

Every Child Free From Fear

WorldVision UK Trustees' report and accounts
for the year ended 30 September 2015



World Vision®



EVERY CHILD FREE FROM FEAR

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

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

Our local staff work in numerous communities across the world. They are familiar with the stories of the children they support – children like Fatmata and Abishek, whose stories you can read on pages 13 and 15 of this *Report*. They live and work alongside these children, their families and communities to help change the world they live in for good.

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

World Vision UK is part of the World Vision Partnership, which works in close to 100 countries serving all people, regardless of religion, race, ethnicity or gender.

As a charity, our activities must be carried out for the public benefit. This report outlines specific activities – based on our 2011/15 strategy – which were undertaken for this purpose during the financial year ended 30 September 2015 under four priorities:

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



OUR VISION

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

OUR MISSION

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

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OUR GOAL

To be transforming the lives of eight million children around the world by 2015.

OUR VALUES

The core values that guide our behaviour are:

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

Five years of transformation for children: World Vision UK in 2015

Five years ago we launched a new strategy with the goal of reaching eight million children by 2015. It was a daunting target – but with God's guidance, the unwavering dedication of our staff and your support, we surpassed this number and actually transformed the lives of 9.1 million children.

During 2015, we saw hope triumph over fear time and again. And as our income and number of overall sponsors grow, our hopes for the future are higher than ever. In November, we celebrated the end to the worst Ebola outbreak ever seen when the World Health Organisation declared Sierra Leone to be free of the virus. We were in Sierra Leone before this crisis began and, as the situation continues to evolve and the aftermath of the disease unfolds, we will continue to support communities there into the future, praying for God's protection over its people. We were proud to receive a Humanitarian Hero award at the Bond International Development Awards for our role in coordinating efforts to eradicate the disease.

Our teams brought life-saving support to children and their families in emergencies in 23 countries this year. From the earthquake in Nepal to the ongoing Syrian refugee crisis, we've been there to bring food and shelter, to bring safety, to bring the hope of a new start.

In a crisis, we respond fast. But we know that real transformation takes time. That's why our sponsorship programmes work with a community for an average of 15 years, aiming to leave only when the community has

grown healthier, stronger and more self-sustaining. During 2015, ten of these programmes came to a close – an unprecedented number. We've seen real change take root in these communities, and an amazing 340,000 children's lives transformed. And we hope that, through our work in these places, we have borne faithful witness to God's love.

While we've directly touched the lives of millions of children, we know we can bring hope to many more. We're using our increasing influence to tackle the underlying causes that keep children living in fear. This year, we've helped advance efforts to end child labour and sexual violence in conflict, and ensure the needs of children figure prominently in the new Global Goals.

None of this would be possible without the generosity of our supporters. This year for the first time since the economic downturn, more sponsors joined us than left. The British public also responded generously to emergency appeals for the Nepal earthquake and the Ebola epidemic. We're hugely grateful to those of you who have given your support.

We also had our most successful year ever for grants, being awarded just under £44 million by government and other institutional donors. This enabled us to improve the health of children and mothers and protect children in the world's hardest places on a scale we could barely have imagined just a few years ago.

During 2015, Tim Pilkington became our new Chief Executive and Anna Laszlo was welcomed as our new Chair. Under their leadership, we look onward to building on the firm foundations laid over the past five years and will continue to bring God's love to many more children in the years ahead.

MAIN IMAGE: In Armenia, Vahag, 9, plays close to his home. With our support Vahag's older sister is now able to provide for him and his siblings while their mother works in Russia. ©2015 Laura Reinhardt/World Vision
PREVIOUS PAGE: In Ethiopia, boys stand and admire the view of the Antsokia Valley. ©2014 Alexander Whittle/World Vision



From the Chief Executive

It has been a huge privilege for me to step up and become Chief Executive. The opportunity this gives me to bring together my Christian faith with our work to help so many children has provided me with the most challenging and rewarding period of work I have ever experienced.

I visited refugee camps in Jordan and heard first-hand about the appalling situations that have caused families to flee Syria. I was struck that the children I met were not that different from mine and saw an unquenchable spirit in them that I believe is in us all, as a result of having been made in God's image. I left impressed by the amazing work being done by our highly committed staff – not just in supporting people, but also feeling that the overall situation would get worse before it got better. This is what we have seen, forcing refugees into Europe, where we also provide critical support for desperate people in transit.

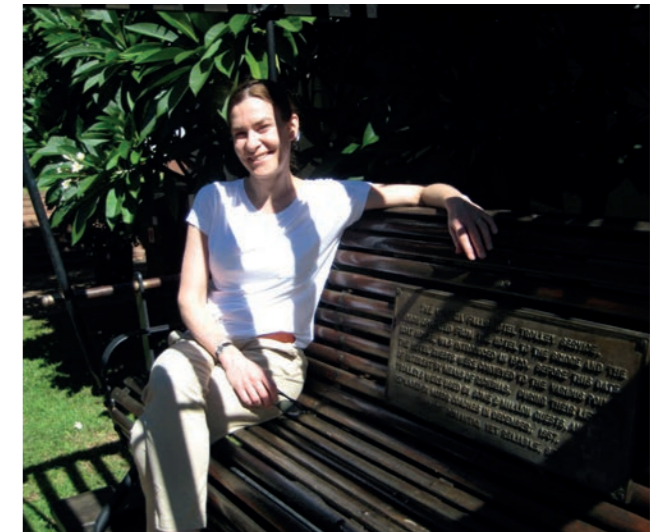
In Senegal I saw how our long-term development work delivers sustainable change over many years. This was hugely encouraging and, while desperate poverty remains, I saw development at its best where communities are equipped to make their own choices and move forward.

As we move into 2016, when we undertake a strategic review, I am committed to sustainably increasing the impact we have together for children.

Tim Pilkington

Tim Pilkington, Chief Executive

ABOVE LEFT: In Senegal, Lemou (black top) told Tim about the difference our work is making to her and her family. ©World Vision
ABOVE RIGHT: Anna Laszlo, Board Chair.



From the Board Chair

2015 was a year of globally significant milestones and one in which the Millennium Development Goals (MDGs) reached their term – thankfully, with much to celebrate, but also leaving much to do. The new Global Goals were agreed and replaced the MDGs. In Paris, world leaders came together to agree action on climate change. It was also a year in which the Syrian refugee crisis brought the fragility of our world not just to our screens, but right to our doorsteps.

We've been deeply engaged in all of these areas and have continued our work in some of the most fragile and desperate areas of the world – drawing on our grassroots experience to advocate in global debates and policy-making to ensure the needs of the most vulnerable are met. We worked in places where need has been highly visible: in Nepal following April's earthquake and in Sierra Leone on the Ebola crisis. We've also supported thousands of children affected by conflict in the Central African Republic and in Mali, and many other communities elsewhere whose devastating situations haven't been highlighted by our media.

2015 also saw our own five-year strategy, with the headline goal of transforming the lives of eight million children, come to term. We give such thanks to God that this has been achieved – and are hugely grateful to our supporters. I pay tribute too to the skill and dedication of our staff and partners, and to the commitment of my colleagues on the Board, in meeting this goal.

I hope you will be informed and inspired by what you read in this Report and continue to walk with us as we carry on with our work transforming the lives of more vulnerable children living in the world's hardest places.

Anna Laszlo

Anna Laszlo, Board Chair



A lasting transformation

In 2015, we said a fond farewell to ten of our communities. Here we profile our longest-running programme, Rattanak Mondol in Cambodia.

When we arrived in Rattanak Mondol in 1992, the area we encountered was then a very different place from the hopeful, healthy community we've just said goodbye to. In our time there, we've been blessed to see children's lives transformed in a number of ways.

Education: When our programme began, the community placed little value on education. Less than a third of children could read, write or do maths at the expected level for their age. Today, that proportion has more than doubled. More children come to school, and more go on to secondary school. And at eight children's clubs, children learn about life skills, including standing up for their rights.

Healthy mothers, healthy children: When we first started working here, fewer than one in ten expectant mothers attended a health check. Now nine out of ten come to health centres for at least three checks and 93 percent choose to give birth with a trained birth attendant present, greatly reducing the risk of complications and infections. And almost all mums give their babies the best possible start by exclusively breastfeeding for the first six months.

Nutrition: When we arrived in Rattanak Mondol, few children were getting enough nutritious food. Now young children get doses of essential vitamins, and the local mothers' support group gives advice on cooking nutritious food. They also know how to spot the signs of malnutrition and how to treat acute cases; although these are now rare.

Water and sanitation: We've dug 59 wells and installed 225 water filters, so nearly all households now have safe water to drink. All schools now have toilets and children and their families have got into the habit of washing their hands

regularly. As a result, cases of diarrhoea – which used to be one of the main reasons children missed school – halved between 2009 and 2014.

Livelihoods: From increasing yields by learning new techniques to branching out into new crops, poultry and fishing, families have increased food production and incomes. They've been helped by savings and loan groups, funded by children's sponsors. As well as supporting their own families, the community use some of their extra earnings to support orphans and other vulnerable children.

People have seen how life has changed for the better over the past 23 years, and are ready to build on the foundations that we've laid. Sponsored children in Rattanak Mondol have grown up to become teachers, health workers and community leaders. Some are now parents themselves. Thanks to the lasting legacy of our work, their children will grow up with a real chance of living life in all its fullness.

* During 2015, we also said goodbye to nine of our other communities at Chowfaldandi in Bangladesh; Samaki Meanchey in Cambodia; Lideta in Ethiopia; Daringbadi, Nirman and North Tripura in India; Winam in Kenya, Hlaingtharyar West in Myanmar; and Kodumela in South Africa. Most of our programmes ran for around 15 years, helping to transform the lives of 340,000 children.

ABOVE LEFT: Sokea, 13, Sotheary, 12, Makara, 12, and Bunnarith, 12. **ABOVE RIGHT:** The Mothers' Support Group. **OPPOSITE TOP LEFT:** Phearim, 15. **TOP RIGHT:** Uy, 63. **BOTTOM LEFT:** Srey, 12. **BOTTOM RIGHT:** Sreyrath, 23. All members of the Rattanak Mondol community. ©2014 World Vision





Every child free from fear

In 2015, our supporters enabled us to make a positive impact in the lives of more than four million children living in the world's hardest places.

Transforming the lives of children lies at the heart of our work, as we strive to help children enjoy life in all its fullness. Not only because we know it is children who particularly suffer from poverty, conflict and disaster; but because by working with children we know we can bring about lasting change. By banishing fear and bringing real hope to millions of children growing up in the world's hardest places, we can help them shape a better future for themselves and future generations for good. We achieve this by enabling long-term change, giving children a voice and responding to emergencies. However, due to the nature of our work, we also benefit the lives of the families and communities in which these children live. In 2015 our work additionally impacted three million adults, bringing our total beneficiary number to seven million.

Enabling long-term change

Lasting change requires sustained commitment. That's why we focus on long-term projects called Area Development Programmes (ADPs), where we work with communities in chosen areas for 12-15 years. Projects include ensuring children are protected, healthy and in school, helping families secure better livelihoods, and enabling communities to withstand and bounce back from conflict and disasters. By the time we move on, communities are equipped and continue to develop their own way out of poverty. A great example of this in action can be seen in our profile on the Rattanak Mondol ADP in Cambodia on page 4.

LEFT: Rabiadou, 12, had been living in a camp after her family fled conflict in the Central African Republic. Her father was separated from the family because the camp was too small. Now Rabiadou's family and her father are reunited in one of our camps that offers better conditions, as well as a school. © 2015 Bruno Col/World Vision **TOP RIGHT:** In rural India, many parents have received a cow so they can sell the milk for income – now children like Shubham, four, are free from the fear of hunger and are growing stronger every day. © 2015 Annila Harris/World Vision **BOTTOM RIGHT:** Kolliel (back row, blue shirt) joined one of our youth clubs in Cambodia. "When I joined... I changed my behaviour. Children learn about their rights. They discuss problems in the community and offer solutions," he says. © 2015 Laura Reinhardt/World Vision

Giving children a voice

Children have a right to be heard and to have a say in the issues and decisions that affect them and their communities. We speak up for children and give them a voice – we call this advocacy. By using our influence and global reach, we make sure that children, when they can't be there themselves, are represented at every level of decision-making, from community meetings to international summits. And by educating children about their rights, we help them to speak up for themselves. See pages 33 to 35 to find out how we helped children's voices be heard around the world in 2015.

Responding to emergencies

Conflict and natural disasters affect more than 250 million people around the world each year, hitting children the hardest. With 44,436 staff based in nearly 100 countries, the World Vision Partnership is able to step in quickly when disaster strikes. Within hours, we are on the ground providing essentials like food, water and shelter, and creating safe zones for vulnerable children. And we stay to help communities recover long after the eyes of the world have moved on. Find out more about the children and communities affected by emergencies that we responded to in 2015 on pages 12 to 15.

Bringing hope to millions in 2015

4,037,779

children reached in 2015, including:

1,870,531

children who were supported during emergencies by our humanitarian work

1,124,878

children who benefited from our health programmes

41,210

children who were made safer as a result of our child protection work



MAIN IMAGE: Suyita, 12, plays with her sister at a Child Friendly Space we provided after the earthquake in Nepal. "I feel safe playing [here] with my sister and friends," she says. ©2015 Crislyn Felisilda/World Vision



WORLD VISION UK PROGRAMMES

In 2015, we funded development and emergency programmes and projects in 38 of the countries where we work.



WORLD VISION PARTNERSHIP

World Vision works in federal partnership in almost 100 countries across the world.



Priority One

Evidence of real change for children

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

THE CHALLENGE

Despite the huge progress we have made over the past few decades to transform the lives of children living in the world's hardest places – including improved access to education and reductions in the numbers of children dying – many people are still left behind. In particular, those living in places hit by conflict, natural disasters and political upheaval are often cut off from the support and the structures that can help them rise out of poverty. Without further action, children across the world will continue to go to bed hungry, continue to work instead of going to school, and continue to endure poor health and growing inequality.

WHAT WE AIMED TO DO BY 2015

We believe that every child is known to God and every child is important. When we launched our five-year strategy in 2011, our aim was to be transforming the lives of eight million children – including some of the most vulnerable, in the most difficult places – by 2015. Since 2011, we have reached around 9.1 million children, exceeding our target by 14 percent.

