vision research team met 16-year-old Jeng\* who has been blind since the age of two as a result of measles. Jeng cooks, cleans the house, chops firewood and helps with the rice harvest, but she has never been to school. Jeng's neighbours often tell her: “There is no need for you to study: you are blind. Don't you feel shy going to school with no eyes like this?” Others have asked her aunt: “Why do you bother to feed a useless person like her?”**

**According to UNESCO, one third of the 72 million children still out of school are disabled, and fewer than ten per cent of disabled children in Africa attend school. Through our partnership agreement with DFID, we undertook research for the Education For All Fast Track Initiative (FTI). Our final report on ‘Education's Missing Millions’ has been used to support lobbying on inclusive education at a national level – and to develop an inclusion tool for developing countries to ensure their education sector plans are inclusive.**

\* Name has been changed.



# engaging the 4 UK

*More of the UK public engaged  
with and transformed by  
our work.*



Through campaigns, education and online activities, we have raised awareness in the UK of the issues that affect the most vulnerable children in the poorest parts of the world – and of World Vision's work to help them. In 2008 media coverage of our work around the world reached 84 per cent of the UK population. As a result, more people in the UK are aware of the organisation and the ways in which they can engage with World Vision UK to tackle poverty and its underlying causes.

## Child sponsors

In 2008 the number of supporters who sponsor a child with World Vision UK grew to 111,284. We are very grateful to our supporters who have shown that they share our belief that no child should live in poverty. The fact that child sponsorship continues to grow highlights the importance child sponsors see in their commitment to support a vulnerable child and the community in which they live.

## Campaigners

Shortly before the G8 summit in July, World Vision UK supporters – together with campaign supporters from Oxfam and the Catholic development charity CAFOD – called on the UK government to put child health at the top of the agenda, and meet their aid pledges. We handed in over 5,000 campaign postcards to No.10 Downing Street.

Supporters also got behind World Vision's first global campaign, G8 Action on Child Healthcare, calling for a world where all children have access to basic healthcare – and an equal chance of reaching their fifth birthday.

More than 34,000 World Vision supporters worldwide wrote to their leaders, asking them to make child healthcare a priority at the G8 summit. Their petitions were also presented to the G8 host, Japanese Prime Minister Fukuda. And on the second day of the G8

summit, viewers tuned in to BBC2's flagship current affairs programme Newsnight to watch a film on the impact of overseas aid on Africa presented by World Vision International's Vice President for Policy and Advocacy John Githongo.

As part of our *If not NOW, when?* campaign, hundreds of supporters also lobbied Parliament on World AIDS Day, calling on the UK government to keep its promise to provide universal access to HIV treatment, care and prevention by 2010. In March 2008 Charles Badenoch and the Chief Executive Officer of Oxfam, Barbara Stocking, drew the campaign to a close by handing in more than 25,000 petitions to 10 Downing Street.

## Young people

Five thousand young people registered for the 2008 24 Hour Famine, raising more than £145,000 for a new programme to help thousands of 'nowhere children' living on the streets of Chennai in India. With UK celebrity Fearne Cotton as its official ambassador and a high profile press trip to India, the event received a significant increase in media coverage on the previous year.

At the National Association of Head Teachers (NAHT) annual conference in May 2008, President Clarissa Williams announced that the NAHT's partnership with World Vision UK on the School Aid initiative would continue for a second year, with the aim of

**“I THINK HOPE IS KNOWING THAT THROUGH CHILD SPONSORSHIP, YOUR MONEY IS HELPING THESE COMMUNITIES TO BUILD A SUSTAINABLE FUTURE.”**

**Helen Marsh, Child Sponsor living in Buckinghamshire**

encouraging UK school children to explore the world and learn about the issues that prevent 100 million children from going to school today. Also this year, 10,000 primary and secondary school teachers received a copy of our Waterworld CD.

## Churches

World Vision UK's Churches In Partnership programme links UK church congregations to communities in the developing world by asking them to support an ADP with regular financial gifts and a commitment to pray and keep in touch with the community's progress. More than 75 people attended World Vision UK's fourth Church Partners Conference to hear talks on advocacy and development, and be given updates on the progress made by their partner ADPs.

To raise awareness of World Vision UK's work to improve the well-being of the world's poorest children, we supported a number of Christian events in 2008, including Gospel Gathering UK, Soul Survivor and Spring Harvest, where our former UK Director of Advocacy, now National Director of Uganda, Rudo Kwaramba was a guest speaker. Our work also received extensive coverage in the Christian media with interviews and articles on a diverse range of issues impacting on the well-being of children.

## Millionaires' Mission

**In an award winning four-part series on Channel 4, eight wealthy business leaders were challenged to use their entrepreneurial skills to develop innovative ideas to help a Ugandan village community climb out of poverty.**

**Millionaires' Mission adopted a radical new approach to engaging the British public in the complexities of international development. Viewing figures averaged 1.1 million per episode and the series received extensive media coverage.**

**The series got people talking about development and there was standing room only at our Millionaires' Mission fringe event at the Labour Party Conference.**

**The programmes were also broadcast on prime time TV in Australia and on British Airways trans-Atlantic flights. Most importantly, projects including Teach Inn Uganda and a farmers' crop store have continued to generate income for the community, benefiting community co-operatives, families and their children.**

# 5 fundraising

*Optimised giving to be fully compatible with achieving our mission.*



An ongoing priority for World Vision UK is to secure the financial resources we need to support our development, emergency relief and advocacy work. Our work remains primarily funded by donations from the UK public; the largest proportion of which comes from our child sponsors.

Despite a challenging environment, especially during the second half of the year we did manage to increase our total committed giving and other donations. However, this was below our original budget for 2008 and the challenge for 2009 will be to continue to grow.

## Child sponsorship

Despite the increasing pressure on personal finances, in 2008, we are very grateful to our supporters who have enabled our annual child sponsorship income to grow by 4.7 per cent to a total of £24.4 million (m).

During the year we continued to grow our sponsor base through a range of marketing and public relations activities including a high profile integrated campaign in London and the South East launched with an event in Trafalgar Square. We have made it easier for people to donate online. We have also improved the effectiveness of our neighbourhood fundraising and relationship building with new sponsors.

Child sponsorship provides a very tangible way to make a positive, real and lasting difference. UK sponsors pledge a monthly amount to support the family and community of a vulnerable child and are encouraged to take an interest in the issues affecting their sponsored child. This opportunity to see how their support changes the life of a child in a developing country has helped to make child sponsorship an enduring way of giving.

## Major donors, trusts and legacies

Our income from major donors also increased by 52 per cent in 2008 with every donor who visited our work in developing countries giving more than £25,000 to World Vision UK on their

return. We also saw a growing trend for major donors to create their own charitable foundations.

Our income from trusts fell as a result of the drop in the value of property and shares. Income from legacies also fell. As part of a strategy to reverse this, we developed online books of remembrance and condolence to make it easier for people to make donations and set up tribute funds. We also continued to extend our trust portfolio, building long-term relationships with major UK foundations to secure multi-year grants.

## Alternative Gift Catalogue

A high profile media campaign for the winter Alternative Gift Catalogue focused on a nationwide survey on forgotten gifts during the Christmas season to draw attention to the range of life-changing gifts available in the catalogue. As a result, this year's income from the catalogue was £2.5m. To stay competitive in a crowded Charity Gift marketplace, we plan to enhance the Gift Catalogue proposition and the customer experience in 2009.

## Grants

Complementing the bedrock of our funds raised from the UK public, we are also strengthening our fundraising from governments and other institutions. This enables us not only to impact more children and communities but to develop partnerships of influence with British





**“INSIDE US ALL IS SOMETHING STRONG ENOUGH TO CHANGE THE WORLD. TO REFRESH THOSE WITHOUT WATER, TO CARE FOR THE SICK, TO GIVE A CHILD JOY – ONE SMALL ACT OF GOODWILL.”**

**Desmond Tutu**

Desmond Tutu appeals for child sponsors

**In April 2008 Archbishop Desmond Tutu was the voice of World Vision UK’s latest child sponsorship campaign, appearing in advertisements on television, the press and posters on the London Underground.**

**In the advertisements the Archbishop appealed directly to viewers, stating:**

**“Inside us all is something strong enough to change the world. To refresh those without water, to care for the sick, to give a child joy – one small act of goodwill. It’s inside us all. Can you find it in your heart? Please sponsor a child with World Vision UK and stand with me as a World Vision goodwill ambassador. Because in one child’s eyes, your goodwill will change the whole world”.**

**Having Archbishop Tutu record the World Vision UK appeal was a real highlight of the year, helping to raise the profile of our Christian identity. As a result of the campaign we recruited 1,250 new child sponsors and raised our profile in London and the South East.**

Government, the European Union (EU), United Nations (UN) and other key bodies.

In 2008 we obtained 30 new grants totalling £16.7m and 15 new World Food Programme (WFP) agreements, many of these are multi-year grants, giving us a strong platform going into 2009.

Submissions to institutional donors was the highest for several years and resulted in a number of successes, including our first Department for International Development (DFID) Conflict and Humanitarian Fund grant and our first EU non-state actors grant for a project in Zambia. We were particularly successful in securing new grants from DFID with five out of six proposals being funded. Funding for our programme agreement with DFID was also increased to over £11m for 2006 to 2011.

Although we had to temporarily suspend activities in Zimbabwe, due to Zimbabwean government suspensions of aid agency operations, we received approval from DFID for funding of £2m for Phase 2 of the Protracted Relief Programme to prevent destitution and protect the livelihoods of the poor and most vulnerable people in Zimbabwe.

