



World Vision®



BETTER LIVES FOR MORE CHILDREN

World Vision UK trustees' report and accounts
for the Year ended 30 September 2009



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World Vision Partnership

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

World Vision UK Programmes

World Vision UK funds programmes and projects in 39 of the countries where World Vision works.

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

goal four – engaging the UK

Campaigning stunt asks if the G8 did an Italian Job? (page 17)



goal five – fundraising

UK public help combat the five main child killers in poor communities (page 19)



CEO

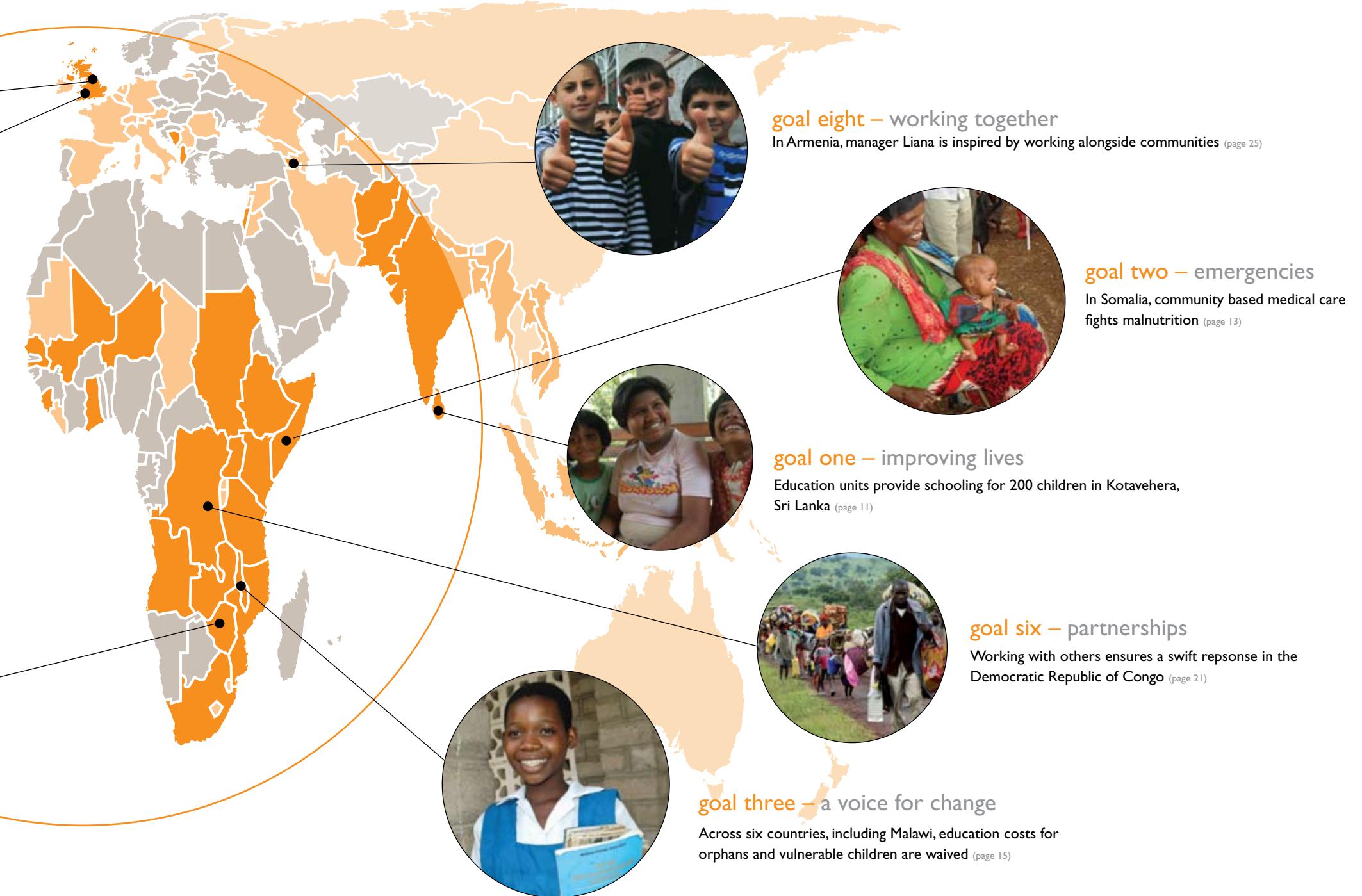
Chief Executive, Justin Byworth, meets dedication and resourcefulness in both Bolivia and the UK (page 7)



goal seven – christian values

Churches support and equip orphans with life skills in Zimbabwe (page 23)





Board of directors

Adrian Bagg
Valerie Dias
Sarah Douglas
Stuart Fraser
(resigned 29 January 2009)

Dean Hirsch
(resigned 30 September 2009)

Dorothea Hodge

Kevin Jenkins
(appointed 01 October 2009)

Anna Laszlo

Keith Malcouronne

Stephen Phelps – Chairman

Mark Sheard

Secretary

Sarah Powley

Principal officers

(as at 30 September 2009)

Chief Executive

– Justin Byworth (from 01 May 2009)
Charles Badenoch (until 30 April 2009)

International Programmes

– David Thomson

Finance, IT and Central Services

– Sarah Powley

People and Culture Group

– Richard Marshall

Marketing – Mathew Neville

Advocacy – Michael French

Communications

– Kate Nicholas

Strategy – Ian Gray

Auditors

Deloitte LLP
Chartered accountants and registered auditors,
London

Solicitors

Blake Lapthorn
Seacourt Tower, West Way
Oxford OX2 0FB

Bankers

Lloyds TSB Bank plc
28 Secklow Gate West
Milton Keynes MK9 3EH

Allied Irish Bank

Cavendish House
39 Waterloo Street
Birmingham B2 5PP

Registered office

World Vision
Opal Drive, Fox Milne
Milton Keynes
Buckinghamshire MK15 0ZR

activity, mission and values

Activity, mission and values

World Vision UK mission statement: As followers of Jesus Christ our mission is to build lasting relationships that transform the lives of the world's poorest children, their families and communities, the injustices that cause their poverty and the hearts and minds of those who engage with us.

World Vision serves all people regardless of religion, race, ethnicity or gender.

Our core values that guide our behaviour are:

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

Our vision for
every child – life in
all its fullness;

Our prayer for every
heart – the will to
make it so.

Vision statement of World Vision

World Vision UK

A member of the global World Vision Partnership, World Vision UK has three objectives: to relieve poverty in any part of the world; to educate people all over the world, and particularly in the UK, about the underlying causes of poverty, and to promote and uphold the principles of the Christian religion (Memorandum of Association).

The organisation has identified eight strategic goals on which to focus in pursuit of these charitable objects and the following pages outline specific activities under each goal, together with the resulting public benefits.

World Vision UK's role within the Partnership is to raise funds, work alongside other offices in designing and running high quality programmes and projects and to be an advocate for the children, their families and communities we serve.

In determining the specific focus of World Vision UK's activities and those who are to benefit, the organisation has a Geographical Priorities Strategy which employs a variety of key development indicators to determine both the areas of greatest need and the places in which World Vision can make the biggest impact on poverty.

Among those living in such communities, children are often the most vulnerable to the impact of poverty and play a significant role in delivering positive and lasting change for the future.

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

five year record

	5 Year Average	2005 £'000	2006 £'000	2007 £'000	2008 £'000	2009 £'000
Committed giving and other donations		36,129	38,887	41,377	41,714	38,971
Donations for emergencies		5,275	11,969	9,694	4,580	2,259
Donations, gifts and legacies		41,404	50,856	51,071	46,294	41,230
Institutional grants		5,104	6,292	8,377	7,735	10,447
Donated goods and services		1,992	14,041	3,632	3,206	6,580
Voluntary income		48,500	71,189	63,080	57,235	58,257
Investment and other income		657	847	544	562	223
Total income	49,157	72,036	63,624	57,797	58,480	
Costs of generating funds		8,419	9,969	14,144	11,139	10,245
Charitable activities		33,828	61,572	51,905	44,403	48,687
Governance costs		187	218	266	291	231
Total expenditure	42,434	71,759	66,315	55,833	59,163	
Net incoming / (outgoing) resources before investment gains	6,723	277	(2,691)	1,964	(683)	
Investment gains / (losses)	269	196	188	(364)	67	
Net movement in funds		6,992	473	(2,503)	1,600	(616)
The funds of the charity						
Restricted and designated funds		9,939	13,352	10,584	10,984	10,523
General fund		7,279	4,339	4,604	5,804	5,649
Total funds	17,218	17,691	15,188	16,788	16,172	
Ratios						
Percentage of total expenditure:						
Costs of generating funds	18.2%	19.8%	13.9%	21.3%	20.0%	17.3%
Charitable activities	81.4%	79.8%	85.8%	78.3%	79.5%	82.3%
Governance costs	0.4%	0.4%	0.3%	0.4%	0.5%	0.4%
Free reserves:⁽¹⁾						
Number of days' expenditure ⁽²⁾						
		66 days	27 days	27 days	40 days	39 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.

from the chief executive

For World Vision UK, our supporters and the children, families and communities we work with around the world, 2009 has been a year of hard-won successes amid the challenges of worldwide economic turbulence.

World Vision is making a real and lasting difference in the lives of children and communities in some of the world's poorest places. We create lasting change through our relief, development and advocacy work, with the support of over 190,000 people, governments and other partners who share our vision of a world where every child can live life to the full.

In 2009 our achievements included:

- Benefiting four million people in 26 countries through 78 Area Development Programmes (ADPs).
- Providing humanitarian responses to 16 emergencies in 13 countries, including the crises in Gaza and the Democratic Republic of Congo.
- Campaigning against injustice and for lasting change which will improve the health and education of children.
- Total income rose by 1.2% to £58.5 million (m), and due to tough cost control measures we ensured costs of generating funds and governance costs were down 8.3% to £10.5m.