In 2015, we reached and brought hope to more than four million children through our work. This was lower than in 2014, despite increasing the amount we spent on charitable activities by £17.6 million (30 percent more than 2014). This reflects the nature of the different programmes we funded. Factors such as remote geography or the fragility of the context in which we work may make it more expensive to reach large numbers of children. Programmes also vary in how deeply they impact on children, with some working more intensively but with fewer children. Working in the world's poorest, most fragile places, we've concentrated on child protection, humanitarian action,

child health and nutrition, and empowering communities to be resilient and to demand access to basic services. Protecting children continues to be a unifying theme addressing issues such as child marriage, child labour and the effects of war and conflict. This is fundamental for children to grow up healthy, hopeful and free from fear. Our approach involves working closely with local people, often joining with faith leaders and community groups to engage their congregations.

Beyond 2015, our challenge, like the aims of the new Global Goals and the Millennium Development Goals that preceded them, is to continue to tackle the root causes of inequality, injustice and poverty. We will ensure that all vulnerable children, wherever they live, are at the heart of the change that will transform their lives.

We will also continue to ensure our impact is sustainable and that our long-term projects (which we call Area Development Programmes) bring lasting change to the children and communities we work for, so that when we leave them, typically after 15 years, not only have we made a lasting difference, but communities continue to prioritise the wellbeing of their children. As a number of our communities reached this stage in 2015 and more prepare to close in 2016, we have chosen not to open any new programmes, but rather to move sponsors to support existing ones, allowing us to further deepen our impact in those communities.

LEFT: In Ethiopia, Dagim, 5, drinks a glass of cool, clean water. With our support, Dagim's mother has recently learned how to keep her family's drinking water safe. ©2015 Kelley Lynch/World Vision

What we've achieved this year

1,870,531
children supported during
emergencies

From war and disease to floods and earthquakes, crisis followed crisis this year. We responded to **emergencies in 23 countries** – bringing life-saving support, keeping children safe and helping people to rebuild their lives.

Ebola crisis, Sierra Leone: On 7 November 2015, the World Health Organisation declared Sierra Leone Ebola-free, marking an end to the worst outbreak of the virus in history. Our teams on the ground made a crucial contribution, bringing potentially life-saving interventions to 1.56 million people while helping to coordinate a strategic, countrywide response to containing and eradicating the disease. Our work in Sierra Leone was recognised with a Humanitarian Hero award from Bond, the UK membership body for international development organisations.

Supported with funding from the Department for International Development (DFID) and the Disasters Emergency Committee (DEC), we trained 1,020 healthcare professionals and 950 community health workers in Ebola prevention and distributed 5,379,850 items of personal protective equipment (including suits, gloves, face masks and

goggles) to protect health workers. In partnership with CAFOD and the Catholic Relief Service, we trained 730 burial workers who conducted 30,026 safe burials, keeping the infection contained. We also worked with faith leaders who became strong advocates for safe and dignified burials and challenged the stigmas around the virus. For families in quarantine, we provided food, disinfectant and protective gear.

As always, children were at the centre of our work. When schools were closed, we helped 30,000 pupils continue their education by supporting the Ministry of Education to provide radio classes. We trained community groups to support children: over 3,000 had visits from volunteers, helping them cope emotionally and physically with losing family members and giving vital information on how to keep safe. We also set up children's clubs to share information on preventing and responding to Ebola, supporting friends and children's rights.

Since Sierra Leone was declared Ebola-free, new cases have been recorded. However, we remain in the country and continue to provide ongoing support for children and communities as the aftermath of the epidemic unfolds.



Fatmata: happy to be back in school

"I was happy when my school was reopened and I wasn't scared to go back... I like going to school."

Fatmata, 10, lives in the Bo district of Sierra Leone, which was badly affected by the Ebola outbreak in 2015. Here, in her own words, Fatmata shares how we helped support her and her family through the frightening days of the crisis; helping Fatmata keep up with her studies.

"Before Ebola came to my country, my life was very different from now. I always loved going to school. I put my books in a small black backpack and walked for 30 minutes with my friends. I loved English class the most. If I speak English well, I can be someone important when I'm grown up.

"I was so scared when Ebola came to Sierra Leone. My mother's sister died of Ebola. She lived across from us and I became even more frightened. One of my friends, Jebbeh, died as well. I was so sad. We used to play together, but I didn't want to think about it because it's sad.

"It was very hard for me when my school closed. I practised my lessons at home, but it was difficult and I was always afraid that Ebola would come to my house.

"Then World Vision gave me a small, red radio. When I wasn't allowed to go to school I listened to lessons on the radio."

Eventually, as the virus waned, life started to return to normal.

"I was happy when my school reopened and I wasn't scared to go back. I needed a new uniform, books and notebooks and also money for lunch every day.

"My days are long when I go to school. I get up early to fetch water for my family. I walk to the well to fill buckets that I carry back to the house. The well isn't very far. I also sweep our compound and help my mother clean up. Then I clean myself and put on my uniform. I eat rice for breakfast every day. I like going to school!"

ABOVE: Fatmata smiles. She is happy to be back in school learning again. ©2015 Stefanie Glinski/World Vision

OPPOSITE: In Sierra Leone, Omaru (left) and his sister Francesc hold up the solar powered radios they used to tune into lessons, which were broadcast while their school was closed during the Ebola crisis. ©2014 Sahr Ngaujah/World Vision



Emergencies (continued)

Syrian refugee crisis: The Syrian refugee crisis continued to make the headlines during 2015, as tens of thousands of people made the treacherous journey across the Mediterranean or through the Balkans in the hope of finding safety in Europe. But it's a crisis that's been unfolding for five brutal years, affecting millions of people. We've been on the frontline throughout, bringing food and water, healthcare and sanitation, clothing and household items, as well as places where children can feel safe and have the chance to play and learn.

As the number of refugees increased dramatically, our commitment remained firm and unwavering. This year, we supported approximately 356,650 affected people and worked with host communities, particularly in Lebanon, to cope with the huge influx of refugees. The international World Vision Partnership as a whole has supported two million affected people in Syria, Jordan, Lebanon, Turkey, the Kurdish region of Iraq, Serbia and elsewhere in Europe.

Nepal earthquake: In April 2015, two huge earthquakes devastated Nepal. They were a shock, but no surprise: we've been working with communities in Nepal for many years, helping them prepare for just such a disaster. Within six months, our response reached 229,000 people. This included providing 23,745 people with 1,655,100 aqua tabs for clean water; more than 100,000 roofing sheets and tarpaulins to provide temporary shelter for people whose homes were destroyed. We also set up 8,214 temporary learning centres so children could continue with their education and helped almost 20,000 families to rebuild their livelihoods.



Gaza: The effects of the 51 Day War in 2014 continued to bring further trauma to the children of Gaza. We helped bring some respite to 3,400 children, mothers and babies by setting up five new Child Friendly Spaces, and gave counselling to 6,114 women and children. More than 100,000 people lost their homes as a result of the conflict. With money donated by the British public through the DEC appeal, we've helped improve hygiene conditions for 51,305 children and families, provided emergency food for 9,960 people and provided 1,000 families with winter kits including blankets to protect them from the cold.

Heading off the next crisis: We've been developing tools that help us identify the most likely scenarios to arise in conflict situations. This helps us reduce the risks that children and families caught up in these situations face, and means we're ready to respond if we're needed. One potential flashpoint this year were the elections in Burundi; from our analysis of the situation, we were able to make 1,200 emergency kits available for 6,000 internally displaced or returning people.

OUT OF THE SPOTLIGHT

Not all crises make the headlines, but, where possible, we're there to support children affected by the desperate situations often neglected by the rest of the world.

In the Central African Republic, ongoing conflict has left over 2.7 million people – more than half the population – in need of aid, with nearly one million having fled their homes. We've been providing life-saving assistance – including providing emergency food to 2,441 children through schools – and helping people rebuild their livelihoods. In Mali we distributed essential household and hygiene items to 883 families who had to flee their homes because of ongoing civil conflict.

We supported 38,371 people hit by cyclones in the Philippines, the Solomon Islands and Vanuatu, and 1,209 who lost their homes to flooding in Tanzania. In Columbia, we set up four Child Friendly Spaces to provide support for 609 children and adolescents affected by landslides, and got parents, teachers, volunteers and the local authorities involved too.

LEFT: Pratickcha uses one of our taps to access water after the earthquake in Nepal left her village without supplies of fresh water. ©2015 Sunjuli Kunwar/World Vision



Abishek: longing to feel safe again

“Before the earthquake my school made me feel safe but now it is not safe... I am scared at night.”

Six-year-old Abishek was at home when a magnitude 7.8 earthquake hit Nepal on 25 April 2015. In his district almost 3,500 people died. Abishek lost not only his home, but also his grandmother and his sense of security.

“I was in my uncle's house playing. The building started shaking. My brother yelled, 'It's an earthquake!', and told me to run out of the house. While I was running, I fell down and the stone from the walls of the house fell on my head and hit me.

“My head got hurt and it started bleeding, the blood fell on my shirt. It was hurting a lot but I am a brave boy, I didn't cry.

“We don't have a house [now], we live in an open area and my school is closed. It was going to open soon but there was a second earthquake; the first earthquake made some cracks in our school building but the second earthquake destroyed the whole building.

“Before the earthquake, my school made me feel safe but now it is not safe. I fear the earthquake and I am scared at night. I feel the earthquake will come again and we will die.

“I hope that my [new] school will have a big playground where I can play games with my friends. I want my new school building to have toilets, taps for drinking water and lots of playing materials.”

In the aftermath, Abishek's family were among many who received practical help from us, including shelter kits, household kits and hygiene kits. We also set up Child Friendly Spaces where children can play and learn until their school is rebuilt.

While there is still work to do in Nepal, we remain in the country supporting children like Abishek, so they can start to feel safe again as life returns to normal.

ABOVE: Abishek stands where he was on the day the first earthquake struck. ©2015 Annila Harris/World Vision

1,124,878

children got a healthier start in life

The first few years of a child's life can make all the difference to their future. During 2015, our health and nutrition programmes helped to transform the lives of 1,124,878 children*. On average, over the last four years, we have achieved the following: 23 percent more newborn babies were exclusively breastfed in 11 of our programming areas; the number of underweight children fell by seven percent in nine of our areas; and with 29 percent more women giving birth with a trained attendant in eight of our programming areas, more babies survived and received better care after delivery.

Nutrition: The effects of malnutrition early in life can impact children throughout their lives – which is why making sure young children and their mothers get enough nourishing food is one of our top priorities. In some regions, food shortages are an ongoing threat. While we're working with communities to make food supplies more resilient, we're also supporting local health services to detect and treat cases of acute malnutrition. For example, in Turkana in Kenya, 6,345 children and 2,181 pregnant and breastfeeding women received treatment for malnutrition, as did 1,298 children and 864 pregnant and breastfeeding women in Isame and Sirba in Niger.

Maternal, newborn and child health: As part of our partnership with DFID, we reached 43,966 children aged under two and 31,799 pregnant and nursing mothers. Giving mothers the support they need to care for their newborn children is critical. In Bangladesh, 240 women were trained as skilled birth attendants, helping to reduce the numbers of babies and mothers dying or becoming injured.

Engaging whole communities in healthcare: We aim to create lasting improvements in children's health – and we can only do this when the community is involved. We've worked with local health units and community groups – including faith-based organisations and mothers' and men's groups – to challenge attitudes and habits that prevent people from seeking medical help or taking basic steps to protect themselves and their families.

We've also worked with communities to improve links with local governments and national health ministries. In the Democratic Republic of Congo (DRC), we helped 169 communities receive the health budget they're entitled to. In Kenya and Sierra Leone, we've supported local people to stand up for their rights to good quality services: one community, for example, lobbied local government to improve vaccine storage in eight health facilities.

*The number of children benefiting from our health programmes dropped in 2015. This was because a couple of our grant-funded projects, which reached a significant number of children, came to a close. Numbers change every year because the amount of children we reach varies as grant-funded projects conclude and new ones start.



Harriet: enjoying better health

“My happiest day was when the machine came to drill that borehole, I was so excited.”

Before we set up a borehole, Harriet, 10, from rural Zambia used to drink dirty water. For years she suffered with stomach pain and illnesses so bad they left her bedbound and stopped her going to school.

Now Harriet can drink safe clean water she is free from the fear of getting sick when she drinks. Here she tells us about the difference having clean water has made to her life.

“The water we used to drink had small worms in it. The water was dirty because sometimes we would find dead rats in there and after removing the dead rats the fur would remain in the water. Mum had to sieve it.

“Whenever I missed school, I used to feel bad. I don't like missing classes. I am now all right. I don't drink dirty water.

“I didn't think we would ever have a borehole here. I thank World Vision very much. I did not like drinking dirty water which had a lot of horrible things in it. I went there to watch it (the borehole) being drilled the entire afternoon.

The first time I drank clean water was when we went to Bulambo for church this year. The water there tasted nice, it was different from the water we used to drink.”

Harriet's mother, also called Harriet, shares the same joy about now having clean water to drink.

“Now I believe that our survival was truly by God's grace. The water we used to drink was dirty. We would still drink the water even after fishing out dead lizards, frogs and other small animals that used to die in there. We often had to seek medical help and sometimes were admitted to hospital as a result of diarrhoea.

“It is now, after World Vision trained me in hygiene, sanitation and how water gets contaminated, that I realised our water was the reason for the sickness which almost claimed my children's lives. I am so thankful to World Vision for giving us water. May God bless you.”

During 2015, our water and sanitation programmes brought clean water and better sanitation facilities to more than 500,000 children just like Harriet.

ABOVE: Now that Harriet has clean water to drink, she is happier and healthier, and able to attend school more regularly. ©2015 Collins Kaumba/World Vision **OPPOSITE BOTTOM LEFT:** A baby's weight is checked at a health centre in Niger. ©2015 Joelma Pereira/World Vision **BOTTOM RIGHT:** In Bangladesh, Eti, holds her newborn baby daughter Puja. ©2015 Richa Silvia Biswas/World Vision





ABOVE: In India, 14-year-old Rohit, who has special needs, is a member of one of our children's clubs. Rohit has learned about his right to an education and represents other children with special needs at his local state forum where he stands up for their rights. ©2014 Annila Harris/World Vision

41,210 children are safer

While all of our work helps to protect children living in the world's hardest places, some of our projects place greater emphasis on protection itself. For example, protecting children from specific threats like early marriage, female genital mutilation (FGM) and harmful labour. We only run these programmes in countries where these threats are the greatest and where children require additional protection. During 2015, our child protection projects ran in 12 countries and helped protect 41,210 children. Instead of living in fear, these children are now:

- **Free to speak out:** In protected environments, we continued to support children and youth involved in our programmes to stand up for their rights. (See page 33 for further details.)