In the aftermath of Cyclone Nargis in Myanmar, we secured emergency grants totalling over £1.7m from DEC, DFID and ECHO. We also renewed our Framework Partnership Agreement (FPA) with ECHO and secured three new grants from ECHO for Bangladesh, Kenya and Myanmar. Having used all the funds for the Asian tsunami disaster, our income from DEC fell from a high point of around £10m in 2007 to just over £3m in 2008, including funding for Bangladesh, Myanmar and Sudan.

# partnerships

*Connected with more partners to help maximise the impact of our joint work.*



To increase the scope and impact of our work we recognise the fundamental importance of working with others and as the global economic environment becomes more challenging the need for agencies to work together will grow. World Vision UK partners with more than 30 UK, European and international coalitions and organisations. In 2008 we continued to strengthen existing partnerships and establish new joint ventures focused on reducing global poverty and improving the world that children live in.

Building on our partnership agreement with DFID 2008 was the third year of our Partnership Programme Agreement (PPA) with the British Government Department for International Development (DFID). Funding from the PPA supports our work to reduce poverty, making sure that its impact extends to marginalised groups such as disabled people and people living with HIV and AIDS. As well as providing funding for our programmes in developing countries, the PPA also supports our advocacy work in the UK and internationally.

In 2008 we renewed our programme agreement with DFID for a further three years. DFID also approved the extension of our programme agreement objectives to include economic development in Latin America and increased awareness of development in the UK.

## Working with our peers

World Vision UK is part of a number of coalitions and in 2008 we focused our activity around a number of key partnerships including British Overseas NGOs for Development (BOND), and Global Call to Action Against Poverty (GCAP), the Global Campaign for Education and Stop Aids Campaign as well as the UK Aid Network (UKAN). Within these coalitions and others we seek to highlight issues which impact on children living in poverty.

As a member of the Disasters Emergency Committee (DEC), a coalition of the UK's leading humanitarian agencies which comes together for joint appeals at times of major humanitarian emergencies, World Vision UK achieved a high rating against the DEC's new accountability framework to monitor the use and impact of funds, with areas identified for further work in 2009. In 2008 we also became partners of Crisis Action, a group that speaks out on humanitarian crises, and the Steering Committee for Humanitarian Response, a key inter-agency alliance in humanitarian work, which has an accountability mechanism of peer review that encourages shared learning between members.

## Mobilising change through partners

World Vision UK is a member of Micah Challenge – an international movement committed to keeping the spotlight on governments' efforts to achieve the Millennium Development Goals and halve global poverty by 2015. Campaigning alongside other Christian organisations and churches, World Vision UK joined 650 Anglican Bishops on a rally at Lambeth Palace (see case study in Goal 7) and called on churches to hold a Micah Sunday to pray that promises made to the world's poorest and most vulnerable people are not broken.

**“WATER IS HEALTH, AND HEALTH IS LIFE. YOU HAVE GIVEN US THE GIFT OF LIFE.”**  
Fangasso, village chief, Mali

## Corporate partnerships

In October 2007 World Vision International launched the *Cross Sector Partnering Project*. Based in our UK offices, the 7-month project included global research to understand how World Vision partners with companies, producing a strategy for corporate engagement and a roadmap for implementation.

In March 2008 we launched the *1 Litre-for-10Litres* initiative in partnership with Volvic, a subsidiary of Danone. Details featured across the range of Volvic bottled water in the UK, and a viral film about dirty water was watched by 300,000 people, generating more than £10,000 in one-off donations to water projects (see case study page 17).

This year our relationship with Aspen Insurance generated a housing project within one of our Area Development Programmes in Honduras, enabling the construction of 6 houses. We also teamed up with staff from the Royal Bank of Scotland on an initiative to recruit new child sponsors through the bank's *Give As You Earn* scheme – with the objective of generating enough revenue to fund the entire development programme for Komabangou in Niger, which includes a commitment to raise £16,500 to fund the village water supply and 150 toilets.



### Providing water across Africa

**In 2008 actress Thandie Newton travelled to Mali to raise awareness of Volvic and World Vision UK's 1Litre-for-10Litres well creation programme, visiting a village called Fangasso where World Vision had worked with the community to install a mechanised water pump. Before the pump was installed, families and children had to walk up to 12km to fetch water whenever the village well ran dry. Now everyone has access to clean drinking water all year round.**

1Litre-for-10Litres is a 3-year programme, funded by a campaign with Volvic, which will provide two billion litres per year of clean drinking water to hundreds of thousands of people in six countries across Africa. During 2008, the project started and work began on the first wells in Ghana and Malawi. Not only do the wells provide access to safe, clean drinking water, they also lead to improved sanitation, a reduction of waterborne diseases, better hygiene and improved crop irrigation. People no longer have to walk for miles to collect water, giving children and families more time for education and income-generating activities.



# christian values

*More evident Christian identity  
in what we do and how we do it.*



Motivated by our Christian faith, and the belief that no child should live in poverty, we work with communities of all faiths and none to improve the lives of children. During 2008 our faith has remained a strong and practical influence on what we do and how we do it – and we have seen a diverse expression of Christian faith increasingly integrated into our work. In challenging times we believe it is even more important to connect with our core beliefs and motivations.

## Faith and development

As a locally staffed and governed organisation, working side by side with communities around the world, World Vision recognises the need to understand people's worldview and the role that faith plays in their experience of poverty. In 2008 we actively engaged in debate about the role faith-based organisations play in international development, hosting a high profile event chaired by Newsweek. Speakers, including World Vision India's National Director Dr Jayakumar Christian, Islamic Relief President Dr Hany El-Banna, International Development Minister Shahid Mallik MP, and writer and broadcaster Shyama Perera, attracted a significant number of influential delegates from the development world, government and faith organisations.

## Engaging with Christians

Practising Christians are often our most active supporters, and in 2008 we reevaluated how we address churches and individual Christians, refocusing to harness the power of UK churches to mobilise prayer, campaigning, giving and volunteering. In 2009 we will be giving greater emphasis to prayer and campaigning, providing church leaders with resources to engage their members in these activities.

In May 2008 World Vision UK brought together more than 90 key Christian leaders to hear an address by American activist Jim Wallis, and to discuss their understanding of the social gospel and its application in their lives and ministries. At events in London and Edinburgh, Jim Wallis spoke about what he calls the two great hungers in the world today – the hunger for spirituality and the hunger for justice. For Jim, the link between faith and justice represents our best hope for changing the world: "If you start living and being the good news, it's amazing how many people are going to be drawn into that".

And in June 2008 World Vision UK joined the Bible Society and Tearfund to host the 2008 National Prayer Breakfast in Parliament. A short film by World Vision and the Bible Society on the work of one woman in Sierra Leone to rehabilitate women affected by the war provided a focus for prayer for women in Sierra Leone and others in similar situations. We also collaborated with Tearfund on a seminar called 'Doing good: a Christian response to HIV and AIDS', where Charles Badenoch and Mathew Frost, respective Chief Executives of World Vision UK and Tearfund, spoke about how Christian relief and development agencies respond to the challenge of HIV and AIDS.

**"THE PROMISES MADE TO THE WORLD'S POOR MUST BE KEPT."**

**Andy Clasper, executive director of Micah Challenge**

## Doing the Lambeth Walk

In July 2008 Archbishop Rowan Williams led 650 Anglican bishops and other prominent faith leaders through the streets of Westminster calling on governments to renew their commitment to the Millennium Development Goals and take action to halve global poverty by 2015.

Organised by Micah Challenge and The Lambeth Conference, the march ended at Lambeth Palace with a rally addressed by Gordon Brown. He described the event as “one of the greatest public demonstrations of faith that this great city has ever seen”.

Executive Director of Micah Challenge, Andy Clasper, welcomed Gordon Brown’s acknowledgement of the key role the Church is playing, and echoed his message that the Millennium Development Goals are not out of reach: “We want to see how Gordon Brown and world leaders deliver on the pledges they have made, and Micah Challenge will work to support the Church worldwide in raising a united cry until this is done. The promises made to the world’s poor must be kept”.

## Expressions of our Christian faith

As a Christian organisation, we offer opportunities for staff to explore expressions of their faith in the context of international development, enabling them to link their beliefs to practical action tackling poverty and the causes of poverty.

World Vision UK is committed to nurturing the spiritual life of its staff by encouraging people to meet and grow together, both in small groups and at gatherings attended by everyone in the organisation.

To embrace the many different denominations within World Vision UK, we launched a new more diverse approach to small group devotions, which gives staff regular opportunities to reflect on their faith and spiritual growth; together with forums for staff who are not practicing Christians to discuss their values and beliefs.



# working & together

*More effective in how we work together to achieve our mission.*



World Vision UK is part of the global World Vision Partnership of nearly 100 national offices with more than 31,000 staff, sponsoring more than 3 million children worldwide. In 2008 we continued to work with World Vision staff across the world on international, regional and national projects. In the UK, we have focused on making our organisation more efficient and effective by attracting new talent, restructuring in some areas and improving cross-functional working. We have also introduced ways to develop leadership and performance management skills, along with new planning, budgeting and monitoring processes.

## World Vision Partnership

World Vision is both a global and local organisation, operating as a partnership of interdependent national offices, overseen by their own boards or advisory councils, but bound together by a common mission statement and shared values, policies and standards. This ensures that the voices of millions of children, families and communities we serve all around the world are at the heart of how World Vision plans and completes its mission. Each national office has a say in how the World Vision Partnership is governed with most plans and priorities being determined at a local or national level, within the context of the Partnership's overall strategic plan.

2008 saw some significant changes in working practices across the organisation as we participated in the first year of Regional Working Groups, in which World Vision regional leaders from Africa, Asia and Latin America worked with partners from national offices and our ADPs to develop a global strategy to allocate resources by focusing on priority countries and sectors (i.e. education, health and livelihoods). We also supported a major new project to develop Integrated Programming Models, for the next generation of World Vision ADPs, which will work more effectively with local partner organisations and have an even greater focus on the well-being of children.