Programme evaluations completed in 2009 show that most of our projects achieved their objectives, and this year we were also able to successfully transition out of three long-standing ADPs. Behind each one of these programmes there are countless individual success stories. For example, when a head teacher working in a Senegal school expelled all married girls from his classes, the local human rights committee complained. After lengthy negotiation with the committee, the girls were allowed to attend classes again and secure their right to basic education.

We have also helped to change the lives of our supporters as they engage with children and communities through World Vision. Hundreds of people participated in our supporter events in Edinburgh, Birmingham, London and Milton Keynes, while *This Morning*'s Denise Robertson and other child sponsors visited children and our programmes in countries as far afield as Uganda, Myanmar and Bolivia.

World Vision's partnerships with the British Government Department for International Development and the European Union have continued to strengthen during 2009. These key partnerships, plus our membership of the Disasters Emergency Committee, remain vital in extending the reach and effectiveness of our work to fight poverty and injustice.

Sadly, the rising cost of food, fuel and basic commodities, combined with pressure on international aid globally, means that children living in poverty are too often paying the price for global economic instability. Recession at home has also directly affected the income we have to support communities overseas. In 2009, although our overall level of revenue increased slightly from the previous year, income from the public reduced as some supporters adjusted their contributions to charity in the light of the credit crunch.

The falling value of the pound in 2009 also meant that every penny we raised was stretched further. However, by careful control of our costs, a renewed drive for greater efficiency, and effective currency management across World Vision's unique international partnership, we were able to protect the value of our funds and meet our commitments to programmes and communities.

Looking to the future, we know that 2010 will be another challenging year. We will redouble our efforts to maintain our commitments to the children and communities we serve and to our supporters. Strong fundraising will be vital through the remainder of the recession to prepare us for a return to growth in the years ahead.

In 2010 we embark on a major new global campaign, Child Health Now, aimed to end the death of six million children under-five each year from preventable conditions – a statistic which puts the economic challenges here in the UK into perspective. The new year also marks the end of our current five-year strategy, so we will be looking ahead to the opportunities and challenges that the next five years hold, from climate change to the digital revolution, assessing our ability to meet them, and deciding our direction and priorities for 2015.

While looking ahead, I'd like to acknowledge the role of my predecessor Charles Badenoch in helping to guide World Vision UK through the last five years. His leadership was a driving force in deepening our commitment to advocacy for vulnerable children.

The future will no doubt hold further challenges, but every day I'm humbled by the loyalty of our supporters and the incredible resilience and dignity that children, their families and their communities display in the face of almost overwhelming poverty and injustice. I believe God will continue to guide us and protect us in our work. Together we can make a real and lasting difference in the lives of children, and their communities, and bring our world vision – that every child lives life to the full – one step closer.





How World Vision UK connects communities

"In October I visited Bolivia and was struck by the contrast between the stark beauty of the Andean plateau and the determination and resourcefulness of the local Quechua and Aymara people. I met amazing people including volunteer teachers and nurses who had once been sponsored children and now wanted to give something back to their local community. In 20 years with World Vision I've visited many countries and continually find my heart touched and mind challenged by the inspiring people that we work with.

In the UK, I experienced a similar spirit of dedication at our Shangilia supporter event. Alison Mitchell, who has been sponsoring children through World Vision since 1993, remembered me from when I managed programmes in north west Cambodia. We shared stories of Phollee, a girl Alison sponsored who was injured by a landmine in the country's conflicts. Her story reminded me of the privilege we have in creating life-changing encounters regardless of distance."

how World Vision works

In all we do we seek to ensure we meet the needs and rights of children because they are often the hardest hit by conflict, disaster and chronic poverty.

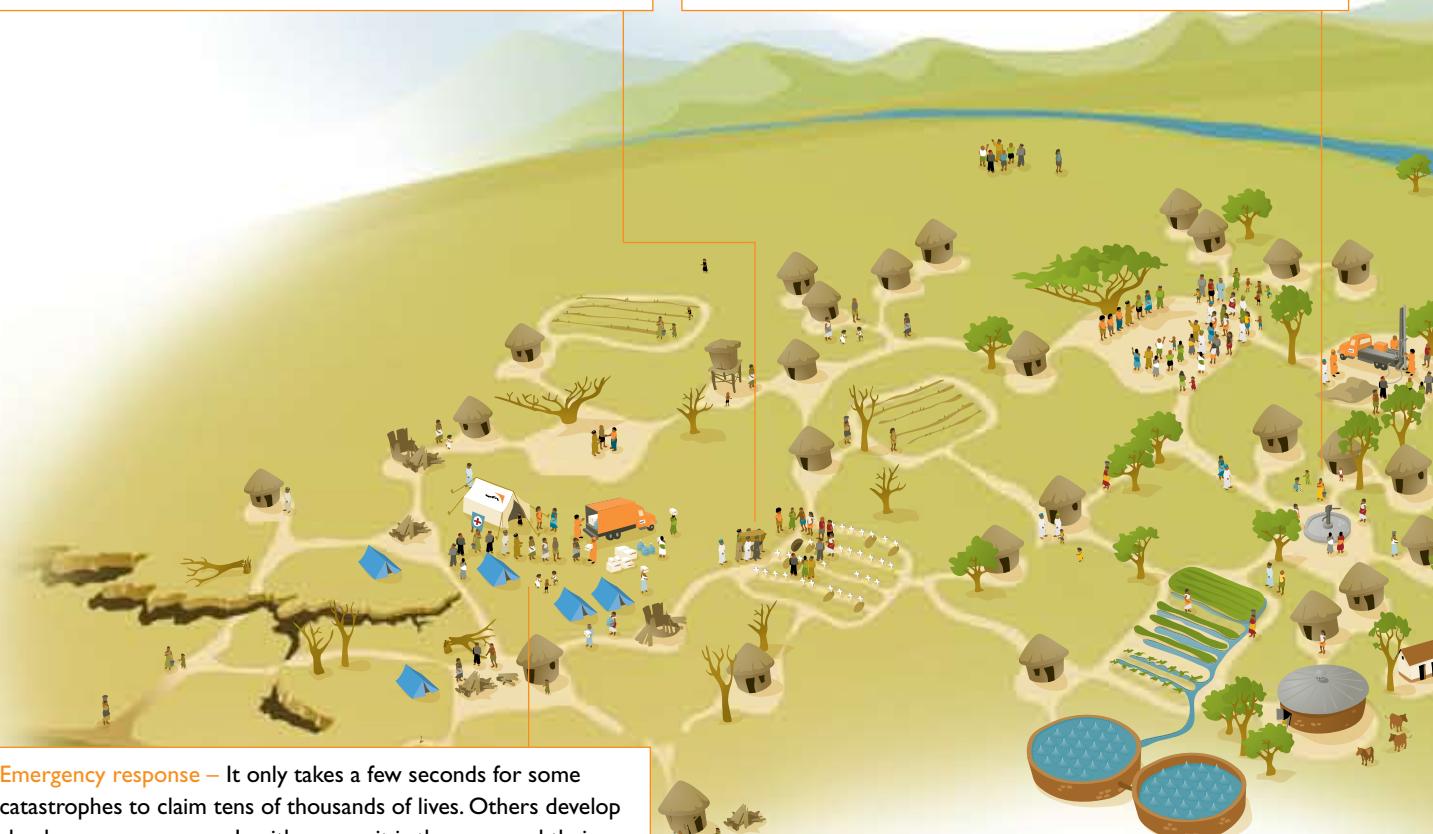
We believe that the key to achieving positive and lasting change for children is empowerment. It is essential that communities plan their own development, identify their own needs and take the lead in activities that will provide life in all its fullness for children.

At the heart of our community development work are our Area Development Programmes (ADPs). Skilled staff work with local people to plan and implement a programme that will last for between 12-15 years, made up of many smaller projects tackling both immediate problems and long-term goals.

This is what an ADP may look like:

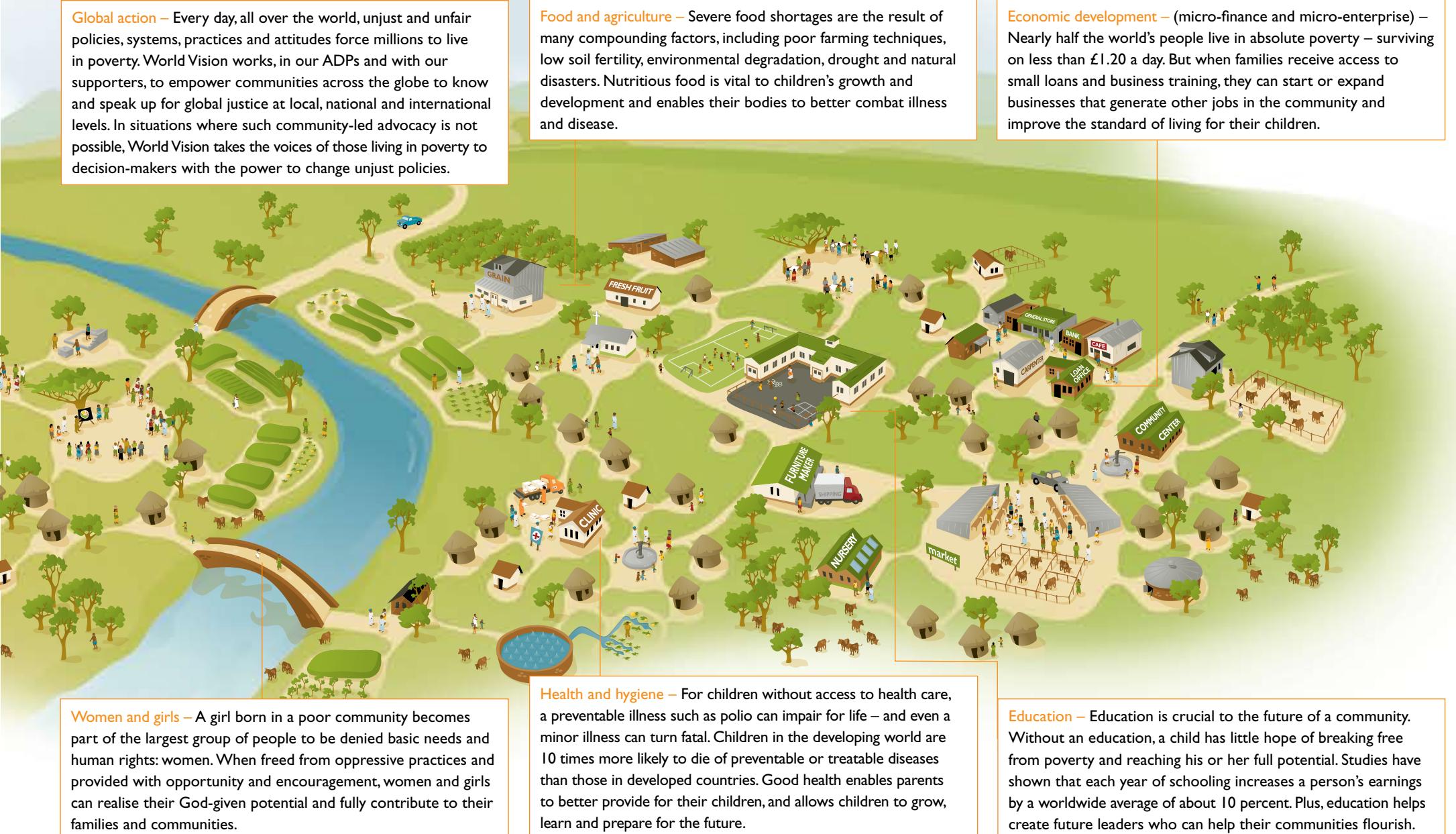
HIV and AIDS – The AIDS pandemic is the greatest humanitarian crisis of our time. It threatens the quality of life of millions of children and families, and threatens the economic progress and social structure of communities and even entire countries. World Vision works to reduce the impact of HIV and AIDS through prevention efforts, compassionate care and effective advocacy.