- **Free to protect themselves:** We trained 48,898 children – including an estimated 1,995 children with disabilities – in life skills that have helped them become more engaged in community life, exceeding our target of 44,500*.
- **Free from traditional harmful practices:** We conducted research in Nepal and Uganda to better understand how attitudes towards traditional harmful practices – such as FGM, early marriage and child labour – can be changed; enabling us to protect more children. In Nepal, for example, there was an estimated 60 to 80 percent fall in child marriages in communities where we work. Our Channels of Hope work is also helping us change traditional beliefs and attitudes that can harm children.

* Numbers quoted refer to the time period April 2011-March 2015.

CHANNELS OF HOPE

Through our Christian faith, we're inspiring faith leaders to free children from fear in their own communities.

Traditional attitudes and beliefs can often be harmful to children – from an acceptance of early marriage and FGM to the stigma surrounding HIV and AIDS. Faith leaders hold significant power in their communities to either challenge and change these attitudes – or uphold the status quo.

Our Channels of Hope programme engages and motivates faith leaders to tackle the issues that harm children. We've worked successfully with different Christian denominations as well as with Muslim communities and in mixed Christian-Muslim contexts, covering HIV, AIDS, the health of mothers and babies, gender, Ebola and child protection.

The results can be seen in Chingale and Namachete, two communities in Malawi where we piloted our child protection training with funding from DFID. In these areas, traditional attitudes didn't value children's protection and rights. Many children worked or married

young instead of staying in school. Harsh physical punishment of children was also commonplace.

Channels of Hope workshops acted as catalysts for change, influencing the attitudes of many faith leaders and helping them engage with their congregations to do the same. During sermons and in church groups, some people came to recognise their shared responsibility for looking after children in the community – to ensure that all children went to school and were protected from abuse, forced labour, early marriage and corporal punishment. Many faith leaders set up community action groups or worked with existing women's and youth groups to help make this a reality, and forged new links with government bodies, child protection committees, the police, social workers and teachers. One community even established a by-law banning early marriage, protecting more girls and enabling them to stay in school.

BELOW: In Malawi, a pastor involved with our Channels of Hope work, speaks with members of his congregation. ©2015 World Vision staff





Lee-Ap: growing up too soon

“When [my mother] was away I fetched the water, did the cooking, the dishes, laundry and cleaned the house.”

Lee-Ap*, 13, lives in Cambodia. Her father died when she was 11. To find work, Lee-Ap’s mother had to move away from home. In the two years that followed, Lee-Ap was head of the household, often for months at a time. This involved looking after her three little sisters, missing school and experiencing the fear and responsibility that no child should.

Here Lee-Ap describes what life was like, while her mother worked away, before we helped her find safety and return to school.

“When [my mother] was away I fetched the water, did the cooking, the dishes, laundry and cleaned the house. I looked after my younger sisters who were then one, five and nine. My mother asked me to stop going to school to look after them while she was away.

“I felt scared at home – especially when it was dark. I was very frightened. At night, alone in the house with my sisters, I felt scared of strange men and ghosts and stuff. I missed my mother and I was scared that people would take me away. I feel sad and miss my mother very much.

“I felt very unhappy not going to school – especially when I saw the other children going to lessons. But when my mother came home for a brief visit, a World Vision worker persuaded her that it was important for me to go back to school.

“She agreed that I could go back to school and asked my aunt to let me and my seven-year-old sister live with her. My other sisters now live with an uncle.

“Now I live with my aunt, I feel safer but as my mother is still working far away, I still feel sad.

“At school I like maths best. During break times I like reading books in the library and playing with my friends. I like skipping rope and jumping strings of rubber bands.

“Every afternoon I work filleting fish for a local business to save money for my studies. I put about 30 US cents in my piggybank each day to save for my future. I don’t want to make life difficult for my mother so I am saving so that I can continue at school. I want to study to become a teacher but my mother wants me to stop at Grade Six because she can’t afford it.

“My dream is to be able to finish my schooling and get a good job.”

New livelihood projects are being set up in Lee-Ap’s village. It’s hoped that Lee-Ap’s mother will be able to find work there and no longer need to live away from home.

*To protect her identity, Lee-Ap is an assumed name.

ABOVE: Now Lee-Ap can be a child again, she can go to school and has hope for the future. ©2015 Alexander Whittle/World Vision

ABOVE: In Chad, Herbert holds up his immunisation card that shows he is now protected from many diseases, including tetanus and measles. ©2014 Djimte G. Salomon/World Vision

Focusing on the poorest, most vulnerable children in the poorest, most vulnerable places.

We continued to focus on children living in places where need is greatest. In 2015, 88 percent of our child beneficiaries were in fragile countries, with 12 percent in the 10 most fragile countries where we work: Syria, South Sudan, Somalia, Central African Republic, Afghanistan, Sudan, DRC, Pakistan, Chad and Mali. We spent £16.4 million or 29.7 percent of our field expenditure in these most fragile contexts.

Demonstrating the impact we’re having on children’s lives

Our 2015 **Impact Report** shares the real differences we bring to children’s lives. It shows how we capture evidence, evaluate and improve our programming to help ensure we reach as many children as possible. Highlights from some of our child health programmes, over an average period of four years, showed that:

- 29 percent more women gave birth accompanied by a trained attendant in eight of our programme areas.
- 23 percent more newborn babies were exclusively breastfed in 11 of our programme areas.
- 15 percent more children in 12 of our areas were immunised.
- The number of underweight children, in nine of our programmes fell by seven percent.

These are just some of our key results. To download our **Impact Report** and watch our video, visit www.worldvision.org.uk/our-work/impact.

DEFINITION OF FRAGILE CONTEXTS

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

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

BELOW: In Afghanistan, baby Belal, who once had acute malnutrition, smiles at his grandmother. ©2015 Narges Ghafany/World Vision



Priority Two

A transformed supporter experience

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

THE CHALLENGE

When our supporters entrust us with their donations, we have a responsibility to be good stewards of these resources and to help supporters see the depth of the impact they're having. Transparency and accountability are vital, but we want to go further. We want to use our grassroots presence in communities to bring supporters a unique insight into the lives of the children they are helping. So they know that they're not just giving money towards a distant cause – they're bringing real hope to the lives of children in practical, concrete ways.

WHAT WE AIMED TO DO BY 2015

- Find compelling ways to communicate the impact we've made to different audiences, from individual supporters to government departments.
- Enable closer interactions between people in the UK and the children and communities they support. By embracing new technologies and creating innovative communications we have been able to inspire our supporters.



MAIN IMAGE: In Zambia, six-year-old Rosemary opens her Christmas card from her sponsor. "Thank you for your love" she says.
©2015 Kwenda Paipi/World Vision

What we've achieved this year

We've transformed our sponsorship communications

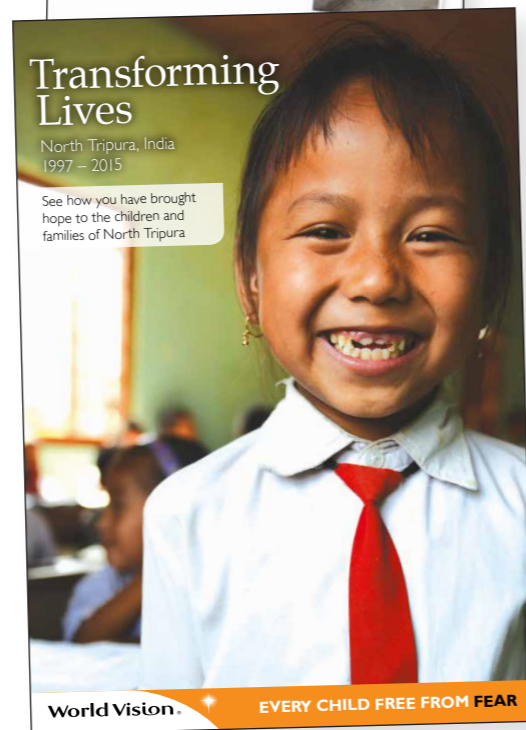
In 2015, we continued to strengthen the connection between supporters and their sponsored children by finding new ways to communicate and share experiences.

My Sponsorship: Our online portal is forging stronger connections than ever between supporters and children. All new sponsors now receive a personalised greetings video from their sponsored child and a video welcoming them to the child's community. The site also features regular photo updates from all communities and video updates from 21 areas to date. We've also added features that make it easier for sponsors to stay in touch with their sponsored child. During 2015, almost 11,000 supporters registered on the site, and the feedback has been fantastic:

- "I cannot thank you enough for this wonderful video. I have sponsored children through World Vision for 35 years and this is the first time that I really felt that I had a window into the child's world. I literally cried with pleasure."
- "I can see Chris [my sponsored child] as he is today and his friends, school and community. I love that. He isn't now just a name on a sponsor form... he is part of our family and I can share his news and update with my family and church community."

Sponsorship updates (*The Seed*): We've revamped our sponsorship updates so now supporters receive a unique, personalised insight into their sponsored child's progress and developments in their community. In them, we don't just explain how a sponsor's money is spent; we demonstrate how they personally are changing a child's world through the love and support they bring.

Saying farewell: The end of a programme can be a sad time for supporters who form a strong bond with their sponsored child – although, of course, the fact that a child and their community no longer needs our help is cause for joy. For each of the 10 projects that came to a close this year we sent sponsors of children involved a special report, which showcased how these communities had transformed themselves during the time we spent with them. Some sponsors also received a farewell video, featuring some of the success stories, emphasising how they had made it all possible. We're truly thankful that more than 80 percent



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



ABOVE: In South Sudan where conflict has severely disrupted children's lives, Raw Hope supporters have helped children like Nymal, 13, whose father is missing, find food, clean water and protection. ©2015 Jon Warren/World Vision

of these supporters chose to continue their sponsorship, giving another child a chance to live life free from fear.

Telling stories: Our storyteller, Steve Richards, created new worksheets that help sponsored children share more about themselves. During 2015, these were sent to 27,000 sponsors, providing them with a unique insight into what life is really like for their sponsored child. Children and sponsors found it such a rewarding experience that we plan to send out even more in 2016.

Thank you events: During 2015, we held 11 thank you events for our long-standing supporters, including in St Paul's Cathedral and Liverpool Cathedral. These were a chance to celebrate the huge impact their support has had, and to introduce the idea of leaving a legacy to World Vision in their Will. World Vision Ambassadors spoke movingly about their experiences of child sponsorship. Marilee Dunker Pierce told the story of how her father, World Vision's founder Bob Pierce, was inspired to help children living in the world's hardest places, reminding supporters that "World Vision started with one man helping one child in one country with just \$5".

SUPPORTERS MAKING ALL THE DIFFERENCE

Emergency appeals: In another year that saw many emergency situations around the world, our supporters responded with outstanding generosity. Our crisis appeals for people affected by Ebola in Sierra Leone, Cyclone Pam in Vanuatu, the Nepal earthquake and the ongoing refugee emergencies, generated £1.5 million. Without our supporters, we could not have helped save and protect almost two million children affected by emergencies or contributed to supporting children, their families and communities impacted by the Ebola outbreak in Sierra Leone.

Raw Hope: Almost 5,700 of our supporters donated £563,000 to help save and protect children living in the world's most dangerous places. Raw Hope works in countries, including DRC, Somalia, Sudan, South Sudan, Pakistan and Syria, where children are often caught up in violent conflicts and are at risk from physical abuse, sexual exploitation and recruitment as child soldiers. These countries are too volatile for our child sponsorship programmes to work in. Supporters of Raw Hope helped provide protection, support and long-term hope to these children instead.

We've promoted new ways to replace fear with hope

Love and Hope summer ball: In June, we held our first Love and Hope Ball, which was attended by supporters as well as celebrities, including Elizabeth McGovern and Linda Barker. Our special auction, featuring items donated by our supporters, raised £67,000 for vulnerable children living in difficult places around the world.

Floral Friday: On 10 July, we held our first Floral Friday, encouraging supporters to hold floral-themed parties and events to raise awareness of our work and encourage donations to let hope bloom for children living in fear. TV personality Linda Barker, one of our celebrity Ambassadors, fronted the campaign. Along with her own daughter, Linda travelled to Cambodia to meet Lee-Ap (see page 20) and other children living in difficult situations.

Carve a Heart: To highlight the needs of vulnerable children living in fear in the world's hardest places, we

asked supporters, churches and the wider public to carve hearts into their Halloween pumpkins. Stickers on 2.7 million pumpkins in Tesco stores promoted the event and our special pumpkin carriage tour visited Edinburgh, Leeds, Birmingham, Milton Keynes, St Albans and London. Our Carve a Heart night was one of our biggest ever events, reaching 1,400,000 people through social and other media – a result of work behind the scenes that happened earlier in the year.

Journey of Hope: In London, our ongoing interactive exhibition, refreshed in 2015, enables people to see, hear and smell the difference that child sponsorship can make by taking a virtual tour of an African village. Visitors explore two contrasting African huts, before and after we've worked in the community. From smoky indoor fires and cooking food, to music, sound and lighting effects and 3D graphics, the immersive sensory experience is a great setting to engage people with child sponsorship.

BELOW: In May, our Ambassador Linda Barker tested the waters of our Cambodian style garden at the RHS Chelsea Flower Show. Our garden encouraged visitors to consider how they could bring hope to vulnerable children in Cambodia and elsewhere around the world. ©2015 World Vision



Spotlight on our Ambassadors

Sue Tinney has been a World Vision Ambassador since we started the initiative in 2011. Here, Sue reveals just what being an Ambassador has meant to her.

"My journey with World Vision began back in 2004 when I sponsored a little girl in India. Now I sponsor Laurent. He's almost 16 and lives in Senegal. I first visited Laurent and his family just over two years ago.

"I became an Ambassador in 2011 and haven't looked back since. I've been involved in fundraising, campaigning and giving talks and presentations to various groups in a variety of venues – from church halls to cathedrals, schools and universities. I love sharing my experience of sponsorship and telling World Vision's story to inspire others to get involved.

"Taking the 'sharing experience' a step further, World Vision invited me to give a short presentation at a series of 'thank you' events about my visit to Senegal, which had motivated me to leave a legacy to World Vision in my Will. Hopefully my talks inspired others to make the same commitment.

"Becoming an Ambassador has helped me appreciate the bigger picture. How we can get involved, not just at a grassroots level, but also at policy level and help address the issues that create the need for child sponsors in the first place. World Vision gave me this opportunity when they invited me to represent them at an action/2015* event in London in March last year.

"The event was fantastic. I gave feedback from our group on the inequality issues we had discussed, met and spoke with government ministers, including Baroness Northover, the Parliamentary Under Secretary of State for International Development, government policy makers and delegates from all over the world.