In 2008 after completing five years of use, our suite of Transformation Development Indicators (TDIs), which record the realities of daily life for the children, families and communities we work with, was evaluated and is now being adapted to also have a stronger focus on outcomes related to child well-being.

## Building a stronger organisation

In 2008 World Vision UK changed its organisational structure to improve the integration of our interdependent strategies for income, influence and impact with common child-focused themes. We also strengthened our leadership capabilities by appointing a new Advocacy Director and a new Head of Public Affairs & Campaigns. With people joining us from different sectors and backgrounds, we developed a new management induction programme to bring managers up to speed with the World Vision culture.

To improve cross-functional working we set up a Brand Strategy Group, Online Strategy Steering Group, IT Strategy Group, Business Continuity Planning Team and Supporter Relationship Management Business User Group. Each group is focused on leveraging opportunities and efforts more effectively.

**“THE CLASSES ARE PACKED FULL OF HAPPY KIDS, ALL BEING FED.”**

**Arthur Mist, programme officer, World Vision UK**





## An attractive work culture

As part of a global brand initiative, we identified four key brand values – partnership, passion, truth and impact – which underpin our work culture and which, moving forward, will guide plans to attract and retain talented staff.

We have also focused on developing internal communications, inter-team working, talent management and performance development. In 2008 we worked with World Vision teams from across the world to run a summer school where more than 100 World Vision human resources and organisation development professionals from over 50 countries discussed and developed ideas for building capacity and coaching performance.

## Better planning, budgeting and monitoring

In 2008 we rolled out a new planning and budgeting process across the organisation to align key activities with our goals and with key performance indicators over the next two years until we achieve our FY10 goals. In addition, we have also upgraded our projects system

to improve the way we track all project income and spend. The new tools that we are using to monitor the effectiveness of funds are proving very successful, particularly with a tightening economy and pressure on resources. The timing of this work will fit well with the challenges 2009 will bring, in terms of growing concerns about the economy and our need to maintain support for our beneficiaries.

## Our environmental impact

In 2008 we commissioned an Environmental Impact Audit to join up our assessment of, and response to, World Vision's carbon footprint. Now that the audit is complete, we are planning to implement a number of measures to reduce waste and energy consumption in our UK offices, and to reduce or offset travel. We are also working with colleagues across the World Vision Partnership to ensure that our development work is environmentally responsible. All these initiatives will feed into World Vision's international policy work around environmental issues.

## Arthur's work in South Sudan

In Darfur a humanitarian emergency has killed 300,000 people and displaced 2.5 million in the last four years. As World Vision UK's programme officer for South Sudan, Arthur Mist's job is to help place and track funds raised in the UK. Arthur works with the national office to develop and manage a portfolio of innovative projects.

**"People are really living on the margins," says Arthur. "I want the money, our supporters' donations, to be used effectively and turn things around – it's not an easy job. When need in a place is so great, life really boils down to 'How do I survive?' World Vision is responding by providing the basics people need, while also giving livelihood training. I keep reminding myself that our priority is with the poorest of the poor."**

**But there is hope for the children of Darfur, as a pre-school project in Khartoum, run by a local partner and supported by World Vision, shows: "The classes are packed full of happy kids, all being fed. There are more girls than boys, and a proportionate number of disabled children who are learning in mainstream education – showing that things can always be turned around."**



# strategy and plans for the future

2008 has been a challenging year, with global economics increasing pressure in the last three months. Following a period of healthy growth, we face much tougher times ahead. But we remain focused on building, shaping and stretching our organisation to meet these demands.

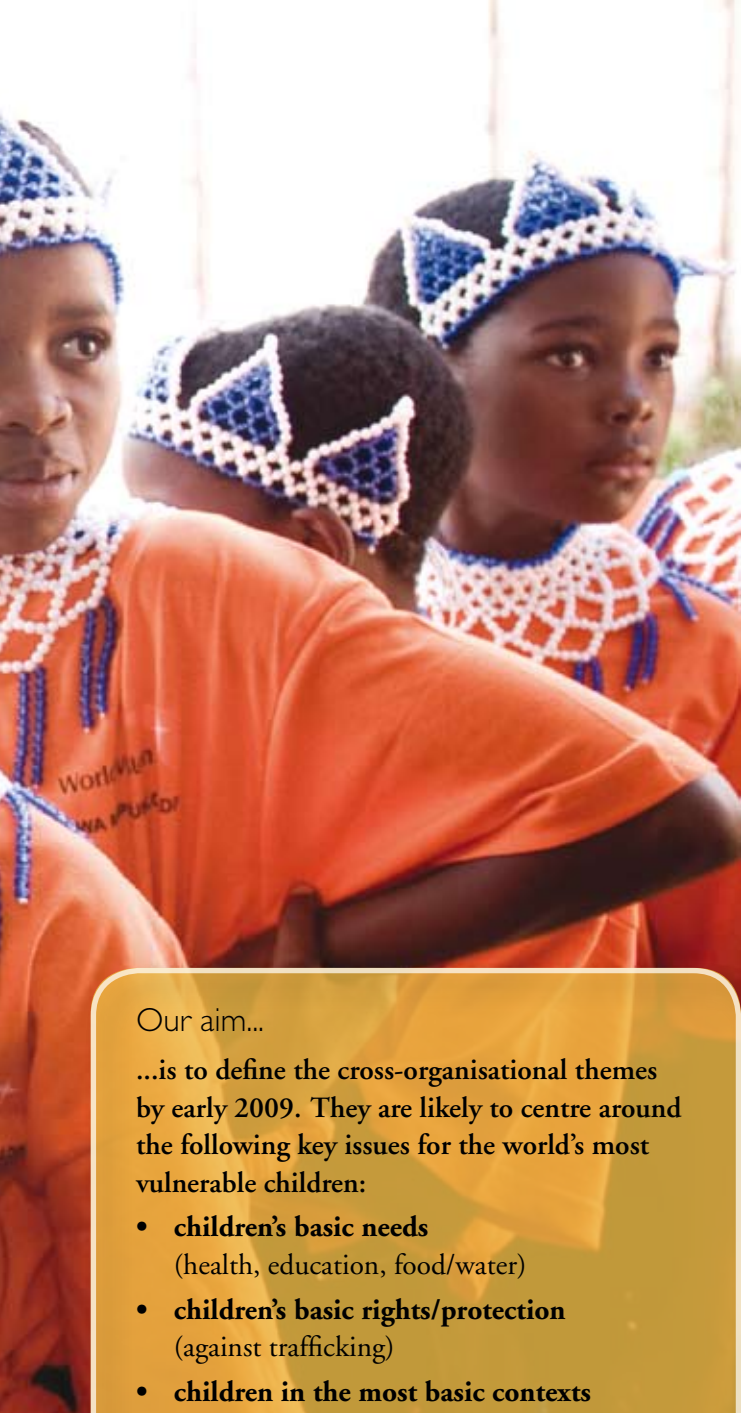
2009 will be an important year as we start to develop a new five year strategy to take us to 2015 which will in turn inform a detailed three year plan from 2010. The primary focus of both strategy and plan will be maintaining and building our income and strengthening and extending the impact of our development work.

## The year ahead

A key strategic focus for 2009 will be on recruiting and retaining our sponsors. As the economy tightens, we will pay special attention to our operations and their efficiency. We will also work towards increasing our brand engagement, refining our online presence and deepening our understanding of our supporters. From a programmes perspective we will drive work around quality and accountability across the whole organisation.

We are working on a number of cross-organisational themes to be implemented from 2010 onwards – and we will start to align ourselves with these during 2009. These themes are intended to increase and improve our external impact, influence and income by making us known for key issues that are rooted in the core basics of our child-focused work. They will also be a driving force of organisational cohesion and a sense of shared purpose.





#### Our aim...

...is to define the cross-organisational themes by early 2009. They are likely to centre around the following key issues for the world's most vulnerable children:

- **children's basic needs**  
(health, education, food/water)
- **children's basic rights/protection**  
(against trafficking)
- **children in the most basic contexts**  
(emergencies/fragile states)

### Building our resources

While the economic outlook remains uncertain, we will continue to focus on fundraising. To generate income to support our work in 2009 we will:

- provide the best possible experience to our current donors and improve donor retention;
- build brand recognition and increase brand engagement;
- improve the effectiveness of our marketing activities;
- develop our presence and methods of engagement online;
- encourage major donor and corporate engagement;
- develop new products to meet the needs of a changing market and the needs we see developing in the field;
- continue to grow our government and grants income, building on the investments we made in grants acquisition in 2007 and 2008 to reach an annual total of over £10m by 2010.

### Strengthening and extending the impact of our development work

A slowing economy has meant we have not been able to grow our development programmes as quickly as we had originally anticipated. However we expect to have 81 Area Development Programmes (ADPs) by the end of 2009.

2009 will see a concerted focus on quality and accountability to both beneficiaries and supporters and communication of impact. We will continue to improve the quality of our programming by building on our work with Learning through Evaluation Accountability and Planning (LEAP), evaluating impact and child-well being through our suite of Transformational Development Indicators (TDIs) and a greater emphasis on humanitarian standards.

We will also continue to develop our Area Rehabilitation Programmes in Sudan, Somalia and Afghanistan, leading World Vision's programming in fragile states. In addition we will remain prepared to deliver swift, effective and integrated responses to humanitarian emergencies wherever they occur.