Water and sanitation – Water is one of the world's most precious natural resources. When clean water is scarce, all aspects of life are impacted. Children's bodies are particularly dependent on clean water and susceptible to waterborne and water-related diseases and parasites. The provision of clean water in poor communities can immediately cut child death rates in half.



Emergency response – It only takes a few seconds for some catastrophes to claim tens of thousands of lives. Others develop slowly over many years. In either case, it is the poor and their children who suffer the most. Equipping communities with the knowledge and tools they may need for a disaster before it strikes helps them to better respond to and survive disasters. When disaster does strike – whether natural or man-made – World Vision is globally positioned to provide immediate emergency response and a commitment to help with long-term rebuilding.

Children in crisis – Tragically, many of the world's children are robbed of their innocence and potential through unthinkable hardships. After being abandoned, orphaned, abducted, or sold by their own families, many are forced into armed conflict, sex slavery, or the worst forms of child labour. World Vision offers tangible help and hope to children who have nowhere else to turn.



goal one – improving lives

World Vision works with the world's poorest and most vulnerable communities to find long-term, sustainable solutions to poverty and injustice. We believe that no child should have to live in poverty. By securing the well-being of vulnerable children, we can create hope for the future among the communities hardest hit by high maternal and child mortality, hunger, disease, lack of access to health and education, conflict and natural disasters.

ADPs in action

World Vision UK completed eight end-of-project evaluations within our ADPs in 2009 and 57% of the evaluations showed that our projects met all or most of the original objectives.

For example, our Keembe ADP, located in Zambia, contributed to a 33% rise in the number of children immunised against life-threatening diseases. Other positive results included school enrolment in the area rising by 20%, and a 22% rise in women seeking antenatal and postnatal care from qualified health professionals.

World Vision's work in Sierra Leone helped promote peaceful co-existence between former combatants in the Bonthe district. Grassroots community work designed to support local councillors and committee members led to Bonthe's local council being ranked second in a country-wide performance review.

In our Namachete ADP, situated in Malawi, World Vision has been improving school attendance among children living in the area. Educational projects funded by World Vision to enhance the children's classrooms and mobilise volunteer teachers meant that the number of children with access to education leapt from 9,034 in 2004 to 14,110 in 2008. More opportunities to learn literacy is improving too; today 62% of household members aged 15 and above have basic literacy skills.

And in Nepal the National Children's Congress Project, which was part-funded by World Vision, established guidelines designed to

protect children against discrimination, abuse, violence and neglect. The guidelines are the first of their kind to be developed in the country.

The results from these end-of-project evaluations are used to inform and redesign projects and ADPs so that all objectives will be met, enabling children to enjoy greater well-being in the future.

Influencing policy

In July we completed the fourth year of our Partnership Programme Agreement (PPA) with the British Government Department for International Development (DFID). PPA funding has enabled us to scale up our efforts to reduce poverty across 14 countries. Thanks to projects supported by the PPA, more children are attending school and getting access to proper healthcare, while those facing social exclusion, such as boys and girls with HIV and AIDS, now have their rights recognised by governments and other official bodies.

During 2009, the PPA funded 196 Community Care Coalitions across Ethiopia, Kenya, Malawi, Mozambique, Uganda and Zambia. By strengthening society from the grassroots upwards, we enabled all citizens, including children and the socially excluded, to influence official policy for the better. Their lobbying influenced governments to develop and implement policies and plans for children affected by HIV and AIDS. In Mozambique, programmes funded by the PPA helped a total of 79,000 children and adults register for essential services such as education and healthcare.

Being accountable to donors and children in poverty

World Vision is working to ensure projects are fully transparent and accountable to both donors and the communities we serve. We make sure everyone, from local government to beneficiaries, is involved in the decision-making process. Child sponsorship, which funds a significant proportion of our work in ADPs, recognises that poverty reduction is a partnership. Donors are likely to be better informed global citizens by being connected to a poor community abroad, while long-term giving through sponsorship allows for better planned community programmes involving decision-making within, and ownership of projects by the community. As a result not only sponsored children, but the whole community, benefits.

During 2009 we further developed our Learning through Evaluation with Accountability and Planning (LEAP) policy. The policy is a continual and rigorous process of assessment, design, implementation and monitoring, evaluation, reflection, redesign and transition. It promotes progress and evaluates the final success of a programme – for example, demonstrating how World Vision's work has reduced the number of child deaths in a community.

To help us assess our work, during 2009 World Vision developed a series of child well-being outcomes. These outcomes were inspired

World Vision's Area Development Programmes, made up of multiple projects, are at the heart of how we build better lives for children, their families and communities. During 2009 World Vision UK funded 78 ADPs in 26 key countries, reaching a total of four million beneficiaries. We transitioned out of three ADPs that had successfully achieved their aims and have now been equipped to pursue their development without direct support from World Vision.

by the principle that children are citizens and that their rights and dignity should be upheld. The indicators of child well-being include factors such as children being celebrated and registered at birth; being well nourished; being cared for in a safe, loving family and community with safe places to play; having access to essential health services; completing basic education and being ready for economic opportunity when they become adolescents. We will continue to review our projects to ensure that they measure up to these exacting standards.

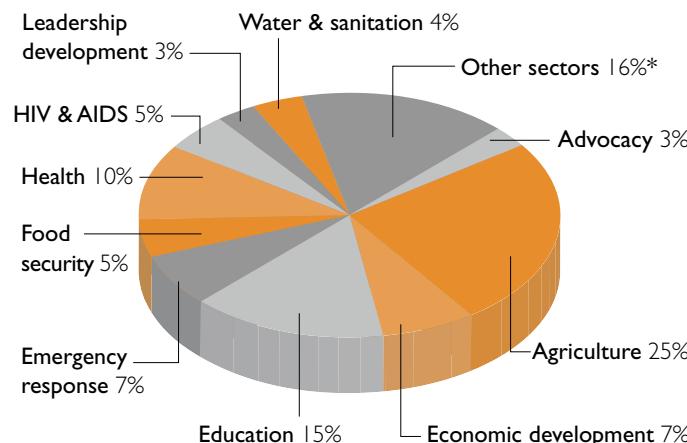
Facing up to climate change

World Vision's concern for children living in poverty means we cannot ignore the way climate change is threatening the lives of people from some of the world's poorest communities. Changes occurring in the environment, such as increasing incidence of droughts and floods, have the potential to undermine sustainable development, while contributing to a rise in natural disasters. In 2009 we renewed our efforts to enable vulnerable communities to prepare for the challenges that these changes will bring.

In our Nirman ADP in India we worked with local disaster committees to build defences to protect agricultural fields from flooding. In Kenya, we worked alongside the disaster management committee to build water channels that will stop crops from being destroyed by floods. We also worked with ADPs in Ethiopia to take the risk of natural and man-made disasters into account when designing new programmes. If disaster strikes, poor communities are better prepared.



Projects funded across WVUK ADPs this year



For example:

Agriculture – In Bolivia, 620 households received training on improved agricultural techniques: training in greenhouse preparation and management, irrigation, conservation techniques and organic farming.

Education – In Cambodia, eight schools and 15 school yards were constructed or rehabilitated and 53 teachers were trained in child-centred teaching methods.

*Other sectors:

Consists of 14 other sectors none of which is more than 2% of total expenditure, such as disability and disaster mitigation.

Ensuring education for all

Our Kotavehera ADP, situated in Sri Lanka, came to a successful end. One of the people who benefited was fourteen-year-old Ruvinkia (pictured third from left). She used to be one of the 200 children living in the area with no access to mainstream education. Because of the multiple diseases she lives with, her mother thought she would never be able to go to school. But, thanks to the support of her community, and World Vision, she is now enrolled in a local special education unit, where she has the support of new friends, and where she is known by her name rather than her needs.

"It was a long process," says Prasanna Hettiarachchi, Assistant Director for Zonal Education. "World Vision funded the training of teachers for special education, and provided us with little changes, like building a classroom, or making an access path for children in wheelchairs, which made a big difference."

Today, thanks to special education units in 13 schools, all the area's children have access to education, no matter what special needs they might have.

goal two – emergencies

An estimated 256¹ million people around the world are affected or displaced by disaster and conflict. Since children are most vulnerable to disease, hunger and other dangers during emergencies, they are World Vision's first priority when we provide relief, raise funds and help communities face the future.