"Getting involved in advocacy is a joy. To represent World Vision and be involved in helping create some really big changes that can potentially transform the lives of millions of children and make the world a less hard place for them to live in is incredibly rewarding and fills me with hope for a better future for everyone."

*action/2015 is a global movement committed to seeing that action is taken to tackle the root causes of inequality, injustice, poverty and climate change around the world in 2015. See page 34 for more information about our involvement with action/2015.



TOP: Sue Tinney and her sponsored child Laurent meet in Senegal.
BOTTOM: Sue Tinney and former Shadow DFID Minister Anas Sarwar smile for the camera after talking about putting children at the heart of international development policies. ©2015 World Vision

THE TRANSFORMATIVE POWER OF PRAYER

As a Christian organisation we believe the power of prayer to be as vital an ingredient as the income we raise in our work to transform lives. That's why we are delighted that over 15,000 of our supporters continue to join us in prayer for the children and communities we serve throughout the year, via prayer requests sent directly from our projects. Sponsors receive specific requests from their sponsored child's community, and also see praise reports where their prayers have been answered. Our hope is that this spiritual connection will be transformative for both our supporters and the children they hold in prayer.



Priority Three

Growing our income and influence

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

THE CHALLENGE

The fundraising environment in the UK remains highly competitive. Despite this, we had record growth in our income. For this, we are thankful to our supporters who give very generously, and also to the government that remains steadfast in its commitment to providing aid around the world.

WHAT WE AIMED TO DO BY 2015

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

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

Influence: To influence decision makers – especially the British government, which plays an influential role in international development initiatives – so that they hear the voices of the most vulnerable children and respond. To do this we:

- Drew from our Partnership's depth and breadth of experience with communities to help governments and others understand what really works on the ground, and adapt their policies, practices and funding priorities accordingly.
- Worked directly with children and young people affected by conflict, violence and abuse – and advocated on their behalf for the UK government to take their protection seriously.
- Responded to emergencies and learned the lessons to build resilience, so that communities are better able to withstand and bounce back from future shocks.
- Put the needs of the most vulnerable children at the heart of the new Global Goals which replaced the Millennium Development Goals at the end of 2015.
- Demonstrated our expertise, experience and our faith, becoming a trusted friend to the communities we worked with. This helped us advise, enable and empower people to hold their own governments to account in providing health care and education.

MAIN IMAGE: Adib, three, sits inside a tent in an abandoned factory in Serbia. His family fled his home country Afghanistan, hoping to find refuge in Germany. Unfortunately, the border between Serbia and Hungary closed and they weren't able to continue their journey. While Adib's family were in Serbia, we provided them with essential items to help them while they waited for the border to reopen.

© 2015 Laura Reinhardt/World Vision

What we've achieved this year

Both our voluntary and grant income teams had a phenomenal year. Our total income grew from £71.8 million last year to £90.9 million this year. Humanitarian grants, notably for tackling Ebola in Sierra Leone, played a big part in this growth. We also raised £1.5 million for emergency appeals, including £800,000 for the Nepal earthquake and £304,000 for the Ebola appeal.

Child sponsorship and other supporter donations: In 2015, our income reached £37.9 million. We recruited 15,382 new child sponsors, 63 percent up on the previous year and are particularly grateful to our face-to-face fundraising partners, Appco, for the important role they played in helping us achieve this. In a challenging and competitive environment, this speaks of the growing skills and commitment of our teams and the enriched experience that bonds sponsors and children together.

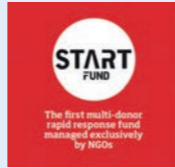
Philanthropy: In 2015, we received £2,128,108 from supporters for specific projects – £313,217 more than the previous year – which included 51 gifts of £10,000 or more. Almost half (46 percent) of this income was given for matching grants, enabling us to leverage further funding from government and institutional donors. During the year, we built relationships with potential new supporters by holding film screenings of *Girl Rising* – about the power of education for girls – and *Dukale's Dream*, the story of an Ethiopian coffee grower.

Institutional grant income: This year brought in an unprecedented £44 million in grant income. We had a significant increase in funding from DFID, along with other donors including the Global Fund, the DEC, the UN, ECHO, the EC, the World Bank, Start Fund and Small Islands. By working in partnership with these institutional donors, we can reach more children and communities than we could alone. Together, we've launched 84 projects over the last four years, benefiting 8.1 million people in some of the world's hardest places. Some highlights include:

- Grants totalling over £15 million from DFID and DEC helped us support children in Sierra Leone orphaned by Ebola and communities affected by the disease.
- Our Girls' Education Challenge, supported by DFID, where we worked with 467 communities in rural Zimbabwe to break down the barriers that prevent girls thriving in school.

START FUND

We're a member of the Start Network, which brings together 27 international development organisations to deliver the best possible solutions to people in crisis. One of these is the Start Fund, the first multi-donor rapid response fund managed exclusively by NGOs. The Start Fund helps us respond to crises outside the media spotlight. In 2015, this meant we could provide vital support to people caught up in eight emergencies in the following countries – Tanzania, Colombia, Sri Lanka, Mozambique, Burundi, Mali and Mauritania.



WORKING COLLABORATIVELY

During 2015, we have had the privilege of working alongside more than 35 donors and partners; all of which have helped us reach more of the world's most vulnerable children and communities than we could on our own. We are extremely thankful to all of them, but would like to say a special thank you to the following:

- DEC
- DFID
- ECHO
- Global Fund
- Irish Aid
- Start Fund
- World Bank.



- A project supported by the Global Fund to fight TB in Somalia, now in its fourth year, which is enabling medical staff to detect at least 65 percent of TB cases and successfully treat more than 85 percent.
- A DFID-backed project to improve the health of 7.5 million people in DRC, helping communities access health services, better sanitation and hygiene education.



In memory of Rosemary Turnbull (1952-2014)

We are grateful to all those supporters and their families who continue to bring lasting hope to children by raising funds in memory of a loved one. Here, we remember Rosemary Turnbull, who died in November 2014.

Born a farmer's daughter in Canterbury in 1952, Rosemary developed a passion for dogs and horses from an early age. When she finished school, she went to Exeter University and there ignited her second passion – teaching. She married John in 1978 and they had two wonderful children, Oliver and Joanna (Joey), along with several horses and three dogs. Rosemary and John shared a wonderful 36 years together until Rosemary's tragic and unexpected death in 2014.

Throughout her life, Rosemary was an incredibly active, efficient and passionate woman with a huge number of friends. Family was very important to her and she always made time for her two nephews and four nieces. She cared deeply for children and, as a primary school teacher, she

was loved by many of the young children that she taught as well as their parents.

Rosemary discovered us because she was drawn to help children in the developing world who needed support. She was a loyal supporter for 26 years.

Inspired by Rosemary's generous heart, her family have chosen to honour her memory by fundraising for us. In May 2015, her daughter Joey, along with other family members, took part in the Edinburgh Half Marathon. Their sponsorship, along with the gifts given at Rosemary's funeral, raised over £3,000 for our work. The hope is to continue fundraising and make sure Rosemary's inspiration continues to help more and more children around the world.

ABOVE: Rosemary became a park ranger with Kent Country Parks Outdoor Learning Programme, where she would often be seen helping very young schoolchildren at Shorne Woods Country Park in Kent.
INSET: Rosemary Turnbull.



ABOVE: In DRC, Merveille (front), 12, is happy to have safe water close to home. Now Merveille can wash before she goes to school and does not feel "ill at ease" around her friends. Merveille and her family use the water for drinking and cooking too. ©2015 Didier Nagifi/World Vision

As well as supporting major development and humanitarian programmes, grants have enabled us to test innovative approaches. For example:

- In Albania, with a £119,096 grant from the European Commission, we're helping protect the rights of children with disabilities and working with parents and teachers to promote and support inclusive education.
- In Pakistan, £266,358 from UK Aid is bringing together humanitarian agencies – including Christian Aid, ActionAid, CAFOD, Concern, HelpAge and Oxfam, along with World Vision – so we can learn from each other about the best ways to improve communities' security and resilience in conflict situations.
- In Ethiopia, thanks to a grant of over £1 million from UNICEF, we're working with the Open University to develop new approaches to improving access to water and sanitation across eight urban areas and 40 rural villages.

We recognise the support of our National Directors around the world who have helped us secure our strong grant income. They and their teams have built and engaged in relationships with our key donors and helped us understand the needs and opportunities of the countries they are based in.

OUR PARTNERSHIP WITH DFID

Our strategic Programme Partnership Arrangement (PPA) with DFID, worth £22 million, spread over five years and eight months, is now in its fifth year. During 2015:

- 152 communities across 14 countries have strengthened child protection systems and 121 communities in 10 countries have worked to address harmful traditional practices.
- 185 communities (representing over 1.5 million beneficiaries) in 11 countries enjoyed improved access to quality services.
- 40,000 children and 30,000 pregnant and breastfeeding mothers have been supported by community health workers and the number of immunised children has increased.

We're influencing others to put children at the heart of their decision-making

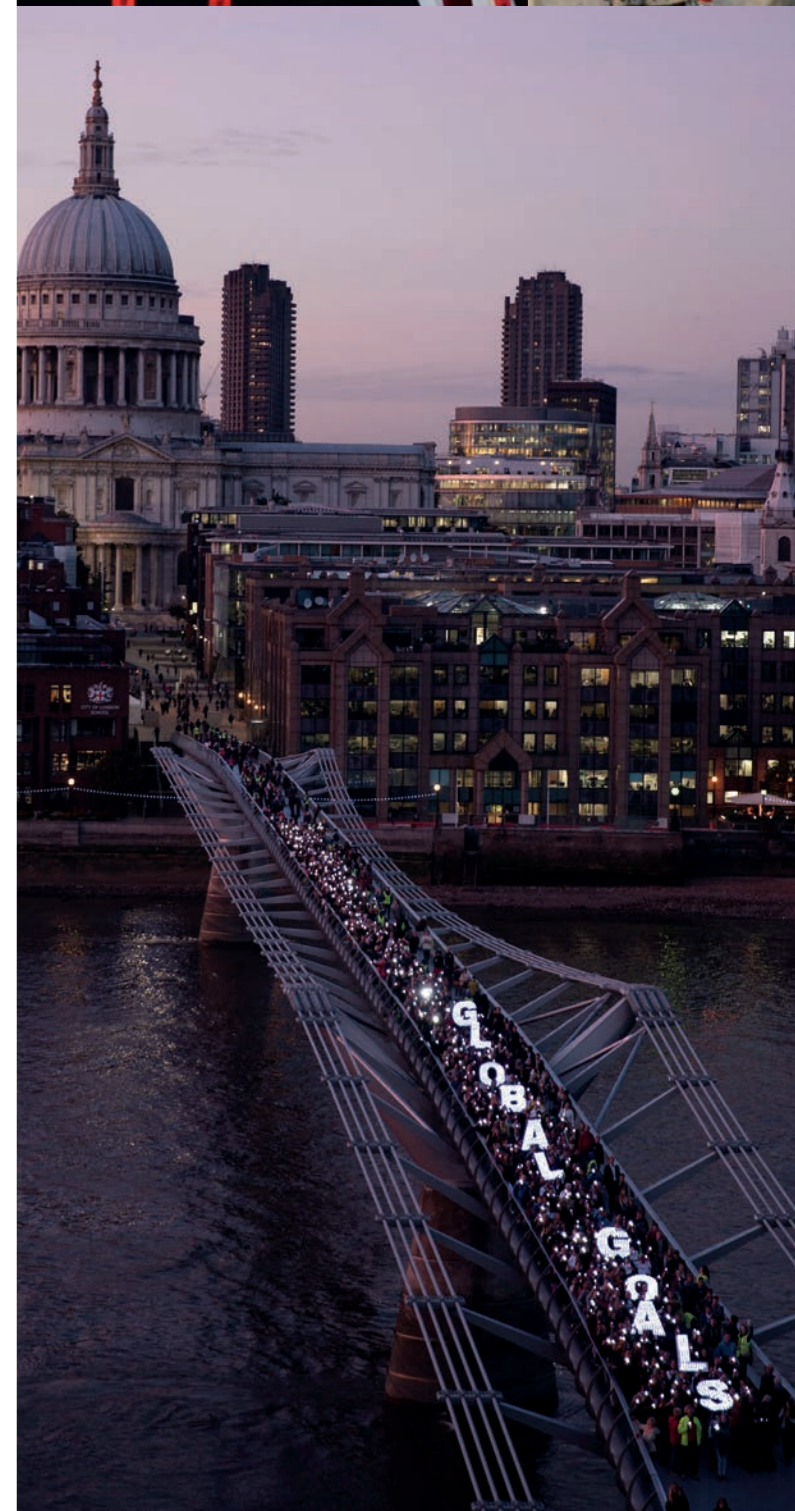
While our work directly touches the lives of millions of children, we can help free millions more from fear by using our knowledge, experience and expertise to influence others. Politicians and government departments increasingly recognise us as experts in child protection, child health and humanitarian emergencies, and our evidence, advice and faithful witness has helped shape their policies and funding priorities. We've provided platforms where young people can speak out and be heard on the issues that matter to them. We also often work with other NGOs and the global World Vision Partnership to reach even more people, sharing our innovative approaches to help transform children's lives.

Preventing sexual violence in conflicts: One year on from our crucial involvement in the Global Summit to End Sexual Violence in Conflict, we continued to play a leading role in this area. The Foreign and Commonwealth Office invited us to join their steering committee for tackling the issue, enabling us to bring the voices of survivors of sexual violence to the heart of government discussions and the international efforts these feed into.

We supported three young people to participate in last year's summit: Suad from Kosovo, Esperance from DRC and Babra from Uganda. We've continued to support these young activists and their peers, helping over 80 young people across the three countries to lead their own campaigns. Suad's network, Youth for Peace of Kosovo, made a video to help break down the stigma attached to sexual violence and calling for greater support for survivors. In the town of Beni in eastern DRC, young activists are meeting with the Mayor to ensure ending sexual and gender-based violence becomes a priority for local government. In Uganda, young people opposed to child marriage held meetings with community elders, religious leaders and local government authorities.