### Increasing our influence on policy changes

In a time of global economic challenges, it is even more critical that we challenge the UK government and multi-lateral organisations to maintain their commitments to the developing world. We will be quicker and bolder in how we speak out for children in 2009, focusing our work around specific themes with a special focus on under-5 child health. We will also continue to develop our partnerships with the Disasters and Emergencies Committee (DEC), Micah Challenge and the Department for International Development (DFID), maintaining the high performance of our partnership agreement with DFID and building stronger relationships, particularly at country level.

### Improving our infrastructure

In order to maximise our impact on behalf of children living in poverty, we will be working to ensure that World Vision UK is a truly efficient, innovative and cost effective organisation. As well as working to achieve our growth targets, we will continue to build our organisational culture, the recruitment of talent, and our organisational and operational effectiveness, while ensuring that we maximise our remittances to our projects.

As World Vision continues to work towards a more regional decision-making structure, we will build and leverage our 'federal network' of information, expertise and experience, influencing and engaging with changes across the World Vision Partnership while maintaining strong relationships with national offices.



# our focus in 2009...

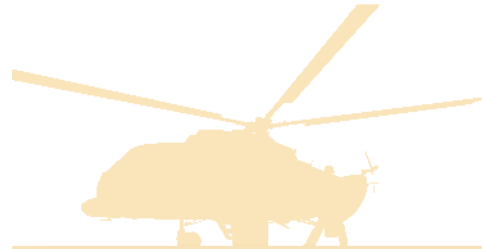


## 1 goal

*Better lives for more children, families and communities*

"...To better capture and communicate the impact of our development programmes on the lives of children, families and communities worldwide".

Justin Byworth, International Programmes Director



## 2 goal

*Better responses to humanitarian emergencies*

"...Our accountability to communities and increasing the quality of our work in emergency responses and fragile states".

Ian Gray, Head of Humanitarian Emergencies



## 3 goal

*More just policies and practices benefiting children and communities*

"...Campaigning even more closely on the basics: children's basic rights and needs in the most challenging of contexts; we want to be known for bringing justice for the world's most vulnerable children through changes to the way the world works".

Michael French, Advocacy Director



## 4 goal

*More of the UK public engaged with and transformed by our work*

"...Developing new brand, online and ambassador strategies, and focusing on key themes such as under five health – with the aim of increasing awareness and understanding of World Vision, our work and means of taking action to tackle poverty and its causes".

Kate Nicholas, Associate Director; Communications



# 5 goal

*Optimised giving to be fully compatible with achieving our mission*

"...Continue to create innovative and effective ways to maximise our income, exploring new opportunities and ways of working that will equip us to sustain planned fundraising levels in the current climate but also prepare for future income growth that will help to change children's lives".

Tim Gray, Acting Marketing Director



# 6 goal

*Connected with more partners to help maximise the impact of our joint work*

"...Leveraging our strategic alliances and partnerships to maximise impact will be key in 2009 given the pressure on resources".

Sarah Powley, Finance, IT and Central Services Director



# 7 goal

*More evident Christian identity in what we do and how we do it*

"...To put the issue of poverty and justice at the centre of the thinking, planning and action of UK churches and for our staff to fully integrate their growing faith with their work".

Charles Badenoch, Chief Executive



# 8 goal

*More effective in how we work together to achieve our mission*

"...Creating a great place to work with the best people, right culture, effective systems and optimal resources to achieve change".

Richard Marshall, People & Culture Director

# financial review

## Income

In 2008 Committed giving and other donations increased by 0.8% from £41.4 million (m) to £41.7m. Within this we achieved our highest ever Child sponsorship committed giving up by 4.7% on 2007 to £24.3m, despite the difficult economic climate.

Overall Total income fell by £5.8m to £57.8m, a 9.2% decline. This was principally due to a reduction of £6.1m in income from the Disasters Emergency Committee (DEC) caused by the close out of Tsunami and Pakistan earthquake related projects during 2008, for which we received significant income in 2007. We also experienced a disappointing fall in legacy income below the £1.0m target set last year which was particularly affected by the start of the economic downturn in the second half of the year. More encouragingly, income from major donors exceeded our expectations, our Alternative Gift Catalogue continued to bring in over £2.5m of income and our corporate deal with Volvic raised £0.2m to benefit water projects in Africa, as well as increasing our brand awareness. Emergency appeals run by World Vision UK generated income of over £1.0m following emergencies in Bangladesh and Myanmar and further DEC income on these projects partially offset the declines referred to above in Tsunami and earthquake funds.

Institutional grants fell by 7.7% from £8.4m to £7.7m due to lower income from Department for International Development (DFID) and the EC although partially offset by income from European Commission Humanitarian Aid Office (ECHO) and the UN being substantially higher than 2007. However, our pipeline was strengthened in the year by the acquisition of £16.7m of new grants (the lifetime value of 30 new grants), and 15 new World Food Programme agreements, which gives us a strong platform going into 2009. Confirmed funding for 2009 includes our Partnership

Programme Agreement (PPA) with DFID, the balance of which (£6.7m) we will draw down between the start of 2009 and 2011.

Donated goods and services continued in line with 2007 at over £3.0m. The majority was received from the World Food Programme for Somalia and Sudan.

## Charitable expenditure

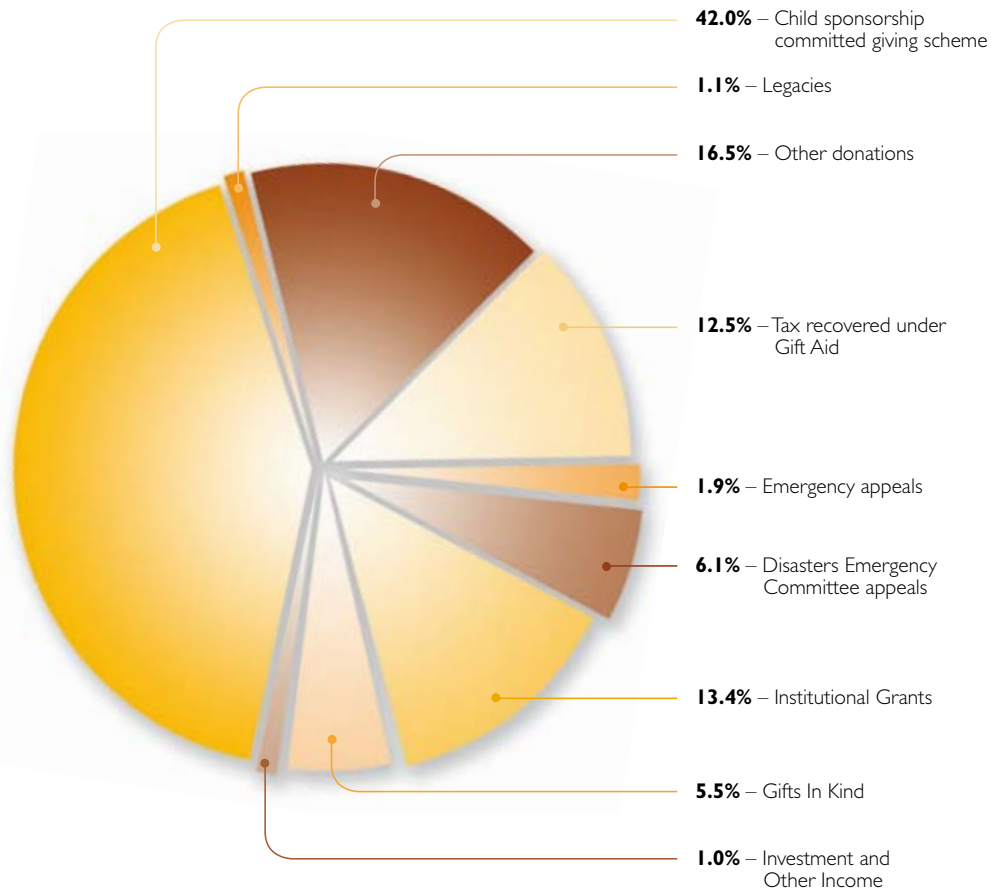
Charitable expenditure amounted to £44.4m (2007 £51.9m), a fall of 14.5% driven by the 9.2% decline in Total income and other timing effects on our remittances that have led to an increase in our restricted and general funds at the year end. Charitable expenditure has increased as a percentage of total costs to 79.5% from 78.3% in 2007. Remittances for overseas programmes totalled £38.4m (2007: £45.6m): the majority of this decline was due to lower remittances for emergencies which are unpredictable in occurrence but we maintained our commitments to our core long-term projects and ensured we retained sufficient funds to meet commitments for future years. We have continued to invest in advocacy, education and research, although at slightly reduced levels with expenditure at £4.0m (2007: £4.1m). Support costs were also lower at £2.0m (2007: £2.1m).