In 2009 the World Vision Partnership delivered swift and effective support and relief to communities in over 30 countries across the globe. Our staff responded to emergency situations in areas as diverse as Nepal, Niger, China and Zimbabwe (see box).

Because the World Vision Partnership has staff on the ground in nearly 100 different countries, we can respond swiftly to emergencies caused by conflict or natural disaster. World Vision's Global Rapid Response Team has experienced staff strategically positioned worldwide who can respond to any crisis. As well as offering their expertise to affected communities, they also have stocks of crucial supplies from water to temporary emergency shelters. They can be on the ground, working with displaced communities, within 72 hours.

World Vision UK is an active member of the Disasters Emergency Committee (DEC), a coalition of the UK's 13 leading humanitarian agencies. Funding from the DEC helped us to assist some of the most vulnerable families, in situations such as the Gaza crisis and the Democratic Republic of Congo (DRC) emergency response, and meet their basic and urgent needs by providing food, water and hygiene.

Responding to the crisis in Gaza

In early 2009, as the humanitarian crisis in Gaza began to unfold, World Vision UK's private appeal raised over £100,000 for those in need. The public's generosity helped local communities survive during the early stages of the crisis: 3,187 hungry people received food parcels, while a further 8,000 families made use of family emergency kits.

By helping breathe new life into devastated farmland, and by providing fishing boats and nets, World Vision gave 600 people back their livelihoods. In 2010, our programming in the area will continue to concentrate on supporting local livelihoods and improving the prospects of those affected by the fighting. As the relief phase comes to a close, we're committed to empowering communities to build solid foundations for the future.

Providing relief in the Democratic Republic of Congo

In November 2008, as hostilities escalated in the DRC, World Vision was there to provide relief. We helped give 1,559 people access to fresh drinking water and supplied 919 more with the use of latrines and showers. Funds also went to combat hunger, with 767 children successfully treated for acute malnutrition. While working in the area staff also increased the safety, and dignity, of affected communities by raising awareness of basic human rights among everyone involved in the project.



Creating a long-term response to chronic humanitarian needs

Fragile states contain 14% of the world's population but account for nearly 30% of people living on less than a dollar a day. Nearly half of all children who die before the age of five are born in fragile states.

World Vision UK recognises the importance of engaging with fragile states to help some of the world's worst-affected communities, where governments may struggle to offer the services people need to survive war and disaster. To address their needs, World Vision UK has developed Area Rehabilitation Programmes (ARPs). Currently we have two ARPs in operation, one in South Sudan, and a second in Somalia.

In 2009 our South Sudan ARP entered its second year supporting communities in Kuach. Through a project funded by the European Commission for Humanitarian Aid, more than 4,500 families received training to help develop new livelihoods in the wake of conflict. The project provided impoverished families with the tools needed to build new lives, including fishing equipment, seeds, ploughs and training in agricultural techniques, such as beekeeping.

During the year the community started building a new school which will play a central part in educating children in the area. Already three latrines and a borehole have been built to improve basic sanitation for staff and pupils. In partnership with the local communities, this essential work will continue during 2010.

Changes currently occurring in the climate have the potential to increase the number of natural disasters and so increase the risk to vulnerable communities. World Vision is working to equip these communities with the tools and knowledge they need to respond. For example, our response to the aftermath of Cyclone Sidr in Bangladesh included creating shelters and latrines on plinths to raise them above normal flood levels.

Being transparent and accountable

World Vision strives to ensure transparency and accountability in all of the aid work it carries out. Right from the outset, the people each project aims to help have a say in the way plans are implemented on the ground. At the same time, government and public donors are also kept informed of how funds are being spent, and whether key objectives are met.

One of the ways World Vision UK makes its work accountable to the public is by working within the DEC Accountability Framework (DECAF). The framework measures our performance against essential criteria including adherence to humanitarian principles, achievement of project outcomes and accountability to beneficiaries.

During the last year, World Vision UK has responded to emergency situations in:

Armenia, Bangladesh, China, Democratic Republic of Congo, Ethiopia, India, Jerusalem – West Bank – Gaza, Kenya, Myanmar, Somalia, Sri Lanka, Sudan (north and south) and Uganda.

¹Source: General Humanitarian Statistics 2009, Humanitarian and Emergency Affairs, World Vision (amalgamated figures of 214 million affected by disasters (p18) and 42 million forcibly displaced (p20)).



Saving lives in Somalia

During 2009 World Vision continued to help children suffering from acute malnutrition in Somalia by working alongside affected communities in the Middle Juba region of the country. Our effective community-based approach continues to ensure medical aid goes directly to the people who need it most.

A central part of World Vision Somalia's efforts is a community-based therapeutic care model in which malnourished children

are identified by volunteers working in the local area. Two stabilisation centres provide specialist care for children with medical complications, while 33 feeding centres treat malnourished children in their own homes. So far 9,996 children with acute malnutrition have been admitted to the programme. Thanks to the dedication and expertise of World Vision staff, and the efforts of local people, 95% of these children are being cured of this deadly, but wholly treatable condition.

goal three – a voice for change

During 2009 we raised our voices to speak with, and for, marginalised children living in poverty across the globe. We gave the poor, and our supporters, the tools with which to make change happen. By doing so we empowered them to help change the hearts and minds of politicians and decision makers, from the World Bank to governments in the developing world.

During 2009, World Vision ensured that empowering communities on the other side of the world included influencing politicians right here in the UK. A survey of MPs and policy stakeholders illustrated the increasing awareness of World Vision's influence.

We believe that, in a difficult financial climate, successful lobbying is crucial for keeping justice for children living in poverty on the political agenda. As a key member of the UK Aid Network, World Vision UK drew on the voices of supporters and communities to ensure the UK Government kept its promise to maintain the current level of overseas aid, despite widespread pressure to reduce spending.

Making children's voices heard

During the year we continued our advocacy work to lobby for change in the global arena. World Vision UK supported the development of practical strategies to reduce poverty in 15 countries by increasing the scale of our advocacy efforts. We successfully lobbied in several key areas including engagement and rights for children and adults who are coping with HIV and AIDS. We also worked alongside child parliaments in six countries to advocate for the needs of vulnerable children, especially those with disabilities.

In 2009 we made a significant contribution to the Third World Congress Against the Sexual Exploitation of Children and Adolescents. World Vision UK staff joined with child delegates to meet representatives of the United Nations (UN) and speak out

about the many violations of children's rights happening in their home countries. World Vision's child delegates were voted by their peers to represent them at special plenary panels, before meeting with the press to tell their stories.

World Vision also played an active role in the fourth Global Partners Forum on Children Affected by HIV and AIDS. As the only Non Governmental Organisations (NGO) present on the organising committee, World Vision helped the forum to highlight the realities faced by children affected by HIV and AIDS, and shaped a strategy for the future. In New York, World Vision successfully lobbied for children's issues to be given prominence in sessions at high-level UN meetings about the disease.

In London, World Vision UK continued to showcase its commitment to highlighting child health issues with a symposium co-organised by Tearfund and Save the Children. The event was dedicated to making the Government address neglected issues in child health. Over 100 delegates attended, including speakers from the World Health Organisation and the World Bank.

Empowering communities

World Vision continues to listen to the needs of local communities and empower them to demand basic rights and entitlements. This empowerment is a key element in the fight against poverty, forms a cornerstone of our ADP work, and is also supported directly through funding from our PPA.



In 2009 World Vision UK empowered citizens in 108 communities across Uganda, Armenia, Zambia and Kenya to demand better access to basic services, working through our national offices and the Citizen Voice Action (CVA) programme. Before the programme, in Armenia children from the Vardananch region had to cope with a walk of up to four kilometres to attend their local school. They often faced heavy snow and the threat of attack by wolves. World Vision worked alongside the local community to highlight these problems, which were stopping children from accessing education, and seek out a solution. The community discovered that the school had the right to secure state funds to provide transport, and after they put pressure on their local municipality, transport was provided in September.

During 2009, 139 Community Based Organisations were active in 40 communities across Cambodia, Uganda and Senegal. World Vision's Integrated Respect for Human Rights project helped them develop the tools they needed to gather vital evidence that could then be used to advocate for changes in official policy.