Children and the Global Goals: The new Global Goals will guide international development over the next 15 years. Through the World Vision Partnership, we helped influence the child-related elements of the goals, which aim to eradicate extreme poverty and inequality and tackle climate change and environmental problems. We also had regular

TOP FROM LEFT TO RIGHT: Our youth representatives: Babra from Uganda; Suad from Kosovo; and Esperance from DRC. ©2015 World Vision. **RIGHT:** The Millennium Bridge, in London, where we took part in a Global Goals event to highlight poverty, inequality and climate change. ©2015 Matt Crossick/Save the Children





ABOVE: A youth group celebrates after three days of training with us. During this time, they designed a youth-led advocacy campaign to tackle gender-based violence in their communities in northern Uganda. They plan to implement activities aimed at ending the practice of child marriage, an issue they identified as their biggest priority. ©2015 Madeleine Askham/World Vision

ABOVE: "The first day I felt bad, I thought it wasn't good. I was too small. I was surrounded by other older people. That first day, I cried." Pithi, 15, recalls what her first day at work was like, when she was just 12. In countries like Bangladesh, where Pithi lives, we're working to help end child labour and free children from dangerous and frightening work. ©2015 Mark Nonkes/World Vision

meetings with the UK's negotiating teams as an active member of the Beyond 2015 coalition, where we were able to give a strong voice to the needs of children in the goals.

We enabled young people to get involved in the process, for example by playing a big part in the Youth Summit organised by DFID shortly before the goals were formally agreed. This included hosting a workshop on the topic of inequality and how it affects young people.

We also helped raise UK public understanding and support for the goals as a founder member of the action/2015 coalition. Activities included supporter visits to MPs and a summer tour to a number of UK cities.

The new Global Goals include a commitment to end child labour by 2025, and we're determined to help make that happen. We drew on our first-hand experiences with children and communities to tackle child labour to produce a report, *Effective Approaches to Ending Child Labour*.

We presented our findings to DFID in early 2015, and have used the report to start discussions with businesses, trade unions, NGOs, UN officials and academics. We'll continue to use our experience and expertise to shape the policies

AN HISTORIC DAY

On March 26, the International Development Bill became an Act of Parliament. It enshrined Britain's commitment to spend 0.7 percent of its gross national income on aid every year.

Making the UK's pledge a reality has been close to our hearts – aid from the UK makes a measurable difference to children's lives around the world, especially those living in the hardest places.

Which is why we actively engaged in the Turn Up, Save Lives coalition, which lobbied to help ensure the Bill became an Act. For each reading of the Bill, we encouraged MPs to vote 'yes'. Both our people and supporters also wrote to their MPs to do the same.

When our hard work paid off and Britain kept its promise to the world's poorest children, we invited two of our Ambassadors to Parliament to help us celebrate and thank supportive MPs.

that will help free 160 million vulnerable children from dangerous and unsuitable work.

Girls at the Centre: In March, we brought the voices of girls from the world's hardest places to the UN Commission on the Status of Women in New York. With DFID, Plan UK and other partners, we co-hosted an event, called 'Girls at the Centre' to highlight the importance of girls in ending violence against women and girls and meeting broader development challenges. Having collected the opinions of 38 children as background to the event, we screened a video in which 12 girls and four boys from 11 countries talked about how violence affects girls in their communities and what must be done to end it. At least 20 governments were represented in the room, which was filled to capacity.

Children and disasters: Children are particularly vulnerable in humanitarian emergencies, and we want to see their needs and wellbeing at the centre of efforts to prepare for and respond to natural and manmade disasters. At the third World Conference on Disaster Risk Reduction in Sendai, Japan, we provided children with the opportunity to put

their views to governments and humanitarian organisations. Our child Ambassadors from Indonesia and Mongolia attended the conference and shared their experiences.

IN THE MEDIA

We received plenty of favourable coverage from a range of outlets, from the *Daily Mail* and the BBC to the *Huffington Post* and Al-Jazeera. Celebrity Ambassadors, including Linda Barker, talked about their activities with us in features in magazines, including *Prima* and *Good Housekeeping*.

We've also had more presence in digital media – notably on YouTube, where vlogger Louis Cole shared a video about our Ebola work in Sierra Leone with his 1.5 million subscribers.



Priority Four

An inspiring and effective organisation

We are a healthy and streamlined organisation, running efficiently and sustainably, with a culture that enables people to thrive.

THE CHALLENGE

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

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

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

WHAT WE AIMED TO DO BY 2015

- Confidently and consistently live out our Christian identity.
- Nurture, encourage and reward our staff, recruit new talent and invest in our leaders and managers.
- Be more accountable through enhanced financial and project management.

World Vision UK is committed to equality in recruiting, training, promotion and career development. This includes applicants and employees who are disabled as well as employees who become disabled during their employment.

MAIN IMAGE: At Saint Joseph School in South Sudan, children sing and pray before their lunch – provided with support from us, as part of one of our feeding programmes in the country.
©2015 Jon Warren/World Vision

What we've achieved this year

Investing in our staff is an investment in our future. With strong leadership and long-term commitment from talented, motivated people, we can do more to transform the lives of children in the world's hardest places.

We are starting to see the benefits of putting our people first. Our teams have done some amazing work and give us their best, which means that, in many areas, people are performing well above expectations.

We're getting better at retaining and nurturing our people talent

Our people are staying with us for longer than ever before – just 10 percent moved on compared to almost 20 percent in 2014*. By keeping skilled staff who really know and care about us, we're able to progress faster with our strategic priorities.

We want to be an organisation that people choose to work for and, whilst like any charity, we are unable to pay

the high salaries available in the commercial sector, we treat our people fairly and provide many other incentives. For example, more than half our staff have some degree of flexible working as we seek to accommodate their personal commitments and preferences.

This year saw the highest-ever overall scores in our staff feedback surveys, called *Pulse Check*. More staff say they are able to thrive here and believe they make a valuable contribution to our work.

*The average staff turnover in the third sector is 22 percent (source: *People Count Third Sector Review*, Agenda Consulting).

We've refreshed our leadership

It's been a time of transition, as we recruited three new members to our leadership team during 2015 – including our Chief Executive, Tim Pilkington. Others have also been recently appointed or promoted to leadership roles.

During the year, more than 60 new and existing leaders took part in leadership and management development

programmes, providing us with a consistent approach to leadership and our organisational culture.

Despite the change in our leadership, and the inevitable upheaval that can bring, our staff has remained focused and committed, resulting in a record year for us in terms of operational performance.

We've prepared for the future

This year, we've put a lot of emphasis on ensuring we have the people, resources and systems in place to deliver our plans. Our new financial system, which will be launched in 2016, will significantly improve our capacity to plan and budget across our programmes.

Our faith is our advantage

Our faith is our greatest advantage, and vital to our effectiveness in transforming the lives of the children, their families and the communities we serve. Ensuring our Christian identity is clearly and consistently expressed externally is an outworking of the emphasis we place on

nurturing our staff internally. In 2015, we made progress enabling and equipping our staff to grow in their faith through our Devotions programmes and Day of Prayer, which both provide opportunities for our staff to come together to grow in faith and thank God for his guidance in our work.

BEST COMPANIES



At the close of 2015, we were independently assessed by the *Sunday Times* Best Companies. As a result, we were thrilled to learn, that for the first time ever, we were awarded three stars, categorising us as an 'extraordinary organisation'. We also achieved our highest ever score – 740.8 out of a possible 1,000.

We were also delighted to learn that we moved up from 52nd place to 9th place in the *Sunday Times* 100 Best Not-For-Profit Organisations To Work For in 2016 – our highest ranking to date in this listing.

BELOW: Stefanie Glinski, our Field Content Manager, with World Vision registered children Kariatu, 12, Zainab, 9, Shaka, 8 and Musa, 9, during a trip to gather stories from one of our projects in Sierra Leone. ©2015 World Vision



REBEKAH CAPON

Supporter Care Manager: "My work at World Vision is incredibly important to me. As Supporter Care Manager, I do all I can to ensure the relationship between sponsors and their sponsored child is as rewarding as it possibly can be. I'm passionate about this because I know first-hand the transforming power that child sponsorship can have.

"My father was born in India and was sponsored*. Support from his sponsor, enabled him to study and become a successful businessman. It also enabled him to follow his calling and set up a charity for street children in the Philippines. Without sponsorship, he would probably never have achieved this, which is why I am so committed to our supporters. I feel my role here is like a ministry. It's my way of giving something back and demonstrating my faith. I've worked here for almost seven years now and the kindness and generosity of our supporters continues to move me."

*Not through World Vision



GAVIN CROWDEN

Head of Policy and Public Affairs: "As a passionate believer in the power of advocacy to transform children's lives, World Vision is the right place for me to be. I've worked here since 2013 and, even in this short time, I've seen the real impact we've made for millions of children.

"Our advocacy work helps make this happen. We meet government ministers to share our experience and expertise about what works – the best ways to support and 'walk with' children living in the world's hardest places. And with more than eight out of ten people across the world associating with a faith, clearly articulating the role of faith in development is an important part of any solution.

"We really put children at the heart of international development plans, which is an incredibly rewarding aspect of my work. As is working with my team of talented people; all committed to seeking social justice and achieving lasting change for children all over the world."



Strategy and plans for the future

2015 marked the official end of our five-year strategy (2011-2015) – and as we look back, we have much to give thanks to God for. Our original goal was to transform the lives of eight million children. That seemed like a hugely ambitious target – but we managed to exceed it, demonstrating Christ's love by bringing life-changing support to 9.1 million children over the course of five years.

That achievement would not have been possible without progress in other strategically important areas. We've renewed our focus on the things we do best: child protection, child health and humanitarian action. We've increasingly focused our resources on the world's hardest, most fragile places, and we've improved the way we measure and report on our impact.

At the same time, we've brought our supporters a richer experience – which has resulted in our voluntary income and sponsorship numbers holding up well in a difficult climate, with a big increase in new sponsors. As we planned, we've also significantly increased our grant income, and become a more influential voice on our areas of expertise. And we've weathered some challenging changes to become a more effective organisation that confidently lives out our Christian identity.

For the immediate future, we will continue on the same course, continuing our strategy into 2016, which we believe remains relevant and effective. We aim to extend the number of children whose lives we have touched to 10 million by the end of 2016. To achieve these goals, we'll continue to focus on three main strategic areas:

- Sponsorship: We depend on our sponsors. As well as continuing to enrich our supporter experience, we aim to develop new ways for finding new sponsors including an experience-led approach in upmarket shopping centres in 2016.
- Growing grants: The grant environment is constantly changing, so it's important that we're ready to compete for opportunities. Building strategic relationships with other organisations, so we can put together joint proposals, is an important part of this. We're aiming to bid as the lead organisation for at least one major tender.
- Organisational health: We're going through a period of change, with new senior directors coming in and our five-year strategy coming to a close. So it's vital that we're able to be resilient and adaptable as an organisation.

At the same time, we'll be preparing and conducting a strategic review that will help us make the biggest possible difference for children over the next five to ten years. With God's guidance, this will lead to new long-term goals, and a fresh view of how we can bring value to our supporters. The international World Vision Partnership is also set to carry out a strategic review in 2016, so we'll be looking at how best to align our approach with our international colleagues in order to achieve the greatest impact.



FROM LEFT TO RIGHT: Timmy, 14, Ruth, 4, Everlyn, 13, and Clara, 12, stand proudly in front of a borehole in Zambia, that we helped to install to provide their community with clean water. ©2014 Jon Warren/World Vision

Five-year finances

	2011 £'000	2012 £'000	2013 £'000	2014 £'000	2015 £'000	
Committed giving and other donations	39,613	41,881	38,897	37,725	37,877	
Donations for emergencies	4,867	3,732	1,651	6,092	4,272	
Donations, gifts and legacies	44,480	45,613	40,548	43,817	42,149	
Institutional grants	19,019	21,057	21,917	24,205	43,980	
Donated goods and services	4,363	2,040	4,196	3,242	4,342	
Voluntary income	67,862	68,710	66,661	71,264	90,471	
Government service contract	-	-	-	467	359	
Investment and other income	63	79	81	94	108	
Total income	67,925	68,789	66,742	71,825	90,938	
Costs of generating funds	10,517	10,959	10,522	10,811	13,073	
Charitable activities	56,344	57,192	59,446	59,384	76,948	
Governance costs	481	513	454	527	551	
Total expenditure	67,342	68,664	70,422	70,722	90,572	
Net (outgoing) / incoming resources before investment gains	583	125	(3,680)	1,103	366	
Investment gains / (losses)	(15)	98	103	77	43	
Net movement in funds	568	223	(3,577)	1,180	409	
The funds of the charity						
Restricted and designated funds	12,497	11,891	8,615	8,556	8,760	
General fund	5,401	6,230	5,929	7,168	7,373	
Total funds	17,898	18,121	14,544	15,724	16,133	
Ratios						
Percentage of total expenditure:						
Costs of generating funds	15.2%	15.6%	16.0%	14.9%	15.3%	14.4%
Charitable activities	84.1%	83.7%	83.3%	84.4%	84.0%	85.0%
Governance costs	0.7%	0.7%	0.7%	0.6%	0.7%	0.6%
Free reserves ⁽¹⁾						
Number of days' expenditure ⁽²⁾	31 days	34 days	33 days	38 days	31 days	

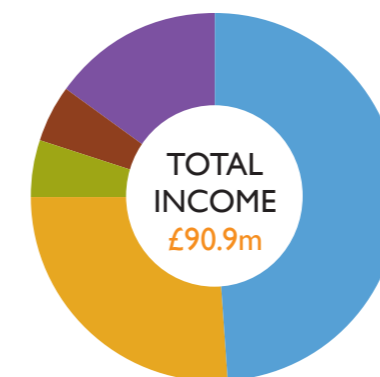
¹ Free reserves comprise the General fund.

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

Our finances at a glance

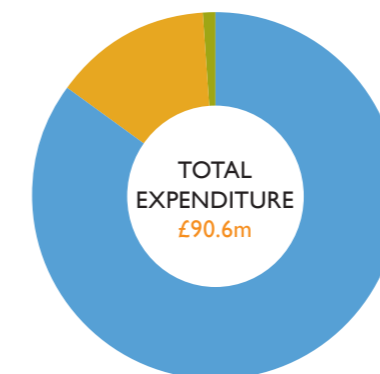
The charts below show how the funds we raised during 2015 were sourced and spent on projects to benefit children and communities around the world.