## Other expenditure

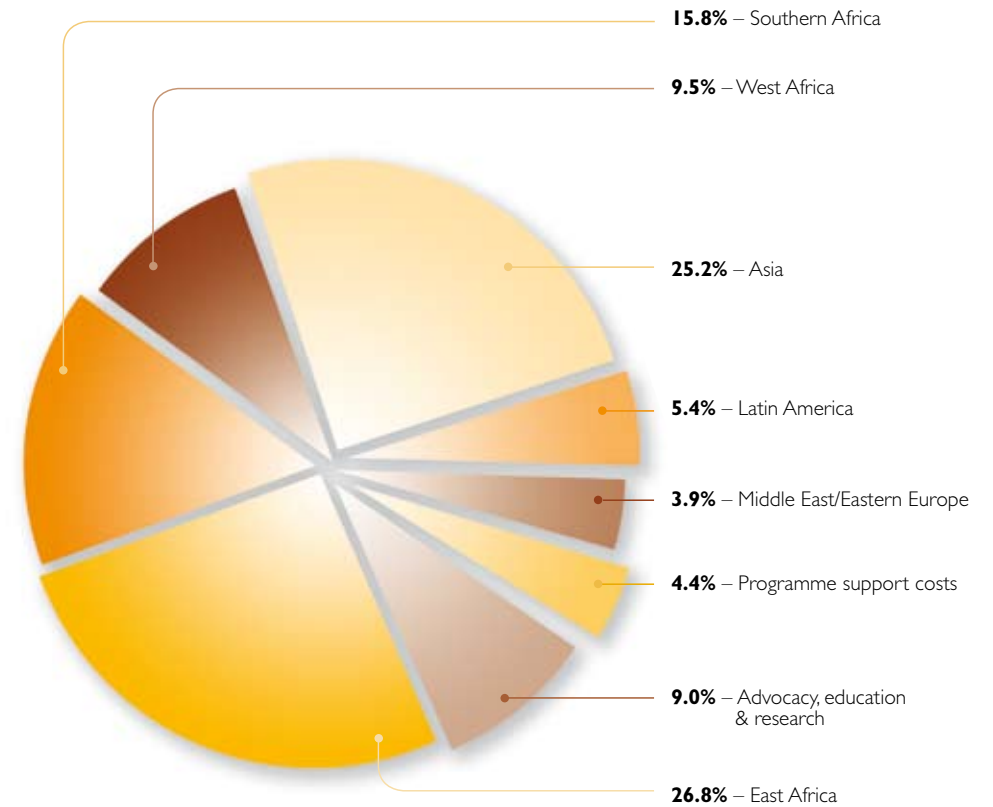
Other expenditure was down 20.8% to £11.4m compared to £14.4m in 2007. This was mainly due to the non-recurrence of costs associated with the successful implementation of our new fundraising and supporter management system. Excluding this, other costs were reduced by 4.0% through cost controls to ensure we maintained our remittances to projects. As a result fundraising costs were reduced to £11.1m (2007: £14.1m) as we continued to focus on raising funds



2008 analysis of income:



2008 expenditure by programme:



through driving acquisition and retention of new Child sponsorship committed givers, our 'Must Have Gifts' for Christmas and our other regular sponsor related activities. Our new fundraising and supporter management system is now fully operational and is enabling us to provide a more personal service to existing and new supporters.

Fundraising costs represented 24.0% (2007: 22.7%) of Donations, gifts and legacies, after excluding the one-off costs in 2007 of implementing the new system. This rise reflects slower growth in voluntary income than predicted and the rising cost of fundraising activities.

## Capital expenditure

Capital expenditure during the year amounted to £0.2m (2007: £0.8m) which included expenditure on refurbishment to our office in Milton Keynes to provide enhanced meeting spaces and IT equipment such as computer replacements and upgrades.

We continue to depreciate the new fundraising and supporter management system over seven years. The system, which successfully went live in July 2007, has been in operation for over a year now and is delivering significant benefits to the organisation.

## Funds and reserves

The Board of Directors reviews the reserves policy annually.

The policy for maintaining **free reserves** stands at 30 – 50 days of applicable expenditure (that is, total expenditure less donated goods and services which do not involve a cash outflow): this is equivalent to a range of £4.3m to £7.2m. It was felt that this is an appropriate level for reserves in order to provide adequate working capital.

Free reserves – which comprise the General fund – amounted to £5.8m at the balance sheet date, which represents 40 days of applicable expenditure. This is higher than last year in response to

changes in the current climate to ensure we can continue to meet our programming needs in 2009.

The charity has a number of designated funds:

- The **Tangible fixed asset fund** represents the net book value of tangible fixed assets less related financing and is therefore not distributable.
- The **Emergency relief fund** is used to finance emergency responses for which there is no specific income source at the time the emergency first arises. During the year commitments of £0.4m were made in advance of fundraising appeals.

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

## Investments

The charity's investment in a common investment fund sustained a net loss of £0.4m (2007: net gain £0.2m) in the financial year, due to the poor year for investments in UK and overseas stock markets. The total return (i.e. income and increase in value) on the investment fund amounted to (19.0)% (2007: 14.0%) compared with the WM Performance Services benchmark for charities of (15.0)% (2007: 12.0%). On short-term deposits, returns of 5.7% were achieved compared with a target of 4.4% due to elevated LIBOR rates as a result of the economic conditions.

Investments are classified into two groups: short-term funds representing every day working capital, and longer-term funds for development and non-routine working capital.

The investment policy and investment performance are reviewed by the Finance and Audit Committee annually. In this current climate the objective for short-term funds is to maximise security, by spreading funds across five or more banks with high security ratings

while maintaining an appropriate interest return and a high degree of liquidity: accordingly, these funds are held in term deposits with limited amounts held in any individual financial institution. The objective for longer-term funds is to manage risk against maximising the overall return on a combined income and capital basis, subject to the need for rapid realisation. These funds are held in a combination of bank term deposits and a common investment fund for charities operated by CCLA Investment Management Limited that provides exposure to equities, bonds and property. The common investment fund applies ethical criteria to its investments: for example, it does not invest in companies with significant interests in armaments, gambling or tobacco, and each financial year it discusses social responsibility policies with some of the companies in which it invests.

## Organisation and governance

World Vision UK is a company limited by guarantee and a registered charity, governed by its Memorandum and Articles of Association.

The current Board of Directors is as shown on page 1. As charity trustees, the Directors receive no remuneration for their services, nor do they have any interest in the company's contracts. The Board, which meets quarterly, is ultimately responsible for strategic decisions, having regard to advice from the Chief Executive and senior management. Directors normally serve for a maximum of nine years and are subject to re-election every three years. The Board is assisted by standing and ad hoc committees.

- *The Finance and Audit Committee* approves the annual business plan and budget, monitors financial performance and sets financial policies. Detailed annual budgets are prepared by the Principal Officers and discussed by the committee. Any significant changes to those plans are subject to specific approval. Actual results are compared to approved budgets on a monthly basis and reported

to the Board. Revised annual forecasts are also prepared and reported quarterly. The committee reviews the reports of the internal auditors (see below) on overseas partner entities and any action taken by the charity that may be necessary. It also reviews the annual audit plan of the external audit firm, which reports subsequently on the audit results at a meeting with the committee where opportunity is provided for comment without the management being present. The committee is also responsible for reviewing risk management.

- *The Remuneration Committee* approves the remuneration packages of all Principal Officers and the remuneration policies for other staff. Salaries and benefits are determined with reference to the marketplace and annual charity salary reviews. The committee reviews and monitors the remuneration and employment policies for the organisation as a whole.
- *The Board Development Committee* aims to promote good governance and to ensure that the Board works as effectively as possible. It considers possible candidates for the Board who are selected on the basis of their different experiences and skills with the intention of not less than one third of the Board being male or female. During the year an executive search agency was employed to recruit one new trustee. Before accepting the invitation to join the Board, all prospective Directors are provided with a detailed description of their responsibilities and the expectations of the charity. Subsequently, all new Directors undergo orientation training, including a visit to an overseas programme to familiarise them with World Vision's work. Education on relevant matters, such as governance, organisational activities and changes in the environment in which the charity operates, are incorporated in Board meetings.

- \* *The Marketing Committee* reviews and contributes to marketing strategies, monitors performance against the annual business plan and ensures compliance with regulations and the values of the organisation.
- \* *The Programmes and Advocacy Committee* was set up during the year to oversee and review World Vision UK's programmes and advocacy strategies and their implementation, advising management and the Board.
- \* During the year *The Simeon Committee* was discontinued following implementation of the new fundraising and supporter management system.
- \* Ad hoc Board Committees are set up as and when required.

## Risk management

The Board has established a formal process to analyse and manage the risks to which the charity is exposed in the course of its activities, both strategic and operational, through a risk register and through embedding risk identification into the annual planning process. All significant risks are identified; along with the likelihood of such risks occurring, the likely level of impact, together with mitigation measures. These are reviewed annually by the Finance and Audit Committee and quarterly by the management team. Future plans include workshops to roll out further awareness of risks throughout the business. During the year our key risks related to:

- the first year of running our new fundraising and supporter management system;
- achievement of our voluntary income target given the tightening economic climate;
- reviewing our bank portfolio and reserves due to the consequences of the credit crunch on financial institutions.

These risks are mitigated by our quarterly forecasting, monthly cash management meetings and investment appraisal reviews. Internal controls and internal audit

The organisation has documented systems of internal financial controls and procedures which are reviewed annually. These 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 Directors 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 which 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 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 inadequate report. World Vision UK has an Internal Audit and Risk Committee that reviews funding to programmes and reports to the Board's Finance and Audit Committee. Audits are also carried out by some of our government donors.

## Statement of directors' responsibilities

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and



regulations. Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the income and expenditure of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- 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 directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 1985.

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

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

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

### Disclosure of information to auditors

- So far as the directors are aware, there is no relevant audit information of which the company's auditors are unaware; and
- The directors 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.

This confirmation is given and should be interpreted in accordance with the provisions of s234ZA of the Companies Act 1985.

### Auditors

A resolution to reappoint Deloitte LLP as auditors will be put to the members at the Annual General Meeting.