Sweetening the deal

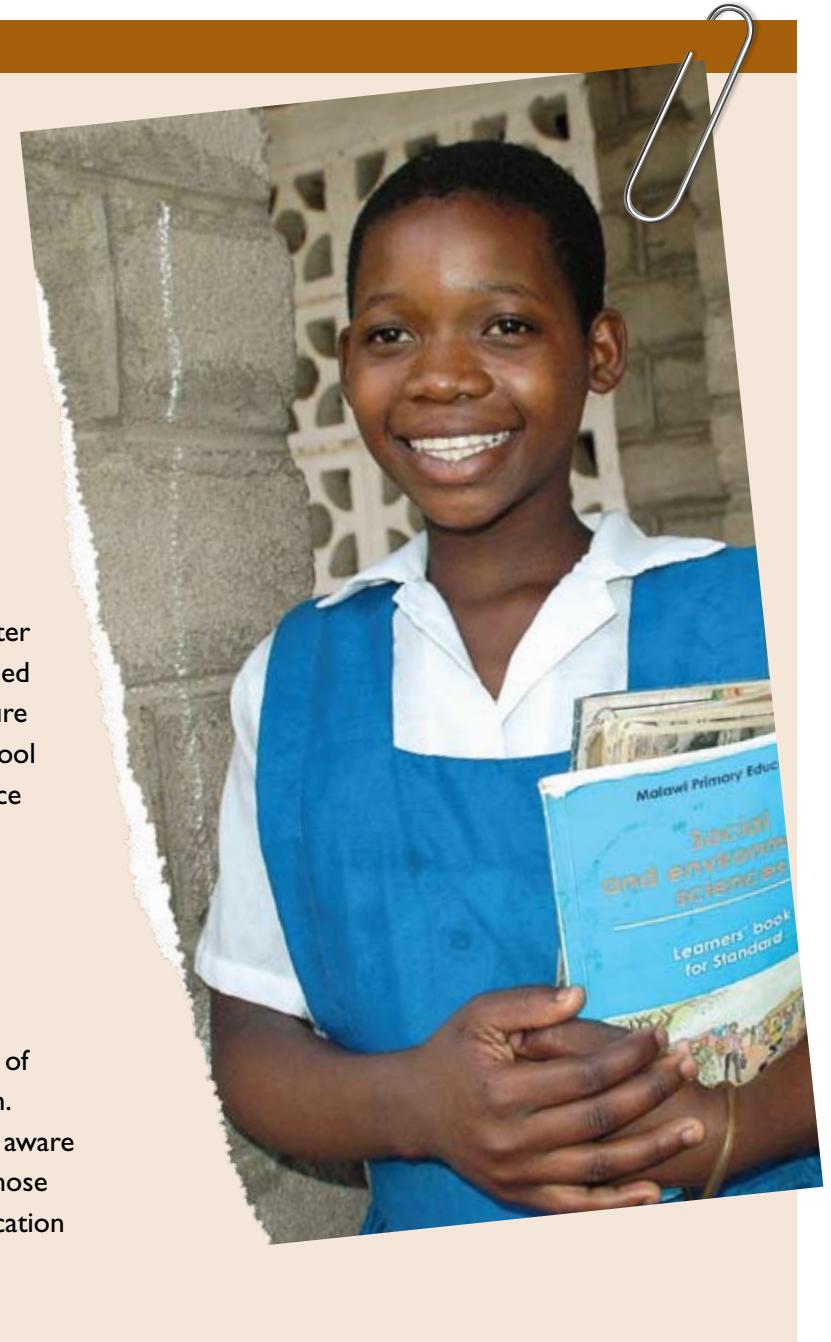
Alongside several key NGOs, World Vision's Ghana office lobbied chocolate giant Cadbury hard to help make cocoa a more sustainable industry for the country. Cadbury's switch to fair trade cocoa during 2009 meant that farmers got a better price for their crops, giving hope to their families and communities. Around the world, World Vision played a vital part in drawing attention to the urgent need to improve standards in the cocoa sector. The Cadbury fair trade agreement was featured on national TV in the UK and was a hit on YouTube, alongside an advert highlighting World Vision's ongoing projects.

Making education matter

Our Partnership Programme Agreement with the UK Department for International Development means that World Vision is empowering more communities than ever to fight for their human rights.

Many children in the developing world don't have access to education, and so never learn the practical skills that they need to build better lives. Thanks to World Vision's community-based approach to battling injustice, we're making sure that they aren't prevented from attending school because of prohibitive hidden costs put in place by local authorities.

In six different countries (Ethiopia, Kenya, Uganda, Malawi, Zambia, Mozambique) in the developing world community care coalitions supported by World Vision have successfully advocated for governments to waive the cost of education for orphans and vulnerable children. Because of our work to help communities be aware of their rights, vulnerable children, including those with disabilities, are entering mainstream education for the first time.



goal four – engaging the UK

By increasing public awareness and understanding of child poverty and its causes we encourage our supporters and the public to join us in campaigning against injustice in the developing world. Connecting effectively with the media means our campaigns reach a wide audience, and help change the maximum number of hearts and minds.

Maintaining pressure on governments around the world to tackle child poverty begins with engaging our supporters in the UK. By bringing the reality of child poverty in the developing world home to people in the UK during 2009, we inspired valued supporters to join campaigns lobbying for change on behalf of poor communities.

In 2009 we witnessed an 11% increase in people joining our campaigning base, which rose to 14,117 in September 2009. We also inspired more child sponsors to engage in the campaigning side of World Vision's work. During the year we saw a 6% increase in child sponsors also involved in campaigning.

We also reinvigorated our efforts to connect with a diverse range of supporters. We gave young people the lead in developing new campaigns (see box) and empowered congregations in churches around the country to play a part in creating positive change (see goal 7).

Working with the media

At World Vision we value our work with the media as an important way to spread our message about child poverty. During 2009 our communications team ensured that issues affecting communities in the developing world made the news headlines, featured in magazine articles, were broadcast on TV and radio, and discussed on the internet.

By creating opportunities for journalists to see our work for themselves, we saw coverage of World Vision projects rise by 39% during the year.

When the UK media's focus was on global humanitarian emergencies, our staff were already there, enabling journalists to hear the real story from communities directly affected by war and disaster. In 2009, World Vision provided firsthand reports from areas such as the Democratic Republic of Congo and Pakistan's SWAT Valley. Interviews with refugees in Sudan, and displaced people in Eastern Congo following the arrest of Laurent Nkunda for war crimes, featured on BBC Online, where they provided powerful evidence of why the UK public should engage with their struggle.

Highlighting child health

We also continued to raise awareness of the humanitarian work that goes on long after the TV cameras have left the scene of emergencies. By bringing stories of need and hope alive, we drew attention to the challenges of creating sustainable solutions to poverty.

Through our Stop the Child Killers campaign we alerted people in the UK to the fact that every day 24,000 children under five die from wholly preventable causes. We called on campaigners to take action and put pressure on world leaders to stop these unnecessary deaths caused by killer diseases like malaria, diarrhoea, measles, pneumonia and AIDS.

In July, *This Morning*'s agony aunt Denise Robertson returned to Uganda to see her sponsored child, Mercy, and the two boys she supports, Fred and Emmanuel. Her trip generated three hard-hitting five-minute pieces shown on consecutive days on the show, which showcased the benefits of child sponsorship to poor communities.

Sharing grassroots support

While public figures have an important part to play in creating public engagement in the UK, we also recognise the role of our loyal supporters in spreading the word about our work. On a grassroots level, we were delighted to see our child sponsors speak to newspapers and give radio interviews about the difference they made to the lives of children.

We realise that the UK public increasingly heads online for news, information and entertainment. Our challenge is to increase engagement with our online audience across emerging platforms, such as social media. In 2009 we developed new opportunities to speak with supporters on blogs, Twitter and other social networks. Trusted online services like BBC Online and Google News have also provided a focus that we can build on for the future.

Engaging young people

In 2009 World Vision UK focused on how younger supporters can drive the agenda for change. As part of this work:

- In June, 30 students from Northampton Girls' School travelled to Westminster to debate AIDS and HIV issues as part of World Vision's Push for the Pool campaign. The campaign aims to make pharmaceutical companies break down the barriers to providing universal access to HIV and AIDS treatment.
- 1,100 UK primary schools, secondary schools and youth groups received World Vision material designed to bring alive the problems facing the world's poor through engaging lessons and workshops.
- We welcomed 24 new recruits to our Youth Ambassador Programme, a group of 16-18-year-olds who are passionate about making governments take notice of World Vision's work in the developing world.



Did the G8 do an Italian Job?

During 2009, more than 5,000 people in the UK joined 23,000 campaigners worldwide to make sure world leaders didn't do "an Italian Job" at the G8.

In the run-up to the G8 summit, World Vision's G8 Action on Child Health took inspiration from the classic 60s heist movie. World Vision's message to G8 leaders was simple – don't steal resources from the developing world while using the global downturn as a chance to become a "Self Preservation Society".

Every year, 8.8 million children die before their fifth birthday of illnesses that could be easily prevented. World leaders have promised to tackle the problem, but have fallen short of delivering real change.

While the media covered stunts featuring Mini Coopers in major European cities, across the globe World Vision supporters presented their case to governments represented by the G8, including a visit to Downing Street.

goal five – fundraising

Raising the funds necessary for World Vision UK to support development, respond to emergencies and fight for justice on behalf of the world's poorest children became more of a challenge during 2009. However, the enduring power of child sponsorship, the generosity of our loyal supporters and a rise in grant funding helped us secure the money needed to maintain our commitment to children during a tough financial year.

In 2009 our 110,648 child sponsors helped support 122,275 sponsored children living in some of the world's poorest communities. During the year, 12,000 new sponsors pledged their support, and together played a part in raising £24.0 million, which went to help children, their families and communities living in poverty.

At World Vision UK we believe that offering the opportunity for people in the UK to sponsor a child living in poverty creates a one-to-one connection that reaches right across the globe. By creating living links between the World Vision Partnership's three million supporters worldwide and children from as far and wide as Bolivia to Vietnam and Albania to South Africa, we raise awareness of everyday life in the developing world, while enabling supporters to see the practical difference that their donations make.

Meeting the challenge

The need for funds may have grown in 2009, but the global recession meant that many supporters were looking carefully at their monthly outgoings and in some cases reducing contributions to charity.

We saw a fall in income from our "Must have Gifts" catalogue and emergency appeals, while a decline in the housing and financial markets led to a continuation in the fall in our income from legacies which began in 2008.

Reaching out to new child sponsors and retaining our existing supporters during 2009 was also a challenge.

The downturn had the biggest impact on new sponsors, but thanks to our renewed marketing efforts, the situation improved in the second half of 2009. In addition, we were pleased to see no increase in the annual total number of sponsorship cancellations.

We are sincerely grateful for this amazing level of continued support, which has had such an impact on helping the lives of vulnerable children, their families and the communities in which they live.

Voluntary income raised during 2009

In 2009 our total voluntary income was £58.3 million.

£39.0 million came from committed giving and other donations, of which £24.0 million (41%) came from sponsorship.

£2.3 million came from emergency appeals (including DEC appeals).

£10.4 million came from institutional grants.

£6.6 million came from donated goods and services.

Engaging with our sponsors

During 2009 World Vision UK held a series of supporter events designed to share the impact that child sponsors have on communities in the developing world. In May over 240 people met at our head office in Milton Keynes to celebrate the successful completion of our Kotavehera ADP in Sri Lanka. Those in attendance heard from supporter Celia Murray, who spoke movingly of her journey to the developing world to meet the child she sponsors.

Throughout the year, three further events were held in Edinburgh, Birmingham and London focusing on World Vision's ongoing relief work following the devastation caused by Cyclone Nargis in 2008. Over 150 supporters attended the events, where they heard from Than Nwai Law, programme co-ordinator in Myanmar, who spoke about her personal experience of the disaster. As a direct result of these events, more children from Myanmar are now being sponsored.