How we raised the money



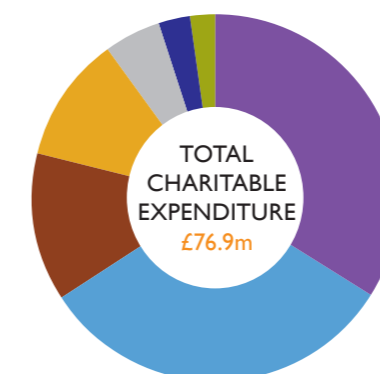
- Governmental and multilateral income, £44.3m, 49% (figure includes £19.0m relating to emergency relief)
- Child sponsorship scheme, £23.9m, 26%
- Donations for emergencies, £4.3m, 5%
- Donated goods and services, £4.3m, 5%
- Other voluntary donations, £14.0m, 15%

How each £ is spent



- Charitable activities, £76.9m, 85%
- Costs of generating funds, £13.1m, 14%
- Governance costs, £0.6m, 1%

Projects we funded this year



- Emergency Response, £25.9m, 34%
- Health, £24.9m, 32%
- Education, £9.7m, 13%
- Livelihoods, £8.6m, 11%
- Community empowerment, £3.9m, 5%
- Disaster mitigation, £2.4m, 3%
- Protection, £1.5m, 2%

Financial review

Summary

2015 has been a record year for us. We built upon the growth in our activities seen in the previous year, whilst improving our key financial metrics and growing our free reserves. In particular, we strengthened our partnerships with key institutional donors and were able to increase our charitable activities expenditure by 30 percent to our highest ever level of £76.9 million.

This enabled us to continue to achieve real change for children, through both our relief and development programming. As a result, we reached more than seven million beneficiaries of which four million were children, which was only achievable with the incredible generosity of the public and the vision of our institutional partners.

Income

Total income increased by a substantial 27 percent compared to 2014, to a record level of £90.9 million. This growth was fuelled by income from institutional donors, such as the Department for International Development (DFID), which grew by 82 percent to £44 million. Grants from these donors were for both relief and development programming although the value of relief grants increased most markedly, with our largest ever grant relating to the Ebola response in West Africa.

During the year, the UK public continued to demonstrate generosity and compassion for children affected by emergencies in places such as Nepal and Syria. This was reflected in the £4.3 million donations for emergencies received.

Child sponsorship continues to be a key aspect of how we work to impact the lives of children. At the end of the year, the number of children in our sponsorship programmes was approximately 98,000. This was in line with 2014, following consecutive years of decline, with corresponding income reflecting this at £23.9 million (2014: £23.9 million). We continue to invest and innovate in the way sponsors are able to connect with the children and communities which they support and expect growth in child sponsorship in the future.

Expenditure

We spent a total of £90.6 million in 2015 to help improve the lives of children living in the world's hardest places, the highest level in our history and a significant increase on the previous year (2014: £70.7 million). 85 percent of this was spent directly on our charitable activities, above our five-year average of 84 percent, with £71.9 million representing remittances to overseas programmes, our highest level on record. Over 65 percent of this was directed at our themes of child health, humanitarian action and child protection.

We invested in our fundraising, increasing our spend by 21 percent from £10.8 million in 2014 to £13.1 million, reflecting innovations in our fundraising activities and the continued tough economic and fundraising environment.

Reserves policy

The Trustees review the reserves policy annually. The policy requires free reserves to be maintained at 25-45 days of applicable expenditure (that is, total expenditure less donated goods and services that do not involve a cash outflow). This is equivalent to a range of £5.9 million to £10.7 million at current expenditure levels. The Trustees consider that this is an appropriate level for reserves in order to maintain funding for programmes and emergencies.

Funds

At the end of 2015, total funds stood at £16.1 million (2014: £15.7 million). Restricted funds amounted to £6.9 million at the end of the year and are subject to conditions imposed by donors or implied by the nature of an appeal.

Unrestricted funds of £9.3 million comprise of the following:

- Designated funds of £1.9 million (2014: £2.3 million), being the Tangible Fixed Assets Fund which represents the value of tangible fixed assets less related financing.
- Free reserves, which refer to General Funds that are not designated, were £7.4 million at the balance sheet date, which represents 31 days of applicable expenditure (2014: 38 days).

Going concern

We have set out above a review of the financial performance during the financial year and our reserves position at the year-end. We have adequate financial resources and have the structures in place to manage the business risks. In addition, our budgeting and forecasting processes have taken into consideration the current economic climate and its potential impact on both our various sources of income and expenditure. We have a reasonable expectation that we have adequate resources and control mechanisms to continue in operational existence for the foreseeable future. Further, we believe that there are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. Therefore, we continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Internal controls

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

The internal controls provide reasonable assurance that:

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

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

of an adverse report. World Vision UK has a Programmes and Projects Risk Committee that reviews internal audit reports and other risks in relation to our programmes and reports to the Finance and Audit Risk Committee. Audits are also carried out for some of our government donors.

Risk management

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

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

A Risk Appetite Statement has been approved by the Board of Trustees and seeks to identify how much risk World Vision UK can sustain in identified risk areas (risk capacity) and how much risk the organisation desires to take in each area (risk tolerance). The Risk Appetite statement helps to facilitate more strategic discussion of risk at Board and senior management level, and provides a valuable tool for decision-making and reporting across the organisation.

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

The Risk Register is approved annually by the Board and reviewed quarterly by the management team with key risks escalated to the Board. A Risk Events Log captures the charity's risk incidents each quarter and assigns clear ownership of and timelines for mitigating actions. Board Committees review relevant areas of this Log and are able to assess the adequacy of controls and mitigation in place.

The trends and incidents within the Log can also provide valuable insight into the evolving risk environment.

The charity defines key strategic risks as those that threaten the fulfilment of the core strategic objectives

within its business plan. The following key strategic risks were identified during the year with appropriate mitigation taken:

Strategic priority	Risk	Mitigating action
Evidence of real change for children	Given our commitment to work in fragile contexts affected by conflict, instability and poor infrastructure, there is a risk that we will be unable to operate effectively, leading to an inability to achieve impact in our relief and development programmes.	World Vision Partnership Programme Support Code and teams to address capacity issues in country. Agreed 'child wellbeing' outcomes and standards for programme design, monitoring and evaluation. World Vision UK Design, Monitoring and Evaluation specialists are focused on this key risk area. World Vision UK has an Evidence and Accountability Strategy for UK-funded programmes.
Evidence of real change for children Inspiring and effective organisation	Given our commitment to operate in fragile contexts where fraud and corruption are prevalent, and proscribed organisations operate, there is a risk that UK funds may be misused or diverted from charitable objectives, leading to an inability to achieve impact in our relief and development programmes.	Well-established financial controls and monitoring systems within the World Vision Partnership. Regional, National and Global Internal Audit systems. Global Risk Management and Anti-Corruption Policies, regular anti-fraud training, defined fraud assessment and response procedures. Blocked Party Screening in contexts with proscribed organisations.
Grow income and influence	Given the strong media appetite for scrutinising charities, potential exposure to prolonged and widespread comment through social media and World Vision's engagement in sensitive contexts with a high media profile, there is a risk that we may incur negative PR leading to a loss of reputation, credibility and ability to fulfil our vision and mission.	Integrity of internal processes, commitment to quality, transparency and accountability. Defined processes for quality and sign-off of external communications. Risk and crisis management strategies. World Vision Partnership system for managing global media crises.
Grow income and influence Transformed supporter experience	Given the inability of traditional fundraising channels to deliver cost-effective supporter recruitment and World Vision's increasing reliance on a single approach (face-to-face fundraising) to engage new supporters, there is a risk that a negative event may threaten this channel and the core income it generates, leading to an inability to sustain or grow our relief and development programmes.	Strategic work to build a more secure portfolio of channels. Continued focus on a high quality approach to supporter recruitment and enhanced supporter experience through all recruitment channels to maximise engagement. Investment in new experiential approaches to face-to-face fundraising to ensure the best possible experience and high standards of conduct.



OPPOSITE: In Uganda, Enid, 9, smiles as she shows everyone the birthday card she received from her sponsor in the UK.
©2015 Simon Peter Esaku/World Vision

Corporate structure and governance

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

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

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

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

Corporate governance

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

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

World Vision UK

World Vision UK was incorporated in England on 3 November 1982 as a company limited by guarantee (No. 1675552) and is a registered charity (No. 285908). As a charitable company, World Vision UK has 'Members' who are also appointed as the charity's 'Trustees' and responsible for running the charity. The Trustees' liability is limited to £1

each. The charity's governing document, its Memorandum and Articles of Association (dated 12 March, 2010), sets out its objects, powers and matters relating to the running of its internal affairs.

World Vision UK's charitable objects are:

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

Board and management roles

The World Vision UK Board of Trustees is legally responsible for the overall control of the charity and for ensuring that it is properly managed. Principles of governance, including legal compliance, have been identified by the National Council for Voluntary Organisations in *Good Governance: A Code for the Voluntary and Community Sector*, which the Board uses in evaluating its performance. In addition, all Trustees are required to review the Charity Commission guidance: *The essential trustee: what you need to know, what you need to do* (and other governance materials) on joining the Board and then annually at the first Board Meeting of each financial year.

The Board's principal roles are:

- Approving the mission, strategies, high level policies and annual business plan
- Appointing and overseeing the Chief Executive
- Monitoring performance and risk management
- Reporting performance with integrity and transparency
- Ensuring compliance with UK law and Charity Commission regulations
- Managing its own governance processes, including annual evaluation of Board, Committee, Chair and individual Trustee performance
- Adding value by advising management
- Representing the interests of World Vision UK's stakeholders.

The Board delegates responsibility for operational management to the Chief Executive, who leads a Senior Leadership team (together the Principal Officers). The Principal

Officers develop most of the organisation's plans, policies and processes, and are responsible for their implementation, following Board advice and approval.

Public benefit

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

Board composition

The Board is comprised of independent, unremunerated, non-executive directors (Trustees) who have a broad range of skills and experience. To reflect the federal model of the World Vision Partnership, the President of World Vision International is represented on the World Vision UK Board through a delegate. Trustee recruitment, induction and training are governed by Board policies on Trustee recruitment and Board education. These policies are reviewed by the Board Development Committee on a regular basis.

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

Code of conduct

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

Board expenses

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

Board meetings and Board Committees

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

significant issues in detail and making recommendations to the Board. The Committees are required to report substantive points of their discussion to the following Board meeting.

The roles of Board Committees are:

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

Significant governance actions and events during the financial year included:

- Ensuring the Board continues to be comprised of Trustees with high-level and diverse skills and experience, the Board appointed a new Trustee in 2015 who brings a Church focus to the Board and initiated a Trustee succession planning programme for 2016 to ensure continuity of finance and fundraising expertise on the Board.
- Mark Sheard stepped down as Chair in March 2015, after four years in the role but retaining his role as a Trustee until the end of his current term in March 2016. After a succession planning review, the Board appointed the Vice Chair, Anna Lazslo, as Chair and Linda Emery as Vice Chair.
- The Board reviewed and approved revisions to the Board Policy on Board Committees; Child Safeguarding; Charity Commission Publications; Board Education; Recruitment of Senior Management; Trustee Terms of Service; Trustee Recruitment and Whistleblowing.
- One Trustee attended the World Vision International Mid East and European regional meeting to represent World Vision UK in the election of new members to the World Vision International Board from this region.

Statement of Trustees' responsibilities

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

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

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

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

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

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

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

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

The *Annual Report* is approved by the Board on 17 March 2016 and signed on behalf of the Board by:



Anna Laszlo
Board Chair – World Vision UK

Financial statements

A detailed look at our finances from the financial year ended 30 September 2015



OPPOSITE: Lee-Ap, 13, lives in Cambodia. Find out more about her story on page 20. ©2015 Alexander Whittle/World Vision

Statement of financial activities

for the year ended 30 September 2015

	Notes	Restricted £'000	Unrestricted £'000	2015 £'000	2014 £'000
Incoming resources from generated funds					
Voluntary income:					
Committed giving and other donations	2	26,698	11,179	37,877	37,725
Donations for emergencies	2	4,272	-	4,272	6,092
Donations, gifts and legacies	2	30,970	11,179	42,149	43,817
Institutional grants	3	43,980	-	43,980	24,205
Donated goods and services	4	4,342	-	4,342	3,242
Total voluntary income		79,292	11,179	90,471	71,264
Incoming resources from charitable activities -					
Government service contract	5	-	359	359	467
Other incoming resources – investment and other income					
	6	-	108	108	94
Total incoming resources		79,292	11,646	90,938	71,825
Resources expended					
Costs of generating funds	7	8,195	4,878	13,073	10,811
Charitable activities	7,8	70,371	6,577	76,948	59,384
Governance costs	7	73	478	551	527
Total resources expended		78,639	11,933	90,572	70,722
Net incoming / (outgoing) resources before other recognised gains and losses					
		653	(287)	366	1,103
Net unrealised investment gains	13	-	43	43	77
Net movement in funds		653	(244)	409	1,180
Funds at 1 October	17	6,228	9,496	15,724	14,544
Funds at 30 September	17	6,881	9,252	16,133	15,724

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

Balance sheet

as at 30 September 2015

	Notes	2015 £'000	2014 £'000
Fixed assets			
Tangible fixed assets	12	5,796	6,449
Investments	13	915	872
		6,711	7,321
Current assets			
Debtors	14	6,841	7,292
Investments	13	2,995	3,996
Cash at bank and in hand		5,211	3,000
		15,047	14,288
Liabilities			
Creditors: Amounts falling due within one year	15	(1,920)	(1,966)
Net current assets		13,127	12,322
Total assets less current liabilities			
		19,838	19,643
Creditors: Amounts falling due after more than one year	16	(3,705)	(3,919)
Net assets		16,133	15,724
The funds of the charity			
Restricted funds	17	6,881	6,228
Unrestricted funds:			
Tangible fixed assets fund	17	1,879	2,328
General fund	17	7,373	7,168
Total funds	17	16,133	15,724

The financial statements of World Vision UK, company number 1675552, were approved by the Board on 17 March 2016.



Keith Malcouronne (FCA)
Director



Anna Laszlo (Board Chair)
Director

Statement of cash flow

for the year ended 30 September 2015

	Notes	2015 £'000	2014 £'000
Net cash inflow/(outflow) from operating activities	18	1,467	(1,232)
Returns on investments and servicing of finance			
Bank interest received		40	52
Mortgage loan interest paid		(51)	(52)
Cash outflow from returns on investment and servicing of finance		(11)	-
Capital expenditure			
Payments to acquire tangible fixed assets		(44)	(291)
Cash outflow from capital expenditure		(44)	(291)
Management of liquid resources			
Reduction in bank deposit accounts		1,001	1,459
Cash inflow from management of liquid resources		1,001	1,459
Net cash inflow/(outflow) before financing		2,413	(64)
Financing			
Mortgage loan capital repayments		(202)	(193)
Cash outflow from financing		(202)	(193)
Increase/(decrease) in cash in the year		2,211	(257)
Reconciliation of net cashflow to movement in net funds			
Increase/(decrease) in cash in the year		2,211	(257)
Cash outflow to mortgage loan		202	193
Cash inflow from management of liquid resources		(1,001)	(1,459)
Change in net funds		1,412	(1,523)
Net funds at 1 October		2,877	4,400
Net funds at 30 September		4,289	2,877

Statement of cash flow (continued)

for the year ended 30 September 2015

	1 October 2014 £'000	Cash movement in the year £'000	Non-cash movement in the year £'000	30 September 2015 £'000
Analysis of funds				
Cash at bank and in hand	3,000	2,211	-	5,211
Mortgage loan due within one year	(202)	202	(213)	(213)
Mortgage loan due after more than one year	(3,917)	-	213	(3,704)
Current asset investments	3,996	(1,001)	-	2,995
Net funds	2,877	1,412	-	4,289

Notes to the accounts

for the year ended 30 September 2015

1 Accounting policies

a. Basis of preparation

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

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

After making enquiries, the Trustees have reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the Financial Statements as outlined in the Financial Review on pages 44 and 45.

b. Incoming resources

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

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

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

c. Resources expended

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. 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.