By order of the Board

Sarah Powley – Company Secretary

18 December 2008

## Statement of financial activities

For the year ended 30 September 2008

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

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

	Notes	Restricted £000	Unrestricted £000	2008 £000	2007 £000
<b>Incoming resources from generated funds</b>					
Voluntary income:					
Committed giving and other donations	2	29,892	11,822	41,714	41,377
Donations for emergencies	2	4,580	–	4,580	9,694
Donations, gifts and legacies	2	34,472	11,822	46,294	51,071
Institutional grants	3	7,735	–	7,735	8,377
Donated goods and services	4	3,206	–	3,206	3,632
<b>Total voluntary income</b>		<b>45,413</b>	<b>11,822</b>	<b>57,235</b>	<b>63,080</b>
Investment and other income	5	–	562	562	544
<b>Total incoming resources</b>		<b>45,413</b>	<b>12,384</b>	<b>57,797</b>	<b>63,624</b>
<b>Resources expended</b>					
Cost of generating funds	7	7,108	4,031	11,139	14,144
Charitable activities	6	35,246	9,157	44,403	51,905
Governance costs	7	99	192	291	266
<b>Total resources expended</b>		<b>42,453</b>	<b>13,380</b>	<b>55,833</b>	<b>66,315</b>
<b>Net incoming/(outgoing) resources before transfers</b>	8	<b>2,960</b>	<b>(996)</b>	<b>1,964</b>	<b>(2,691)</b>
Transfers between funds	17	(2,105)	2,105	–	–
Net incoming resources before other recognised gains		855	1,109	1,964	(2,691)
Net unrealised investment (loses)/gains	12	–	(364)	(364)	188
<b>Net movement in funds</b>		<b>855</b>	<b>745</b>	<b>1,600</b>	<b>(2,503)</b>
Funds at 1 October		4,845	10,343	15,188	17,691
<b>Funds at 30 September</b>	17	<b>5,700</b>	<b>11,088</b>	<b>16,788</b>	<b>15,188</b>

## Balance sheet

As at 30 September 2008

Approved by the Board

Keith Malcouronne }  
Stephen Phelps } Directors

18 December 2008

	Notes	2008 £000	2007 £000
<b>Fixed assets</b>			
Tangible fixed assets	11	9,411	10,005
Investments	12	1,550	1,917
		<b>10,961</b>	<b>11,922</b>
<b>Current assets</b>			
Debtors	13	3,905	4,012
Investments	12	4,000	5,356
Cash and short-term deposits	14	5,143	2,003
		<b>13,048</b>	<b>11,371</b>
<b>Creditors</b>			
Amounts falling due within one year	15	(1,591)	(2,129)
<b>Net current assets</b>		<b>11,457</b>	<b>9,242</b>
<b>Total assets less current liabilities</b>		<b>22,418</b>	<b>21,164</b>
<b>Creditors</b>			
Amounts falling due after more than one year	16	(5,630)	(5,976)
<b>Net assets</b>		<b>16,788</b>	<b>15,188</b>
<b>Reserves</b>			
Restricted funds	17	5,700	4,845
Unrestricted funds:			
Tangible fixed assets fund	17	4,284	4,739
Emergency relief fund	17	1,000	1,000
General fund	17	5,804	4,604
<b>Total funds</b>		<b>16,788</b>	<b>15,188</b>



## Statement of cash flows

For the year ended 30 September 2008

	Notes	2008 £000	2007 £000
<b>Cash inflow from operating activities</b>	18	<b>1,997</b>	147
<b>Returns on investments and servicing of finance</b>			
Bank interest received		487	544
Mortgage loan interest paid		(357)	(332)
<b>Cash inflow from returns on investment and servicing of finance</b>		<b>130</b>	212
<b>Capital expenditure and investing activities</b>			
Payments to acquire tangible fixed assets		(204)	(815)
<b>Cash outflow from capital expenditure and investing activities</b>		<b>(204)</b>	(815)
<b>Management of liquid resources</b>			
Reduction/(increase) in bank deposit accounts		1,356	(2,255)
<b>Cash inflow/(outflow) from management of liquid resources</b>		<b>1,356</b>	(2,255)
<b>Net cash inflow/(outflow) before financing</b>		<b>3,279</b>	(2,711)
<b>Financing</b>			
Mortgage loan – capital repayments		(139)	(131)
<b>Net cash outflow from financing</b>		<b>(139)</b>	(131)
<b>Increase/(decrease) in cash in the year</b>		<b>3,140</b>	(2,842)
<b>Reconciliation of net cashflow to movement in net funds</b>			
Increase/(decrease) in cash in the year		3,140	(2,842)
Cash outflow from mortgage loan		139	131
Cash (inflow)/outflow from (decrease)/increase in liquid resources		(1,356)	2,255
Change in net funds		1,923	(456)
Net funds at 1 October		2,093	2,549
<b>Net funds at 30 September</b>		<b>4,016</b>	2,093

## Analysis of net funds

For the year ended 30 September 2008

	1 October 2007	Cash movement in the year	Non-cash movement in the year	30 Sept 2008
<b>Analysis of net funds</b>				
Cash	2,003	3,140	–	<b>5,143</b>
Mortgage – less one year	(139)	139	(146)	<b>(146)</b>
Mortgage – more than one year	(5,127)	–	146	<b>(4,981)</b>
Short-term deposit accounts	5,356	(1,356)	–	<b>4,000</b>
<b>Total</b>	<b>2,093</b>	<b>1,923</b>	<b>–</b>	<b>4,016</b>

# notes to the accounts

at 30 September 2008

## I. Accounting policies

### a. Basis of preparation

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

The charity has availed itself of paragraph 3(3) of Schedule 4 to the Companies Act 1985 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 229 of the Companies Act 1985 and accordingly has not prepared consolidated accounts on the basis that the results of its subsidiary undertaking, World Vision Trading Limited, are not material.

### b. Incoming resources

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

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

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

### c. Resources expended

Expenditure, other than remittances to overseas programmes, is accounted for on an accruals basis and is classified over the activity

headings shown below. Where expenditure cannot be directly attributed to particular headings it is allocated on a basis consistent with the use of the relevant resources measured by reference to headcount.

**Remittances to overseas programmes** are accounted for when funds are committed to World Vision International or donated goods are distributed to partner entities.

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

Charitable activities comprise: –

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

**Support costs for programmes** which represent the costs incurred by UK-based staff in assisting programmes overseas, including their technical development, staffing, training, management and financial control; and

**Advocacy, education and research** which represents the costs incurred in the UK in educating or influencing governments, institutions and members of the public on poverty issues and include campaigning and lobbying, public policy and research work, church relations activities and educational and news publications.

**Governance costs** represent costs that relate to the general running of the charity as opposed to the direct management functions inherent in the activities of the charity. They provide



the governance infrastructure which allows the charity to operate and to generate the information required for public accountability and include the strategic planning processes that contribute to the future development of the charity.

#### **d. Foreign exchange**

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

Remittances to overseas programmes made through World Vision International are partially hedged using foreign currency forward contracts. The fair value of these instruments is calculated at the balance sheet date by comparison between the rate implicit in the contract and the balance sheet rate.

#### **e. Tangible fixed assets and depreciation**

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

Freehold land	nil
Building	50 years
Equipment, including computers	3 or 5 years
Other fixed assets, including software	3 – 7 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 Directors' 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 Directors as follows:

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

The emergency relief fund represents funds set aside to ensure an immediate response in humanitarian emergencies.

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 2008 the number of children in the child sponsorship scheme was approximately 122,415 (2007: 120,175), an increase of 1.9%.

	Restricted £000	Unrestricted £000	2008 £000	2007 £000
<b>Committed giving and other donations</b>				
Child sponsorship committed giving scheme	24,350	–	<b>24,350</b>	23,247
Legacies	151	458	<b>609</b>	1,053
Other donations	5,391	4,157	<b>9,548</b>	9,986
Tax recovered under Gift Aid	–	7,207	<b>7,207</b>	7,091
	<b>29,892</b>	<b>11,822</b>	<b>41,714</b>	<b>41,377</b>
<b>Donations for emergencies</b>				
Emergency appeals	1,073	–	<b>1,073</b>	58
Disasters Emergency Committee appeals	3,507	–	<b>3,507</b>	9,636
	<b>4,580</b>	<b>–</b>	<b>4,580</b>	<b>9,694</b>
	<b>34,472</b>	<b>11,822</b>	<b>46,294</b>	<b>51,071</b>

### 3. Institutional grants

Included in institutional grants is £869,445 (2007: £591,338) received as a contribution towards UK programme support and administration.

	2008 £000	2007 £000
Development grants	4,456	2,610
Reconstruction grants	–	628
Relief grants	3,279	5,139
	<b>7,735</b>	<b>8,377</b>
<i>Grants receivable from:</i>		
ECHO (European Community Humanitarian Office)	1,357	987
Other European Union	981	2,289
UK Government	2,951	3,729
States of Jersey	175	183
States of Guernsey	93	40
Isle of Man Government	22	70
World Food Programme	184	203
United Nations	1,624	688
Catholic Relief Society	28	–
World Bank	320	188
	<b>7,735</b>	<b>8,377</b>

### 4. Donated goods and services

	2008 £000	2007 £000
<i>Donated goods and services received from:</i>		
World Food Programme	2,810	3,294
United Nations	396	338
	<b>3,206</b>	<b>3,632</b>



## 5. Investment and other income

Other income relates to interest received relating to late receipt of Gift Aid reclaims and VAT under the Lennartz ruling.

	2008 £000	2007 £000
Bank interest	487	544
Other income	75	–
	<b>562</b>	<b>544</b>

## 6. Charitable activities

### Remittances to programmes

Direct expenditure on remittances to programmes are 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 above regions in proportion to the share of World Vision UK's remittances which each region receives.

Allocated expenditure in remittances to programmes relates to programme costs incurred in the United Kingdom.

World Vision hedges a percentage of any remittances to programmes made in US Dollars in advance – see Note 19 derivative not included at fair value.