In 2009 we invested in new ways to bring sponsors up to date with the issues facing communities in the developing world.

Our regular child sponsorship updates give supporters an insight into what is happening in the community they support,



and the accompanying messages from community leaders help foster greater understanding of our impact through ADPs. Our supporter magazine, *Insight*, was redesigned to increase supporter understanding and involvement with the causes of poverty and the global reach of World Vision.

We have also made it easier to sponsor a child through the internet. New, more accessible online child sponsorship forms make it simpler and quicker to become a sponsor. Better use of search engine optimisation technology means we've done more to bring potential sponsors straight to our site.

An increase in institutional and government funding

Funds raised by the public during 2009 were bolstered by grants from Department for International Development and other government donors and institutions. We are pleased to report that the year saw a marked increase in our grant portfolio, which has helped offset a decline in voluntary funding. We received 20 new grants from bilateral and multilateral donors with a total lifetime value of £10 million. A series of 17 new agreements with the UN's World Food Programme allowed us to provide £10 million of food aid to eight different countries. Eight new grants from the European Commission also provided funds for World Vision's vital emergency response work.

Because competition for funding from the European Community was especially intense during 2009, we're extremely pleased to have secured three major new grants. These include grants to help reduce violence against children in Armenia, improving education for people living in the Kotido district of Uganda and creating sustainable jobs for children in South Sudan. In addition, our funding from the Partnership Programme Agreement with DFID, which is now in its fourth year, continues to empower vulnerable communities.



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World Vision Week for Children

In June 2009 World Vision UK challenged members of the public to become a child sponsor and help combat easily preventable diseases in the developing world. Our aim was to improve the lives of children under-five living in poverty in five key countries. By encouraging the public to sponsor a child for just 60p a day, we aimed to help halt the five main child killers in poor communities: the diseases malaria, HIV and AIDS, pneumonia, measles and diarrhea.

Our campaign captured the imagination of the UK media, with extensive coverage on Five News (reporter Jonathan Samuels, above, visited Zambia and Mozambique) and Sky News, as well as in national newspapers and a wealth of local media. Engaging with potential supporters through social media also added to the impact. Most importantly, we saw telephone and online enquiries about child sponsorship increase throughout the week, as more than 150 new supporters took this fresh opportunity to tackle the consequences of child poverty.

goal six – partnerships

Working with others to tackle poverty and injustice is right at the heart of World Vision's ongoing mission. We believe that finding new partners, from community groups and NGOs overseas, to key opinion formers in Europe, is fundamental to increasing the scope and impact of what we do. This year the global recession highlighted the need for even greater co-operation between groups and organisations committed to overcoming poverty.

Grassroots collaboration

During 2009 we worked with a variety of key projects in the world's poorest communities.

As part of the support we provided to the people of Myanmar in the aftermath of Cyclone Nargis, World Vision joined an anti-trafficking project working to reduce the number of people sold into exploitation, both work-related and sexual, in neighbouring countries.

In July World Vision collaborated with the Federation of Ethiopian National Associations of Persons with Disability to combat disability discrimination. We contributed to a three-day workshop, delivered to more than 55 members of parliament, which focused on the rights of disabled people and outlined issues surrounding disability inclusion.

Working with other NGOs

World Vision recognises that by working with NGOs that share our aims, we can be more effective in our working practices and make better use of finite resources. As a member of the Disasters Emergency Committee (DEC), World Vision UK worked to maximise the humanitarian response to emergencies around the world during 2009 (see goal 2).



In 2009 we were active in key consortia such as the Conflict Sensitivity Consortium. This project focuses on gathering together knowledge and skills from organisations including ActionAid, CAFOD, International Alert and Plan International UK. Its humanitarian work is focused on Kenya, Sri Lanka and Sierra Leone.

World Vision is also a member of the UK Department for International Development's Strengthening Humanitarian Protection Capacity in Armed Conflict and Disaster context group. In 2009 we worked together with UK agencies like Save the Children, Oxfam, Care and Tearfund to improve our capacity and ensure humanitarian concerns remain at the forefront of our work.

During 2009, World Vision UK was appointed secretary for the Latin America Partnership Programme Agreements with DFID. This role involved facilitating strategic meetings with other NGOs working to improve the lives of children, families and communities in the region.

As part of the programme, we helped host a three-day learning event held in Lima on the theme

of climate change. World Vision UK sent representatives from Peru, Honduras and Bolivia to discuss how changing environmental conditions are impacting on our work.

Partnering with governments

In 2009 World Vision continued to build relationships with governments and key groups in the UK and abroad to influence official policy and our donors' approach to development and the distribution of aid.

As a member of BOND (the UK membership body for NGOs working in international development) we were actively engaged in working groups and discussions designed to create more effective relationships between government donors and other organisations. For example, through BOND we are in discussions with DFID about how best to demonstrate the long-term impact of the Programme Partnership Agreements to the wider UK public.

As part of the BOND European Commission funding group we contribute to discussions on how the European Community (EC) aid money is spent. World Vision also has a Framework Partnership Agreement with the European Commission for Humanitarian Aid (ECHO) which supports our swift response to humanitarian emergencies.

This year World Vision UK has also been building relationships with donors at a local level with EC delegations, DFID missions and ECHO country offices ensuring that we are well placed to influence how and where aid is spent.

For example in Zambia, World Vision is working with DFID to support the administration of a new Zambia Governance Fund for building the capacity of community-based organisations, improving the effectiveness of development partnerships and ensuring increased government accountability.

Global partnership

World Vision's global reach is made possible by a unique network of national offices across nearly 100 countries, brought together by a shared mission, beliefs, policies and standards. As an international federation governed by a board of 24 members representing 19 countries, working in partnership is an essential part of our character.

During 2009 we continued to work with World Vision staff across the world on a wide range of projects designed to empower poor communities. Because, over time, our organisation has built strong relationships with more than three million supporters worldwide, plus hundreds of NGOs, businesses, foundations and governments, we can offer a truly global approach to local issues.

Better working together

Examples of some of our partnerships in 2009:

At the grassroots

In Armenia a project aimed at increasing children's engagement with learning benefited from our strong links with the Enabling Action Network. The project focuses on disabled children in pre-school and primary education, helping ensure that all children get the best possible start in life.

Working with other NGOs

World Vision UK is part of the Consortium of British Humanitarian Agencies (CBHA). By delivering a timely, high-quality response to communities facing conflict and natural disasters, CBHA aims to reduce suffering and morbidity.

Influencing policy

This year we also worked with the Institute for Public Policy Research on a study to investigate the future of UK development policy. The study will further strengthen our credibility as an increasingly effective and intelligent organisation campaigning for change in policy and practice which will make a huge difference to the lives of the world's poorest children.



Coming together to help victims of conflict

When fighting in the Democratic Republic of Congo forced 250,000 people to flee their homes, World Vision UK co-operated with leading aid agencies to ensure a swift humanitarian response.

With the start of the rainy season adding to the appalling conditions faced by those left hungry, homeless and vulnerable, World Vision UK helped mount an urgent appeal with the Disasters Emergency Committee (DEC).

The appeal was launched as public interest in the conflict was waning. However, the efforts of a dedicated multi-agency press office, led by World Vision UK, succeeded in putting the emergency back on the news agenda.

In just four days, the British public raised an impressive £4 million. By the time the DEC appeal closed, a total of £10,145,486 had been generated to ease the suffering of the men, women and children whose lives were torn apart by the conflict.

goal seven – christian values

Motivated by our faith and the belief that no child should live in poverty, we work with communities of all faiths and none to improve the lives of children. Throughout 2009 our Christian values continued to shape the way in which World Vision works through our relief, development and advocacy programmes and our engagement with partners and supporters in the UK.

The role of faith in development

World Vision recognises the fact that we live in a world where the vast majority of people have a religious faith that shapes their worldview and that without engaging with faith we cannot truly serve the communities we work alongside. In many places across the world, churches are among the most respected and trusted community based organisations. We work effectively alongside Christians, Muslims, Hindus, Buddhists and people of other faiths or no faith at all and offer assistance without condition. We do believe that enabling a child to live life in all its fullness goes beyond providing the basics of life and enabling them to feel truly valued as part of God's creation.

We believe international development policy has often been dominated by economic and political issues while the critical role of faith in shaping social and economic development has too often been neglected.

To highlight the role of faith in international development, in 2009 World Vision UK initiated and co-hosted, along with the Tony Blair Faith Foundation, DFID, Oxfam and Islamic Relief, a series of seminars examining how faith-based organisations can make a difference to poverty and injustice in the developing world.

The seminars included contributions from political, religious, business, scientific and humanitarian leaders including Tony Blair, the

Archbishop of Canterbury, Douglas Alexander, Rabbi David Rosen, Sir John Houghton, Tariq Ramadan and Satish Kumar. The seminars covered topics ranging from conflict to climate change, health and education, to faith in the marketplace.

Hundreds of people attended the seminars at the Royal Society of the Arts or engaged in *The Guardian's* online coverage. This informed public debate has positively influenced policy makers to help them understand the transforming effect faith can have in development, and the role of faith-based organisations in creating change.

Partnering with churches

One of the ways we express our identity as a Christian organisation is working in partnership with churches in the UK. We believe churches can, and should, be a major force for justice and development worldwide through campaigning, volunteering, giving and prayer.

Through our Churches in Partnership programme (CHiP) we offer the opportunity for congregations to have a living relationship with communities in the developing world. This year 59 churches participated in the programme, making positive connections with church communities in Armenia, Cambodia, Ethiopia and Zimbabwe.

By enabling these connections, we create support networks and platforms from which our supporters can campaign for justice.

The people that participated in CHiP reported one of their most valuable experiences was hearing about the day-to-day lives of people in poor communities. By understanding the differences between cultures, CHiP helped supporters realise just how much we have to learn about the communities which we support.

As well as providing a focal point for campaigning, relationships developed through the programme also helped motivate fundraising efforts to support work in our Area Development Programmes.

Faith in the workplace

World Vision works with all people regardless of their religion, and globally we welcome staff from different faith traditions. Naturally, as a Christian organisation, the majority of our staff worldwide and in the UK are Christian and providing a working environment where they can express and deepen their faith is important.