Costs 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 of the following:

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

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

d. Foreign exchange

Transactions denominated in foreign currency are translated into Sterling and recorded at the exchange rates ruling at the date of the transactions. Monetary assets and liabilities denominated in a foreign currency are translated into Sterling at the exchange rates at the balance sheet date. Translation differences are dealt with in the Statement of Financial Activities.

e. Tangible fixed assets and depreciation

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

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

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

f. Investments

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

g. Funds

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

Designated funds are amounts which have been put aside at the discretion of the Trustees.

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

The General fund comprises of 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 2015, the number of children in the child sponsorship committed giving scheme was approximately 98,000 (2014: 98,000).

	2015 £'000	2014 £'000
Committed giving and other donations		
Child Sponsorship committed giving scheme	23,900	23,863
Legacies	738	648
Other donations	6,891	6,950
Tax recovered under Gift Aid	6,348	6,264
	37,877	37,725
Donations for emergencies		
Emergency appeals	1,498	1,766
Disasters Emergency Committee (DEC) appeals	2,774	4,326
	4,272	6,092
	42,149	43,817

3 Institutional grants

	2015 £'000	2014 £'000
Development grants	24,944	17,815
Relief grants	19,036	6,390
	43,980	24,205

3 Institutional grants (continued)

	2015 £'000	2014 £'000
<i>Grants receivable from:</i>		
Department for International Development (DFID):		
Programme Partnership Arrangement (PPA)	3,938	3,938
Syria Crisis Response	464	2,739
Girls' Education Challenge	4,024	2,324
DRC Primary Healthcare Access	2,724	1,854
Bulawayo Emergency Water Augmentation	15	1,483
South Sudan Conflict Response	-	1,089
Emergency Assistance to Typhoon Haiyan affected communities	-	441
Turkana Arid Lands Support Programme	548	345
Solomon Islands Flash Flood Response	-	300
Bosnia and Herzegovina Flood Response	-	250
Nutrition Programme Turkana	472	443
African Climate Change Resilience Alliance	174	163
Sudan Humanitarian Assistance and Resilience Alliance (SHARP)	1,208	-
Response to Drought-Affected Communities in Zimbabwe	500	-
Communicating with Disaster Affected Communities (CDAC) Network	548	-
Ebola Crisis West Africa	14,256	-
Other DFID	666	252
The Global Fund to Fight AIDS, Tuberculosis and Malaria	6,648	3,430
United Nations	3,980	1,369
European Community Humanitarian Office (ECHO)	285	1,016
Other European Union	1,528	1,293
Start Fund	901	-
Other	1,101	1,476
	43,980	24,205

Included in institutional grants is £2,450,000 (2014: £2,574,000) received as a contribution towards UK programme support and administration costs.

4 Donated goods and services

	2015 £'000	2014 £'000
<i>Donated goods and services received from:</i>		
World Food Programme (WFP) and other UN agencies	4,342	3,242
	4,342	3,242

5 Government service contract

During the year, the charity earned income of £359,000 (2014: £467,000) from a contract with the UK Government Department for International Development (DFID) for research and consultancy services provided for the benefit of the charity's beneficiaries.

6 Investment and other income

	2015 £'000	2014 £'000
Bank interest	40	52
Other income	68	42
	108	94

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

7 Costs incurred in the United Kingdom

	Charitable activities £'000	Costs of generating funds £'000	Governance costs £'000	2015 £'000	2014 £'000	Basis of allocation
Salaries	5,137	3,823	354	9,316	7,854	Headcount
Employment benefits	152	160	19	331	295	Headcount
Temporary staff	84	68	20	173	158	Headcount
Training	130	111	9	250	100	Headcount
Recruitment	139	142	12	292	171	Headcount
Travel and subsistence	351	253	20	623	618	Headcount
Advertising	138	1,088	0	1,226	1,216	Direct
Research and consultancy	426	463	26	915	1,151	Direct
Other marketing and communications	939	5,986	10	6,935	5,070	Direct
Equipment maintenance and rental	211	220	2	433	354	Headcount
Depreciation	105	109	2	214	227	Headcount
Occupancy and supplies	710	559	15	1,285	829	Headcount
Legal and professional	5	7	59	72	98	Direct
Bank charges	4	59	-	63	72	Direct
Mortgage interest	24	25	3	51	52	Headcount
	8,555	13,073	551	22,180	18,265	
Included in the total are allocated costs of:	2,397	2,721	456	5,574	4,470	
				2015 £000	2014 £000	
Governance costs are made up as follows:						
Board (see also note 11)				33	34	
Statutory audit				40	39	
Management				478	454	
				551	527	

8 Charitable activities

	Restricted £'000	Unrestricted £'000	2015 £'000	2014 £'000
Support was given to the following regions (including donated goods and services)				
East Africa	18,141	1,032	19,173	19,171
Southern Africa	14,008	65	14,073	16,080
West Africa	19,956	1,092	21,048	4,410
Asia	9,317	686	10,003	10,648
Latin America	1,871	-	1,871	1,770
Middle East/Eastern Europe	5,607	168	5,775	2,949
Total remittances to overseas programmes	68,900	3,043	71,943	55,028
Programme support costs	141	922	1,063	984
Advocacy, education and research	1,330	2,612	3,942	3,372
	70,371	6,577	76,948	59,384
Number of countries supported			43	34
	Direct expenditure	Allocated expenditure		
Funding for overseas programmes	71,943	-	71,943	55,028
Programme support costs	193	870	1,063	984
Advocacy, education and research	2,415	1,527	3,942	3,372
	74,551	2,397	76,948	59,384

Funding to overseas programmes

£59,684,000 (2014: £53,197,000), out of our total £71,943,000 (2014: £55,028,000) remittances to overseas programmes for development relief and advocacy, were made to regions listed above through World Vision International to World Vision partner entities. We also remitted to overseas programmes through non-World Vision partners.

World Vision UK's share of the programme costs of World Vision International which are not country specific are included above in proportion to the charity's remittances to World Vision International for each region.

9 Net outgoing resources for the year

	2015 £'000	2014 £'000
This is stated after charging		
Depreciation of owned assets	217	227
Operating lease rentals – plant and machinery	113	72
Operating lease rentals – buildings	119	119
Write off of IT development costs (note 12)	480	-
Interest payable on mortgage loans	51	52
Auditors' remuneration – audit fees	40	39
– other	10	9
As at 30 September 2015, the charity had annual commitments under non-cancellable operating leases for plant and machinery which expire:		
Within 1 year	-	-
In 2-5 years	92	73
As at 30 September 2015, the charity had annual commitments under non-cancellable operating leases for buildings which expire:		
Within 1 year	-	-
In 2-5 years	119	119

10 Staff costs

	2015 £'000	2014 £'000
Aggregate payroll costs were as follows:		
Wages and salaries	7,800	6,560
Social security costs	765	669
Other pension costs	751	625
	9,316	7,854

10 Staff costs (continued)

	2015 Number	2014 Number
The number of employees whose actual emoluments (including benefits-in-kind but excluding pension contributions) fell in the following bands is:		
£60,001 - £70,000	1	-
£70,001 - £80,000	2	1
£80,001 - £90,000	1	3
£90,001 - £100,000	1	-
£100,001 - £110,000	-	1
Contributions of £30,000 (2014: £33,000) have been paid into the pension scheme on behalf of the above employees. The emoluments of the Chief Executive, the highest paid employee, were £94,693 (2014: £101,920).		
The divisional breakdown of average monthly permanent staff numbers is:		
Policy and Programmes	77	67
Public Engagement	114	92
Organisational Effectiveness	50	46
Chief Executive's Office	3	3
Finance and Risk	35	36
	279	244

11 Trustees' remuneration

The Trustees' received no remuneration for their services. Directly incurred expenses are reimbursed, if claimed, and in 2015 totalled £5,000 (2014: £5,000), which was claimed by seven Trustees (2014: seven Trustees).

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

Indemnity insurance is provided for the Trustees and Principal Officers of the charity. Premiums paid totalled £13,000 (2014: £12,000).

12 Tangible fixed assets

The cost of freehold land amounting to £670,000 (2014: £670,000) is not depreciated.

	Freehold land and building £'000	Computer and office equipment £'000	Fixtures and fittings £'000	Total £'000
Cost:				
At 1 October 2014	7,050	4,852	422	12,324
Additions	-	25	19	44
IT development costs written off	-	(480)	-	(480)
At 30 September 2015	7,050	4,397	441	11,888
Depreciation:				
At 1 October 2014	1,396	4,195	284	5,875
Charge for the year	128	61	28	217
At 30 September 2015	1,524	4,256	312	6,092
Net book value:				
At 30 September 2015	5,526	141	129	5,796
At 1 October 2014	5,654	657	138	6,449

IT development costs written off

Included in computers and office equipment are expenditures on development of information systems which are depreciated as and when related systems are complete. During the year the charity adjusted the scope of its development plans, postponing or cancelling some of the proposed system changes. In accordance with general accepted accounting principles the related expenditure of £480,000, principally comprising consultancy and project management costs, has been written off immediately even though there would be benefit if related systems are developed in the future.

13 Investments

All fixed asset investments are held within the UK.

Current asset investments comprise of deposit accounts of £3 million held on short-term deposit over the year-end period and will revert to liquid cash within 30 days of year-end (2014: £4 million).

The charity previously owned the entire share capital of World Vision Trading Limited. The subsidiary was not trading and was dissolved on 8 September 2015.

There are no further interests in subsidiaries.

	2015 £'000	2014 £'000
Fixed assets		
Common investment funds held by the charity		
Market value at 1 October	872	795
Net investment gains	43	77
Market value at 30 September	915	872
Historical cost at 30 September	452	452
	2015 £'000	2014 £'000
Current assets		
Deposit accounts	2,995	3,996
	2,995	3,996

14 Debtors

	2015 £'000	2014 £'000
Institutional grants receivable	3,864	1,500
Amounts owed by other World Vision entities	967	4,515
Tax recoverable	1,140	595
Prepayments and accrued income (including legacy income)	835	662
Other debtors	35	20
	6,841	7,292

At 30 September 2014, Amounts owed by other World Vision entities included a non-interest bearing loan of £4 million advanced to World Vision International, which was repaid on 30 January 2015.

15 Creditors

Amounts falling due within one year

	2015 £'000	2014 £'000
Mortgage loan (see also note 16)	213	202
Taxation and social security	251	376
Other creditors	943	721
Amounts owed to other WorldVision entities	-	-
Accruals and deferred income	514	667
	1,920	1,966

Included within 'Other creditors' are outstanding pension contributions amounting to £72,000 (2014: £64,000).

16 Creditors

Amounts falling due after more than one year

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

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

	2015 £'000	2014 £'000
Mortgage loan repayable between 1-5 years	979	927
Mortgage loan repayable in more than 5 years	2,726	2,992
	3,705	3,919

17 Funds

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

The General fund at 30 September 2015 includes cumulative net unrealised gains on investments of £462,000 (2014: unrealised gain of £420,000). See note 13.

	Unrestricted funds			Total £'000
	Restricted funds £'000	Tangible fixed asset fund £'000	General fund £'000	
Balance at 1 October 2014	6,228	2,328	7,168	15,724
Incoming resources	79,292	-	11,646	90,938
Outgoing resources	(78,639)	-	(11,933)	(90,572)
Transfers between funds	-	(449)	449	-
Net unrealised investment gain	-	-	43	43
Balance at 30 September 2015	6,881	1,879	7,373	16,133
Represented by:				
Tangible fixed assets	-	5,796	-	5,796
Investments	-	-	3,910	3,910
Debtors	3,968	-	2,873	6,841
Cash at bank and in hand	2,913	-	2,298	5,211
Creditors: amounts falling due within one year	-	(213)	(1,707)	(1,920)
Creditors: amounts falling due after more than one year	-	(3,705)	-	(3,705)
Balance at 30 September 2015	6,881	1,879	7,373	16,133

Restricted funds

	Balance 2014 £'000	Incoming resources £'000	Outgoing resources £'000	Balance 2015 £'000
East Africa	2,074	19,261	(18,828)	2,507
Southern Africa	336	14,863	(14,409)	790
West Africa	151	21,459	(20,622)	988
Asia	1,282	10,000	(11,005)	277
Latin America	259	2,695	(2,774)	180
Middle East/Eastern Europe	422	5,226	(5,440)	208
Cross regional initiatives	1,704	5,788	(5,561)	1,931
Total	6,228	79,292	(78,639)	6,881

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

	2015 £'000	2014 £'000
Net incoming resources for the year	366	1,103
Depreciation of tangible fixed assets	217	227
Loss on disposal of fixed assets	480	-
Decrease in operating debtors	451	343
Decrease in operating creditors and accruals	(58)	(2,905)
Bank interest received	(40)	(52)
Mortgage loan interest paid	51	52
Net cash inflow/(outflow) from operating activities	1,467	(1,232)

19 Commitments and contingent liabilities

Pension commitments

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

20 Taxation

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

21 Related party transactions

Marie-Eve Coulomb and Stephen Phelps are members of the Board of World Vision UK. Marie-Eve Coulomb is World Vision International's President's representative and Stephen Phelps is also a member of the Board of World Vision International.

The charity remitted £59,684,000 (2014: £53,197,000) to World Vision International to fund overseas programme costs (see also note 8) and charged £79,000 (2014: £55,000) for office space, IT and payroll services.

At the end of the year, World Vision International and its partner entities owed the charity £967,000 (2014: £4,515,000). See note 14.

Independent auditor's report

to the Members of World Vision UK

We have audited the financial statements of World Vision UK for the year ended 30 September 2015, which comprise the Statement of financial activities, the Balance sheet, the Cash flow statement and the related notes numbered 1 to 21.