	Restricted £000	Unrestricted £000	2008 £000	2007 £000
<b>Support was given to the following regions (including donated goods and services)</b>				
East Africa	9,803	2,066	<b>11,869</b>	13,245
Southern Africa	5,744	1,267	<b>7,011</b>	8,590
West Africa	3,530	697	<b>4,227</b>	3,752
Asia	10,222	955	<b>11,177</b>	14,973
Latin America	2,100	289	<b>2,389</b>	2,289
Middle East/Eastern Europe	1,165	588	<b>1,753</b>	2,794
<b>Total remittances to overseas programmes</b>	<b>32,564</b>	<b>5,862</b>	<b>38,426</b>	<b>45,643</b>
Programme support costs	858	1,114	<b>1,972</b>	2,142
Advocacy, education and research	1,824	2,181	<b>4,005</b>	4,120
	<b>35,246</b>	<b>9,157</b>	<b>44,403</b>	<b>51,905</b>
Number of countries supported			<b>39</b>	41
	Direct expenditure	Allocated expenditure		
Remittances to programmes	37,862	564	<b>38,426</b>	45,643
Programme support costs	1,178	794	<b>1,972</b>	2,142
Advocacy, education and research	3,073	932	<b>4,005</b>	4,120
	<b>42,113</b>	<b>2,290</b>	<b>44,403</b>	<b>51,905</b>

## 7. Costs incurred in the United Kingdom

	Direct charitable expenditure £000	Cost of generating funds £000	Governance £000	2008 £000	2007 £000	Basis of Allocation
Salaries	3,301	3,263	152	<b>6,716</b>	6,227	Headcount
Employment benefits	182	129	4	<b>315</b>	295	Headcount
Temporary staff	113	182	14	<b>309</b>	408	Headcount
Training	43	22	2	<b>67</b>	136	Headcount
Recruitment	71	48	9	<b>128</b>	172	Headcount
Travel and subsistence	301	159	22	<b>482</b>	515	Headcount
Advertising	496	3,387	–	<b>3,883</b>	3,818	Direct
Research and consultancy	340	521	11	<b>872</b>	889	Direct
Other marketing and communications	729	2,081	10	<b>2,820</b>	3,835	Direct
Equipment maintenance and rental	193	289	–	<b>482</b>	268	Headcount
Depreciation	358	438	–	<b>796</b>	865	Headcount
Occupancy and supplies	235	266	2	<b>503</b>	375	Headcount
Legal and professional	10	23	57	<b>90</b>	79	Direct
Bank charges	8	44	8	<b>60</b>	76	Direct
Mortgage interest	161	196	–	<b>357</b>	332	Headcount
Implementation of the fundraising and supporter management system	–	91	–	<b>91</b>	2,574	
	<b>6,541</b>	<b>11,139</b>	<b>291</b>	<b>17,971</b>	<b>20,864</b>	
Included in the total are total allocated costs of:	<b>2,290</b>	<b>2,826</b>	<b>291</b>	<b>5,407</b>	<b>5,077</b>	
				<b>2008 £000</b>	<b>2007 £000</b>	
Governance costs are made up as follows:						
Board costs (see also note 10)				<b>30</b>	33	
Audit costs				<b>36</b>	34	
Management costs				<b>225</b>	199	
				<b>291</b>	<b>266</b>	

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

	2008 £000	2007 £000
This is stated after charging		
Depreciation of owned assets	796	865
Operating lease rentals – plant and machinery	45	39
Interest payable on mortgage loans	357	332
Auditors' remuneration – audit fees	36	34
– other	21	13

## 9. Staff costs

	2008 £000	2007 £000
<b>Aggregate payroll costs were as follows:</b>		
Wages and salaries	5,783	5,403
Social security costs	589	537
Other pension costs	344	287
	<b>6,716</b>	<b>6,227</b>



## 9. Staff costs (continued)

The staff numbers for Finance, Central Services and Information Technology include two staff (2007: 16) who were working exclusively on the new fundraising and supporter management system.

In addition, to handle peak workloads and to cover for the shortage of permanent staff, temporary staff equivalent to 12.7 permanent staff (2007: 25.5) were used. The use of volunteers was equivalent to 1.2 full-time staff (2007: 1.1).

## 10. Directors' remuneration

As charity trustees, the Directors received no remuneration for their services. Directly incurred expenses are reimbursed, if claimed, and in 2008 totalled £7,962 (2007: £8,201), which was claimed by nine Directors (2007: eight Directors). Expenses principally relate to travel in the UK and overseas.

Indemnity insurance is provided for the Directors and Principal Officers of the Charity. Premiums paid totalled £5,140 (2007: £5,000).

	Number	Number
<b>The number of employees whose annualised emoluments (including benefits-in-kind but excluding pension contributions) fell in the following bands is:</b>		
£60,001 – £70,000	1	2
£70,001 – £80,000	2	3
£80,001 – £90,000	1	–
£90,001 – £100,000	1	–
£100,001 – £110,000	–	1
The emoluments of the Chief Executive, the highest paid employee, were £99,994 (2007: £101,262). Contributions of £24,427 (2007: £32,336) have been paid into the pension scheme on behalf of the above employees.		
<b>The divisional breakdown of average monthly permanent and full-time trainee staff numbers is:</b>		
International Programmes	39	43
Marketing	86	79
Advocacy, Communications and Education	40	34
Chief Executive's Office	5	5
Finance, Central Services and Information Technology	37	50
People and Culture Group	13	12
	<b>220</b>	<b>223</b>

## 11. Tangible fixed assets

The cost of freehold land amounting to £670,000 (2007: £670,000) is not depreciated.

Disposals in the year relate to items scrapped, principally as a result of decommissioning the old fundraising and supporter management system which was replaced in 2008.

	Freehold land and building £000	Computer and office equipment £000	Fixtures and fittings £000	Total £000
<b>Cost:</b>				
At 1 October 2007	6,995	4,890	375	12,260
Additions	–	110	94	204
Disposals	–	(848)	(2)	(850)
At 30 September 2008	6,995	4,152	467	11,614
<b>Depreciation:</b>				
At 1 October 2007	506	1,545	204	2,255
Charge for the year	127	629	40	796
Disposals	–	(846)	(2)	(848)
At 30 September 2008	633	1,328	242	2,203
<b>Net book value:</b>				
<b>At 30 September 2008</b>	<b>6,362</b>	<b>2,824</b>	<b>225</b>	<b>9,411</b>
At 1 October 2007	6,489	3,345	171	10,005

## 12. Investments

Donated shares classified as fixed asset investments have been impaired to zero value during 2008 (2007: £3,000) which represents the Directors' valuation in accordance with accounting policy 1(f) as no effective market is deemed to exist for their sale, despite the shares being quoted on the Alternative Investment Market (AIM) of the London Stock Exchange.

All fixed asset investments are held within the UK.

The Deposit account balance includes £4.0m held on short-term deposit over the year end period and will revert to liquid cash within 60 days of the year end. (2007: £4.1m maturing within 5 days of 2007 year end).

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

## 13. Debtors

The categories into which debtors have been split have been restated in 2008 to more clearly disclose the nature of the underlying balances.

	2008 £000	2007 £000
<b>Fixed assets</b>		
Common investment funds held by the charity		
Market value at 1 October	1,917	1,729
Impairment of donated shares	(3)	–
Net investment (losses)/gains	(364)	188
<b>Market value at 30 September</b>	<b>1,550</b>	<b>1,917</b>
Historical cost at 30 September	1,347	1,347
<b>Current assets</b>		
Deposit accounts	4,000	5,356
	<b>4,000</b>	<b>5,356</b>
	2008 £000	2007 £000
Turnover of World Vision Trading	–	–
Operating profit of World Vision Trading	–	–

	2008 £000	2007 £000
Institutional grants receivable	1,269	1,448
Amounts owed by other World Vision entities	770	495
Tax recoverable	1,267	1,187
Prepayments and accrued income (including legacy income)	570	865
Other debtors	29	17
	<b>3,905</b>	<b>4,012</b>

#### 14. Cash and short-term deposits

	2008 £000	2007 £000
Cash and short-term deposits	5,143	2,003

#### 15. Current liabilities:

Amounts falling due within one year

	2008 £000	2007 £000
Mortgage loan (see also Note 16)	146	139
Taxation and social security	201	213
Other creditors	733	939
Accruals and deferred income	511	838
	<b>1,591</b>	<b>2,129</b>

#### 16. Long-term liabilities:

Amounts falling due within 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%.

	2008 £000	2007 £000
VAT repayable in 2–5 years	418	209
VAT repayable in more than 5 years	231	640
Mortgage loan repayable in 2–5 years	670	635
Mortgage loan repayable in more than 5 years	4,311	4,492
	<b>5,630</b>	<b>5,976</b>



## 17. Funds

The Emergency relief fund is used to finance emergency responses for which there is no specific income source at the time and is replenished when appropriate funds are received.

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

Transfers between funds represent pre-funding/(repayment of previous pre-funding) of restricted funds from unrestricted reserves in the General Fund, or transfers between funds restricted by purpose rather than region.

The General fund at 30 September 2008 includes net unrealised gains on investments of £206,000 (2007: unrealised gain of £570,000) – see Note 12.