We achieve this by providing regular opportunities for staff to meet in small groups for discussion, study and prayer, and by integrating prayer into our daily working life; together with forums for staff who are not practicing Christians to discuss their values and beliefs. Our staff surveys indicate that around three quarters of staff feel encouraged to explore and nurture their faith within the workplace.

Faith in Action

What speakers at the faith and development seminars had to say:

"When faith communities collaborate for justice and human development there is a double payoff: things get done and respect and understanding between them grows."

Rt Hon Tony Blair, Former Prime Minister

"Closer relationships between people whose primary motivation in tackling poverty is their faith and people who take a secular approach to development will be vital if we are to fulfil our shared vision of getting every child into school, and improving access to life-saving healthcare."

Douglas Alexander, Secretary of State for International Development

"The Christian foundation for a search for a more equal distribution of resources within and between societies is essentially about what might be called a proper 'distribution of dignity'."

Dr. Rowan Williams, the Archbishop of Canterbury



How churches can help

In Zimbabwe the threat of disease and famine means that hardship is part of most children's daily existence. However, thanks to World Vision UK's Churches in Partnership project, children in the Hurungwe ADP have been offered renewed hope for the future.

Throughout Zimbabwe's ongoing political turmoil the work of the church has been a constant in the lives of the Hurungwe community. When the government banned some NGOs from working in the country,

the church was there to offer care and support to the people who needed it most.

In the second half of 2009, the ADP used funds raised by CHiP to train pastors and improve the church's resources. Now the church can continue to offer better care to orphans, vulnerable children and those living with HIV and AIDS, while teaching the area's children the life skills they need to make their communities safer places to live.

goal eight – working together

World Vision UK faced a challenging financial climate in 2009 and responded by focusing on greater accountability, better stewardship and smarter working practices designed to make every penny count. Through better management of both our financial and human resources we continued to maintain our commitments to the world's poorest children, their families and communities.

In 2009 we found new ways to become more efficient as an organisation. We tightened our cross-organisational financial controls and undertook cost-cutting measures, including continued careful management of staffing levels, which began in 2007 and has realised a fall in headcount of 13% during the past two financial years, while ensuring that the income we raised was spent effectively.

Thorough scenario analysis and planning enabled us to manage short-term risk while also maintaining our focus on, and resourcing to meet, our long-term goals. For example, the merger of our supporter care and income processing teams has formed a streamlined supporter-facing department that is better able to respond to the needs of our supporters.

During 2009 the World Vision Partnership restructured the way it works to better harmonise our relief, development and advocacy responses. Regional Working Groups, set up in 2008, are helping allocate funds and pool our expertise more effectively.

Our global outlook helped us address one of the biggest challenges of 2009, the worldwide recession. By hedging currency at pre-2009 values, we were able to temporarily protect the majority of our overseas remittances from the wider impact of currency fluctuations, and meet our commitments to vulnerable communities.

Making World Vision a great place to work

In 2009, World Vision UK continued to maximise the efforts of our most valuable asset – our staff – and to invest in leadership and management development including high quality coaching, peer learning networking and a new management development programme. By investing in professional development we increased our staff engagement and helped prepare our future leaders for the opportunities, challenges and changes that lay ahead.

We also put new measures in place to attract skilled candidates to World Vision UK. Our new, web-based recruitment means it's easier to apply for jobs online, while our graduate recruitment programme is harnessing the energy and commitment of university graduates seeking a career in international development.

Monitoring our environmental impact

In 2008 we commissioned an Environmental Impact Audit to improve the way we assess, and work to minimise, World Vision UK's contribution to climate change. Following the results of the audit we've established new cross-organisational goals for recycling, waste reduction and energy use. In 2009 we have seen a 28% reduction in energy use at our offices, 45% increase in recycling and 28% reduction in waste to landfill, 35% reduction in paper usage in the office and 24% reduction in air miles travelled. These measures

not only help cut operating costs and increase efficiency, but also ensure that by becoming a greener charity, we can play a part in reducing the impact of climate change on vulnerable children, their families and communities.

Our staff continued to work with colleagues across the World Vision Partnership to address climate change in the run up to the UN Copenhagen Climate Change Conference.

World Vision UK: an award-winning charity

In 2009 we received the following awards for our work:

We achieved Best Companies Star Status for demonstrating high levels of staff engagement that helped motivate our staff to go the extra mile.

People in Aid announced we were compliant with its code of good practice, which sets standards for the welfare and effectiveness of staff working in the developing world.

Our communications department won the PR Week Broadcast and Innovation award and was short-listed for the Chartered Institute of Public Relations and PR Week's awards for In-house Department of the Year.



We celebrate achievement together

Every day Liana Sargsyan (pictured right), manager of the Stepanavan ADP in Armenia, experiences firsthand how World Vision's community-based approach helps vulnerable communities battle hardship and build a better future.

"Working in the communities is the most interesting and rewarding part of our work at World Vision Armenia," she says. "We learn about needs and opportunities, celebrate achievement and strive against poverty and grief together."

Meetings with community members, including school children and their parents, result in life-changing projects funded by World Vision and fully supported by the communities they are designed to empower.

"When we see a disabled child attending school as a result of our activities, when a group of children initiates and implements a project for their community, when mothers say that they are happy to attend healthcare classes and learn how to take care of their newborn babies, it's very inspiring!"



strategy and plans for the future

During 2010 World Vision UK will weather the global economic storm so we can continue to meet our commitments to the world's poorest children. Looking towards 2015 and beyond, we will stay focused on a return to growth and build the foundations of a brighter future for the children, families and communities that we serve.

Securing income

During the year ahead fundraising will be World Vision UK's top priority. Despite the challenging economic forecast, we need to raise the funds required to have a lasting impact on the lives of the world's poorest children. Money is needed to support our relief, development and advocacy work abroad and to influence policy makers and the public at home.

Child sponsorship is a central part of World Vision UK's fundraising work and in the year ahead we will focus on expanding our loyal community of child sponsors. We will continually assess and improve our sponsorship programmes and create more tangible links between sponsors and the children and communities that they support.

We will also explore new ways of raising funds which complement World Vision's mission and values. As an ongoing part of this process, we aim to understand more about our supporters, and launch more carefully targeted appeals.

In 2009 the grants we received from DFID, the EU and other institutional donors helped bolster our relief, development and advocacy programmes. In the future we will continue to build the relationships that allow us to grow our grants portfolio.

Creating influence and delivering impact

Against a backdrop of a general election in 2010, World Vision UK will work with the UK Government to ensure that commitments made on overseas development aid are maintained in the face of the

public debt burden and that momentum continues towards meeting the millennium development goals in 2015. We will also seek to ensure that child health remains a priority for those in government.

We will carry on engaging with churches and young people, whose energy and enthusiasm will help drive our agenda forward. Our Child Health Now campaign (see box) will provide the focus for the World Vision Partnership in 2010, and we will work together to leverage our position as an international organisation with global reach.

Consulting donors, decision makers and the people that benefit from our programmes is an important part of World Vision UK's work towards becoming more accountable. In late 2009 we began a new initiative focusing on how we capture and communicate the impact of our relief, development and advocacy programmes to supporters and stakeholders. We expect to see the results of this initiative in next year's reports.

Increasing our efficiency

For the future, we will be building on our efforts to ensure World Vision UK is run cost effectively. By monitoring closely what we spend we can maximise our impact in the communities that most need our support.

As part of this ongoing process we will freeze our overall organisational costs and keep staffing and salaries at, or below, 2009 levels. However, we still plan to invest modestly in innovative new fundraising programmes and staff development to make sure we emerge from the recession stronger than ever.

Moving towards a brighter future

During 2010, we will develop a new five-year strategy designed to take us closer to our world vision – a world in which every child lives life to the full. We will be looking internally to examine our strengths, weaknesses and experiences from the last five years. This period of prayer and reflection will help us decide on World Vision UK's direction until 2015.

We will be consulting as many of our staff as possible, plus our supporters, and the communities we work alongside, whose views are vital to guiding our work.

World Vision UK will also be looking outside the organisation to examine the major factors shaping the world of both our supporters and the communities we serve. In the developing world climate change presents new challenges to the way communities experience poverty. Meanwhile, in the UK, we must make the most of opportunities to connect with our supporters, and advocate for change, using digital technology.

We will emerge from this period of reflection a more agile organisation with a renewed focus that allows us to move forward as we return to growth towards 2015 and beyond.

Child Health Now

Every single day 24,000 children under five die of conditions such as diarrhoea, malaria and pneumonia. At least two thirds of these deaths are preventable. Our five-year Child Health Now campaign will hold governments to account on their pledge to reduce child mortality by two thirds by 2015.



financial review and organisation and governance

Financial review

Income

Encouragingly in 2009, in spite of a full year in recession, overall total incoming resources rose by 1.2% to £58.5 million (m). This was principally due to a doubling to £6.6m in donated goods and services income primarily related to World Food Programme distributions in East Africa and a 35.1% increase in institutional grants to £10.4m, the first time we have achieved more than £10m in a year. Additionally, our grant pipeline was strengthened by the acquisition of a further 20 new grants in the year (with lifetime value of £10m) and 17 new World Food Programme agreements, which give us an even stronger platform going into 2010. Our Partnership Programme Agreement (PPA) with DFID continues into 2010 and 2011, with a further £4.0m due.

However, the difficult economic climate resulted in committed giving and other donations decreasing by 6.6% down to £39.0m. Within this we saw a smaller fall of 1.5% in our core product, child sponsorship committed giving, where sponsored child numbers saw a temporary dip but closed the year at 2008 levels as new sponsors came forward towards the end of the year to support us. Larger falls were seen in legacies, caused by a decline in the housing and financial markets, continuing the trend set in 2008. Other donations fell by 18.4%, largely caused by a decline in our 'Must Have Gifts' Catalogue income as we scaled down our promotion.