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

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

Respective responsibilities of Trustees and Auditor

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

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

Scope of the audit of the financial statements

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

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

audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies, we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 September 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

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

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

N. Hashemi

Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe Clark Whitehill LLP
London
22 March 2016

Biographies of Trustees

Board Chair – Anna Laszlo

Anna Laszlo has extensive experience of international development from her previous career with the UK Government's Department for International Development. Roles with the Department included: Head of the joint FCO/DFID Sudan Unit; Principal Private Secretary to the Secretary of State for International Development and Head of Office in Mozambique. She now works as an independent coach and facilitator.

Anna joined the Board of World Vision UK in May 2008 and was appointed Chair of the Board in March 2015. Anna is also a member of the Organisational Effectiveness and Remuneration Committee, Policy and Programmes Committee and Board Development Committee.

Jennifer Collins

Jennifer Collins has held a variety of leadership and management roles in the charitable and public health sectors and in development consultancy in Asia and Africa. Currently, Jennifer is working as a consultant for a number of development organisations and companies.

Jennifer's previous roles include Executive Director of SERVE Afghanistan, Executive Director of the United Mission to Nepal (both international Christian development organisations), International Director at Tearfund UK and Director of Therapy Services at Royal Free Hospital, London. Jennifer also acts as Trustee for two other organisations, including the International Nepal Fellowship.

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

Linda Emery

Linda Emery is a senior HR leader with extensive experience in Talent Management, Recruitment and Diversity.

Recent roles have included Global Head of Talent Attraction, Diversity and Inclusion Director and Talent Director for BP and Unilever. She has also provided Human Resources consultancy to Save the Children.

Linda joined the Board of World Vision UK in February 2011 and was appointed Vice Chair of the Board in March 2015. Linda is also Chair of the Organisational Effectiveness and Remuneration Committee and a member of the Public Engagement Committee.

Marie-Eve Coulomb

Marie-Eve joined the Board of World Vision UK in November 2013 as World Vision International's President's representative on the Board. Before joining World Vision International in 2013 as Regional Leader for European Markets, Marie-Eve was Chief Executive of World Vision

France (2005-2013). She was also responsible for leading the creation of World Vision France in 2003, as Marketing and Donor Relations Manager.

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

Valerie Dias

Valerie Dias is the Chief Risk and Compliance Officer for Visa Europe with responsibility for corporate and enterprise risk, compliance and a variety of corporate services. She previously held the role of Chief Financial Officer for Visa Europe.

Valerie is a Fellow of the Chartered Institute of Certified Accountants and in June 2014 was awarded the Asian Women of Achievement Award (Finance). She is a non-executive director on the Board of the Ipswich Building Society and a Trustee on the board of the Chartered Management Institute.

Valerie joined the Board of World Vision UK in April 2007 and retired from the Board in June 2015.

Richard Izard

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

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

Richard joined the Board of World Vision UK in May 2011 and is a member of the Organisational Effectiveness and Remuneration Committee and Policy and Programmes Committee.

Keith Malcouronne

Keith Malcouronne is Managing Partner of Acuity Professional LLP, a Christian-led Chartered Accountancy and business consulting group with teams in the UK and India. Keith is a non-executive director on the Boards of other businesses including TickX Limited and BC Technologies LLP.

Keith also serves on the Boards of a number of charities including as the Treasurer of the Oxford Centre for Mission Studies and Vice Chair of the Guildford Diocesan Board of Finance.

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

Mark Parsons

Mark Parsons is Head of Community Finance and Social Enterprises for NatWest and the Royal Bank of Scotland. He previously led the bank's external engagement on SME banking and has held a number of public affairs roles including Head of Corporate Banking Public Affairs at RBS and Public Affairs Policy Advisor at the London Stock Exchange Plc.

Prior to this, Mark was involved in politics as a political adviser to the Leader of the Opposition and Head of the Political Section at party central office.

He has a background in international development policy having been an adviser to the Shadow Secretary of State for International Development between 1999 and 2001.

Mark joined the Board of World Vision UK in February 2012 and is the Chair of the Board Development Committee and a member of the Finance, Audit and Risk Committee.

Stephen Phelps

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

Steve has acted as Trustee for a number of charities. He joined the Board of World Vision UK in 2002, serving as Chair of the Board from 2007 to 2011.

Currently, Steve is a member of the Finance, Audit and Risk Committee and Board Development Committee. Steve is also a member of the Board of World Vision International and chairs its Stewardship Committee.

Andrew Reed

Andrew Reed OBE is the Director of Sajelmpact Limited; a Christian writer, commentator and speaker; an ambassador to a wide range of Christian charities and organisations; and a former MP for Loughborough. Andrew helped develop and now directs the International Sports Management MBA at Loughborough University and is Professor of Sport Policy and Development at Liverpool John Moores University.

Andrew has a special interest in sports and health policy, international development and wellbeing issues and holds a wide range of interests and Board positions in each area.

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

Rev Canon David Richards

David Richards has been Rector of St Paul's and St George's Scottish Episcopal Church in Edinburgh since 2000, having joined the Church as Associate Rector in 1996. He was made an Honorary Canon in 2014. Before moving to Edinburgh, David worked as a curate in Solihull in Birmingham.

David was on the Board of the London Institute for Contemporary Christianity for seven years and is currently a member of the UK Council for the Evangelical Alliance, the Scottish Executive for the Evangelical Alliance and Chair of Alpha Scotland.

David has many years' experience of supporting World Vision, including two visits to our work in Kenya with people affected by HIV and Aids. Following these trips, World Vision created resources to help UK churches explore issues of justice, poverty and HIV. David joined the Board of World Vision in September 2015 and is a member of the Public Engagement Committee. Alongside his usual Trustee duties, David has additional responsibilities to help the organisation network through the Christian community; express its Christian identity in word and action and encourage prayer, spiritual discernment, thinking and behaviour by the Board.

Mark Sheard

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

Mark currently serves on the Board of Uganda Development Services, a Christian charity promoting development in rural communities in East Africa. He joined the Board of World Vision in January 2007 and was Chair of the Board from February 2011 until March 2015. Currently, Mark is a member of the Public Engagement Committee, Organisational Effectiveness and Remuneration Committee and Board Development Committee.

Julian Thomas

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

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

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

Trustees, principal officers and advisers

Board of Trustees

Jennifer Collins
Marie-Eve Coulomb
Valerie Dias (retired June 2015)
Linda Emery
Richard Iazard
Anna Laszlo, Board Chair
Keith Malcouronne
Mark Parsons
Stephen Phelps
Andrew Reed
Rev Canon David Richards (joined September 2015)
Mark Sheard
Julian Thomas

Secretary

Jonathan Bailey

Principal Officers

Chief Executive

Tim Pilkington

Policy and Programmes Director

David Westwood

Acting Director of Fundraising

Graeme Newton

Acting Director of Marketing and Communications

Steve Wood

Organisational Effectiveness Director

Adrian Blair

Finance and Risk Director

Paul Wratten

Auditors

Crowe Clark Whitehill LLP

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

Bankers

Lloyds TSB Bank Plc

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Secklow Gate West,
Milton Keynes MK9 1NA

Allied Irish Bank

Byron House
Maid Marian Way
Nottingham NG1 6HS

Registered Office

World Vision House
Opal Drive
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Milton Keynes MK15 0ZR

Thank you

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

The Band Aid Charitable Trust
Edward Cadbury Charitable Trust
Mr and Mrs Jonathan and Nicola Cormack
Mr and Mrs Domenico and Sonia Crapanzano
Mr Ivan Dennison
Department for International Development
Mr and Mrs James and Katherine Anne Duffy
European Commission's Humanitarian Aid and Civil Protection Department
European Union Food and Agricultural Organisation
Mr and Mrs Dean and Melissa Fielding
Global Fund to Fight AIDS, Tuberculosis and Malaria
Hotel Puente Romano in Marbella
Mr David Henderson OBE
Mr and Mrs Peter and Lillian Hindley
Mr Phillip House
Mr R P Jarvis

Mr and Mrs Kevin and Helen Jenkins
The Jerusalem Trust
The Latin American Children's Trust
Lightsource Renewable Energy Limited
The Madeline Mabey Trust
Mr Jeremy Middleton CBE, Mrs Catherine Middleton and family
Out of Eden
Persula Foundation
Mr Don Procter
Mrs Sarah Sherwin
Mr James Sim
The Souter Charitable Trust
The Tisbury Telegraph Trust
United Nations
Steve and Carlyne Walker
Ms Andrea White
Wider Plan
World Food Programme

We also thank our many supporters who make great sacrifices to give smaller amounts. Your contributions are greatly appreciated.

Get involved

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

Sponsor a child

Child sponsorship enables you to give your love and support to a vulnerable child living in one of the world's hardest places. You can form a real relationship with the child you sponsor; become one of the special people in their life and help to give them a future free from need and full of promise.

Child sponsorship helps children and communities to secure the essentials we take for granted – like food, clean water, basic healthcare and education – helping to create an environment in which children are protected and can live free from fear. As a sponsor, we'll help you connect with your sponsored child, along with the work and progress being made in their community.

You'll have the chance to write to or email your sponsored child and send cards on birthdays and at Christmas too. You can even visit them to see the positive impact you are making first-hand.

To sponsor a child today:

Tel: 0800 50 10 10

www.worldvision.org.uk/child-sponsorship

Give Raw Hope

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

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

Continue changing children's lives through your Will

Thank you for your faithful support to some of the world's most vulnerable children, many of whom live in fear every day. You can continue to make the world a better place for more children, giving them hope by leaving your own legacy, through a gift in your Will. By remembering World Vision in your Will, you can help fund essential projects giving children the opportunity to experience life in all its fullness. Any gift, large or small, will help to ensure that children are cared for and protected.

To find out more and request a free legacy brochure:

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

Pray with us

We really value your prayers for our work across the world. As a Christian organisation, we believe it is important for the goodness and grace of God to permeate all we do. We believe God will use your prayers to bring life in all its fullness to everyone we work with.

View the prayer requests we have received from the communities you support at:

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

Become an Ambassador

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

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

Email: ambassador@worldvision.org.uk

Join our campaigns

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

www.worldvision.org.uk/get-involved/campaign-change

Follow us

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

Follow us: @WorldVisionUK



RIGHT: Earn, 11, a sponsored child in Cambodia shows the much loved Christmas card she received from her sponsor.

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BACK COVER: Badel, 9, lives in India. At one of our centres for children with special needs, he has learned new skills, including drawing and colouring in. ©2014 Annila Harris/World Vision

FRONT COVER: In the Philippines, Annalou, 11, benefits from her mother's income. Using our special loans, Annalou's mother now runs her own business and is able to provide for her children.

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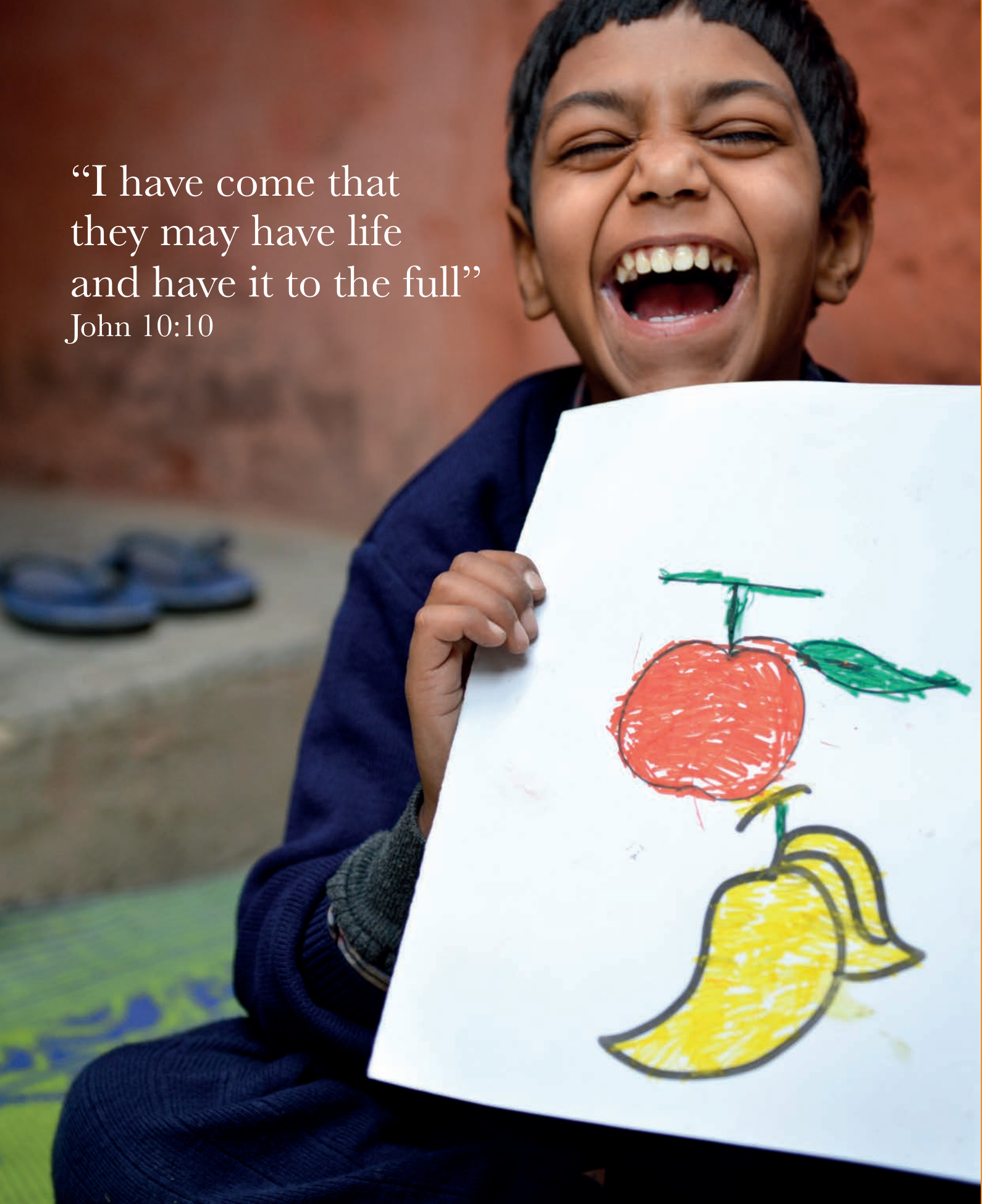


Sending fun and laughter to you



Phailin

“I have come that
they may have life
and have it to the full”
John 10:10



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