	Restricted funds	Unrestricted funds			Total
	£000	Tangible fixed assets fund £000	Emergency relief fund £000	General fund £000	£000
Balance at 1 October 2007	4,845	4,739	1,000	4,604	15,188
Incoming resources	45,413	–	–	12,384	57,797
Outgoing resources	(42,453)	–	(387)	(12,993)	(55,833)
Transfers between funds	(2,105)	(455)	387	2,173	–
Net unrealised investment losses	–	–	–	(364)	(364)
<b>Balance at 30 September 2008</b>	<b>5,700</b>	<b>4,284</b>	<b>1,000</b>	<b>5,804</b>	<b>16,788</b>
<b>Represented by:</b>					
Tangible fixed assets	–	9,411	–	–	9,411
Investments	2,000	–	–	3,550	5,550
Debtors	1,419	–	–	2,486	3,905
Cash and short-term deposits	2,281	–	1,000	1,862	5,143
Current liabilities	–	(146)	–	(1,445)	(1,591)
Long-term Liabilities	–	(4,981)	–	(649)	(5,630)
<b>Balance at 30 September 2008</b>	<b>5,700</b>	<b>4,284</b>	<b>1,000</b>	<b>5,804</b>	<b>16,788</b>

	Balance 2007 £000	Incoming resources £000	Outgoing resources £000	Transfer between funds £000	Balance 2008 £000
East Africa	684	11,391	(10,533)	(819)	723
Southern Africa	661	8,173	(6,748)	(1,665)	421
West Africa	59	3,865	(4,168)	261	17
Asia	458	13,215	(11,734)	(1,288)	651
Latin America	–	2,342	(2,480)	156	18
Middle East/Eastern Europe	314	1,209	(1,327)	24	220
Cross Regional Initiatives	2,669	5,218	(5,463)	1,226	3,650
<b>Total</b>	<b>4,845</b>	<b>45,413</b>	<b>(42,453)</b>	<b>(2,105)</b>	<b>5,700</b>

## 18. Reconciliation of net incoming resources to cash inflow from operating activities

	2008 £000	2007 £000
<b>Net incoming resources for the year</b>	<b>1,964</b>	<b>(2,691)</b>
Depreciation of tangible fixed assets	796	865
Loss on disposal of fixed assets	2	–
Impairment of current asset investments	3	–
Decrease in operating debtors	107	1,690
(Decrease)/increase in operating creditors and accruals	(745)	495
Bank interest received	(487)	(544)
Mortgage loan interest paid	357	332
<b>Cash inflow from operating activities</b>	<b>1,997</b>	<b>147</b>

## 19. Derivatives not included at fair value

The company uses derivative financial instruments to manage its exposure to foreign currency exchange risks, including foreign exchange forward contracts. At 30 September 2008 the company had commitments to buy US\$5.8m in foreign exchange forward contracts with an unrealised profit of £0.3m (fair value calculated as at 30 September 2008).

In addition, World Vision International places foreign exchange forward contracts on behalf of World Vision UK to further manage World Vision UK's exposure to foreign exchange risks. These derivatives are accounted for by World Vision International.

As 30 September 2008 World Vision International had US\$29.1m of foreign currency forward contracts placed on behalf of World Vision UK. The unrealised profit on these derivatives as at 30 September 2008 was £1.3m (30 September 2007: US\$42.3m foreign currency forward contracts had an unrealised loss of (0.7m)).

### Pension commitments

The company operates a defined contribution scheme for its employees. The assets of the scheme are held separately from those of the company in a group personal pension scheme, for which the company has no responsibility other than regular contributions on behalf of employees. There were no contributions outstanding at either year-end.

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.

## 20. Commitments and contingent liabilities

## 21. Taxation

# independent auditors' report

to the trustees of World Vision UK

We have audited the financial statements of World Vision UK for the year ended 30 September 2008, which comprise the statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, the Analysis of Net Funds and the related Notes 1 to 21. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with section 235 of the Companies Act 1985. 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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of Directors and auditors**

As described in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purposes of company law, are responsible for the preparation of financial statements, which are required to be prepared in accordance with applicable law and United Kingdom Accounting Standards (United

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

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with Companies Act 1985. We also report to you whether in our opinion, the trustees' report is consistent with the financial statements.

In addition we report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and other transactions is not disclosed.

We read the Trustees' Report and consider the implications for our report if we become aware of any apparent misstatements within it.

#### **Basis of audit opinion**

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

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

#### **Opinion**

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charitable company's affairs as at 30 September 2008 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended; and
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the Trustees' Report is consistent with the financial statements.

#### **Deloitte LLP**

Chartered Accountants and Registered Auditors  
London. 18 December 2008

#### **Note**

An audit report does not provide assurance on the maintenance and integrity of the website, including controls used to achieve this, and in particular on whether any changes may have occurred to the financial statements since first published. These matters are the responsibility of the directors but no control procedures can provide absolute assurance in this area.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements differs from legislation in other jurisdictions.



# biographies of directors

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

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

Adrian joined the Board of World Vision in 2002 and is Vice Chairman of the Board, Chairman of the Remuneration Committee and a member of the Board Marketing Committee.

**Valerie Dias** is Executive Vice President and Chief Risk & Compliance Officer for Visa Europe with responsibility for corporate risk compliance and a variety of corporate services.

She is a Fellow of the Chartered Institute of Certified Accountants and previous roles with Visa include Executive Vice President and Chief Financial Officer for Visa Europe covering all aspects of finance, treasury and pricing. Valerie has also worked for Marshall Cavendish and William Collins Plc.

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

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

Sarah is experienced in developing brand and communication strategies, leading commercial negotiations and delivering integrated campaigns across communications disciplines. She also has an active role in recruitment and mentoring. Sarah joined the Board of World Vision in July 2008 and is a member of the Marketing Committee.

**Stuart Fraser** is Chief Executive of a communications skills consultancy assisting corporate and public sector clients in cross-cultural working. He is an experienced international businessman having begun his career in management consulting with Bain & Co, set up and sold his own consultancy business and subsequently been involved in strategic and operational management in telecommunications and broadcasting.

Since 2002 Stuart has provided independent consultancy advice to a range of businesses, charities and voluntary sector organisations. He is also a Trustee for the Just Children Foundation (UK), a charity which supports street children in Zimbabwe. Stuart joined the Board of World Vision in 2006 and is a member of the Finance & Audit Committee and the Marketing Committee.

**Dean Hirsch** joined World Vision in 1976 and went on to fulfil a number of senior roles within the worldwide Partnership including Africa Director for Relief and Development, Director of the World Vision Relief Organization, Vice President for Development and global Chief Operating Officer.

Dean was appointed President of World Vision International in 1996, a role which has involved speaking out on behalf of poor and vulnerable children to the United Nations, the World Trade Organisation and World Food Programme. Dean also Chairs the Convening Committee of the Global Movement for Children.

Dean has been an ex officio member of the Board of World Vision UK since 1996.

**Dorothea Hodge** is a former Special Adviser to the Leader of the House of Lords. She works with the Westminster Foundation for Democracy with political parties in post conflict countries, and is also an adviser to Baroness Amos and The Social Market Foundation.

Dorothea's background is in Politics and Corporate Affairs and she was a former associate lecturer at the University of Wales, Cardiff.

Dorothea joined the Board of World Vision in 2003 and is Chair of the Board Development Committee.

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

Anna joined the Board of World Vision in May 2008.

**Keith Malcouronne** is the Chairman of Insight Management & Systems Consultants which specialises in financial systems, resource planning and project management and also Finance Director of the Denfotex Technologies group and BC Technologies LLP. Previous roles have included managing partner of the chartered accountancy and business consulting firm Bolton Colby and 10 years as a corporate finance specialist with KPMG.

Keith is a Chartered Accountant who serves on a number of other commercial and charitable Boards, including the Audit Committees of Urban Saints, the Guildford Diocesan Board of Finance and the Church of England Archbishops' Council.

Keith joined the Board of World Vision in April 2007 and is Chair of the Finance & Audit Committee.

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

Steve has acted as Trustee for a number of charities. He joined the Board of World Vision in 2002, served as Chair of the Finance & Audit Committee and was appointed Chair of the Board in April 2007. He is also a member of the International Board of the global World Vision Partnership.

**Mark Sheard** is Non-Executive Director of Whatnext? Consultancy, an organisation he founded in 2001 to provide marketing and corporate development advice to commercial and ethical organisations. His career has encompassed all forms of marketing including direct marketing, brand development, relationship and membership marketing. He has also worked on fundraising strategies with a number of voluntary sector organisations.

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

Mark joined the Board of World Vision in January 2007. He is Chair of the Marketing Committee and a member of the Board Development Committee.

# to find out more about our work

For general enquiries, call 01908 841010, email [info@worldvision.org.uk](mailto:info@worldvision.org.uk) or visit [www.worldvision.org.uk](http://www.worldvision.org.uk). Alternatively, call 01908 841000 and contact:

**Chief Executive** – Charles Badenoch

**International Programmes**

**Director** – Justin Byworth

**Head of Regional Programmes** – Steve Travis

**Technical Support Manager** – Clive Bacon

**Head of Programme Resources Support** – David Coates

**Head of Humanitarian Emergencies** – Ian Gray

**People and Culture**

**Director** – Richard Marshall

**Head of Organisation Development** – Nick Wright

**Head of Human Resources** – Betsy Osborne

**Marketing**

**Acting Director** – Tim Gray

**Head of Specialist Relationships** – Lynne Morris

**Head of Consumer Marketing** – James Mooring

**Head of Supporter Development** – Mathew Neville

**Head of Corporates** – Paul Marko

**Head of Supporter Care** – Sharon McLeod

**Communications**

**Associate Director, Communications** – Kate Nicholas

**Media & Public Relations Manager** – Janet Malcolmson

**Digital Media & Publications Manager** – Ken Punter

**Finance, IT and Central Services**

**Director** – Sarah Powley

**Head of Finance** – Jonathan Bailey

**Head of Information Technology** – Andrea Spurdle

**Central Services Manager** – Ian Turvey

**Advocacy**

**Director** – Michael French

**Head of Public Affairs & Campaigns** – Patrick Watt

**Head of Policy and Research** – Kate Laburn-Peart

## **Note**

The Board of directors represent the World Vision UK legal directors (page 2). Principal Officers above are referred to as directors for internal purposes.



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