There was also a significant decrease in income from the Disasters Emergency Committee (DEC) as there were less joint appeals in 2009 against 2008, where we received funds for the close out of Tsunami and Pakistan earthquake projects. A similar fall in income generated for Emergency appeals, including Democratic Republic of Congo (DRC) and Gaza, saw this income line fall to £0.5m, compared to over £1.0m raised in 2008 for Myanmar.

Charitable expenditure

Charitable expenditure amounted to £48.7m (2008: £44.4m), an increase of 9.7%. The main driver of this was a 12.5% increase in our remittances to overseas programmes to £43.2m. UK-based charitable expenditure (programme support costs and advocacy, education and research) was cut by 9.0% in response to the decline in Committed giving and other donations. We have therefore been able to meet core planned expenditure to our long-term projects despite the difficult fundraising environment. In addition, through prudent management of foreign exchange risk we were able to remit funds to projects at significantly higher than the average spot rates for the year. Charitable expenditure has increased as a percentage of total costs to 82.3% from 79.5% in 2008 and is at its highest level since 2007. Within UK Charitable costs, advocacy, education and research costs remained at £4.0m as we continued to focus attention on addressing the root causes of poverty.

Other expenditure

Other expenditure was down 8.3% to £10.5m from £11.4m in 2008. This was mainly due to tough cost control measures that ensured costs were cut to mitigate the impact of the fall in Committed giving and other donations to ensure we maintained our remittances to overseas programmes. As a result fundraising costs were reduced to £10.2m from £11.1m in 2008. The largest cut was in our "Must Have Gifts" catalogue for Christmas where we reacted swiftly to signs that the market had declined. We increased our promotional activity on child sponsorship and this was justified as this income line performed significantly better than most product lines in the year.

Fundraising costs increased marginally as a percentage of donations, gifts and legacies, from 24.1% to 24.8%. This reflects the rising cost of fundraising activities in the current environment.

Funds and reserves

The trustees review the reserves policy annually. The policy requires **Free reserves** to be maintained at 30-50 days of applicable expenditure (that is, total expenditure less donated goods and services which do not involve a cash outflow): this is equivalent to a range of £4.3m to £7.2m. The trustees consider that this is an appropriate level for reserves in order to provide adequate working capital.

Free reserves – which comprise the **General fund** – amounted to £5.6m at the balance sheet date, which represents 39 days of applicable expenditure, which will help provide the cushion to maintain our 2010 planned commitments in the event of another volatile year and as a platform for our new five-year strategy and any investments needed to take us forward.

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

- The **Tangible fixed assets fund** represents the net book value of tangible fixed assets less related financing and is therefore not distributable.
- The **Emergency relief fund** is used to finance emergency responses for which there is no specific income source at the time the emergency first arises. This fund was not required in the year as emergencies in DRC and Gaza were fully funded from donations.

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

Investments

The charity's investment in a common investment fund achieved a net gain of £0.1m (2008: net loss £0.4m) in the financial year, as investments in UK and overseas stock markets recovered in the second half of the year. The total return (i.e. income and increase in value) on

the investment fund amounted to 4.3% (2008: negative 19.0%) compared with the WM Performance Services benchmark for charities of 9.3% (2008: negative 15.0%). On short-term deposits, returns of 1.58% were achieved compared with an average base rate of 1.26% due to elevated LIBOR rates as a result of the economic conditions. This was, however, more than 50% down on 2008 as base rates were reduced to support the economy. Investments are classified into two groups: short-term funds representing everyday working capital, and longer-term funds for development and non-routine working capital.

The investment policy and investment performance are reviewed by the Finance and Audit Committee annually. In this current climate the objective for short-term funds is to maximise security, by spreading funds across five or more banks with high security ratings while maintaining an appropriate interest return and a high degree of liquidity. Accordingly, these funds are held in term deposits with limited amounts held in any individual financial institution. The objective for longer-term funds is to manage risk against maximising the overall return on a combined income and capital basis, subject to the need for rapid realisation. These funds are held in a combination of bank term deposits and a common investment fund for charities operated by CCLA Investment Management Limited that provides exposure to equities, bonds and property. World Vision UK applies wherever possible ethical criteria to its investments: for example, it does not invest in companies with significant interests in armaments, gambling or tobacco, and each financial year it discusses social responsibility policies with some of the institutions with which it invests.

Going concern

We have set out above a review of financial performance and our reserves position. We have adequate financial resources and are well placed to manage the business risks. Our budgeting and forecasting processes, including development of statements for the period to December 2010, have taken into consideration the current economic climate and its potential impact on our various sources of income and planned 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 call into doubt our ability to continue. Therefore the accounts have been prepared on the basis that we are a going concern.

Risk management

The Board has established a formal process to analyse and manage the risks to which the charity is exposed in the course of its activities, both strategic and operational, through a risk register and embedding risk identification into the annual planning process. All significant risks are identified; along with the likelihood of such risks occurring and the likely level of impact, together with mitigation measures. These are reviewed annually by the Finance and Audit Committee and quarterly by the management team with key risks escalated to the Board. A forthcoming workshop for senior managers will help embed risk management at every level of the business. During the year our key risks related to:

- achievement of our voluntary income targets in a time of economic downturn;
- building greater flexibility into our UK cost base to maintain programme funding commitments despite potential shortfalls in income;
- reviewing our bank portfolio given uncertainty around the future of some financial institutions; and
- mitigating volatility in exchange rates to minimise the impact on our programme funding.

These risks are mitigated by our quarterly forecasting, monthly cash management meetings, a daily review of our banking news and regular investment appraisal reviews.

In the coming year we envisage that these risks will continue.

Internal controls and internal audit

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

The internal controls provide reasonable assurance that:

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

The World Vision Partnership has an Internal Audit department which undertakes audits of its overseas operations including those to which World Vision UK makes remittances. The primary accountability of the internal auditors is to the Audit Committee of World Vision International, the legal entity providing international coordination and leadership of the 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 inadequate report. World Vision UK has an Internal Programmes, Projects and Risk Committee that reviews internal audit reports and other risks in relation to programmes and reports to the Finance and Audit Committee. Audits are also carried out by some of our government donors.

Organisation and governance

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

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

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

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

World Vision International includes a Governance Department that assists local Boards and Advisory Councils with governance by publishing guidance and providing training. It also evaluates whether the governance and management capabilities support transition to a more independent entity within the World Vision Partnership. In

addition, it enables mutual accountability by facilitating Peer Reviews which evaluate alignment with the World Vision Partnership's core documents and compliance with good governance practice.

Corporate governance is under increasing scrutiny following the global credit crunch. The Board of Directors of World Vision UK and World Vision International recognise good governance is a vital contributor to the effectiveness of the corporate mission and an important safeguard for accountability to the public and other stakeholders. Significant effort is invested in seeking to continually improve governance both in the United Kingdom and internationally.

World Vision UK

World Vision UK was incorporated in England on 3 November 1982 as a company limited by guarantee (No. 1675552) and is a registered charity (No. 285908). Members of the charity are the current directors whose liability is limited to £1 each.

The governing document is its Memorandum and Articles of Association that set out its objects, powers and matters relating to the running of its internal affairs. The trustees have paid due regard to the public benefit guidance published by the Charity Commission when reviewing our aims and objectives and in planning our future activities.

Board & management roles

The Board is legally responsible for the overall control of the charity and for ensuring that it is properly managed. The Board assesses itself by reference to the Good Governance Code for the Voluntary Sector and has identified its principal roles as:

- approving the mission, strategies, high level policies and annual business plan;
- appointing and overseeing the Chief Executive;
- monitoring performance and risk management;
- reporting performance with integrity and transparency;

- ensuring compliance with laws and regulations;
- managing its own governance processes;
- adding value by advising management; and
- representing the charity to its stakeholders.

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

Board composition

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

Code of conduct

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

Board expenses

No fees or remuneration are paid for serving as a trustee. World Vision UK reimburses reasonable expenses incurred in the course of acting as a director. This includes travel and

accommodation expenses required to attend meetings and training costs. Every effort is made to ensure costs are modest.

Board meetings and Board Committees

The Board meets quarterly, with additional meetings as required. Important governance work is carried out by Board Committees which meet as necessary to discharge their responsibilities under regularly reviewed formal terms of reference. The Board does not delegate major decisions to Board Committees, but they are responsible for considering significant issues in detail and making recommendations to the Board. The roles of the Board Committees are:

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

Major new initiatives during the financial year

- A Performance Evaluation of the Board was conducted by the Board and management in Summer 2008 based on the Good Governance Code. The Board has prepared an action plan and the Board Development Committee is monitoring progress against it.
- In order to ensure World Vision UK's strategic goals and future plans contribute fully to its aims and objectives as a charity, and given the significant developments in approaches to the relief of poverty since the organisation was first established in the UK in 1982, the Trustees are in the process of reviewing and updating World Vision UK's charitable objects. The subsequent amendments will reflect new thinking around international development and better express the organisation's brand values.
- The organisation's Memorandum & Articles of Association are also in the process of being reviewed with regard to the Companies Act 2006 and work is underway to clarify or enhance existing provisions to reflect changes in the law relating to conflicts of interest and general meetings.
- The Board oversaw the transition of leadership from Charles Badenoch to Justin Byworth. Justin Byworth was appointed Acting Chief Executive and subsequently confirmed in the position following recruitment for a new Chief Executive after the end of the financial year.

Statement of trustees' responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principals in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

In so far as 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 United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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

Auditors

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

By order of the Board

Sarah Powley – Company Secretary 14 December 2009

Statement of financial activities
For the year ended 30 September 2009

The results for the year derive from continuing activities and there are no gains or losses other than those shown.

The statement of financial activities incorporates the income and expenditure account as required by FRS3.

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

	Notes	Restricted £'000	Unrestricted £'000	2009 £'000	2008 £'000
Incoming resources from generated funds					
Voluntary income:					
Committed giving and other donations	2	27,932	11,039	38,971	41,714
Donations for emergencies	2	2,259	–	2,259	4,580
Donations, gifts and legacies	2	30,191	11,039	41,230	46,294
Institutional grants	3	10,447	–	10,447	7,735
Donated goods and services	4	6,580	–	6,580	3,206
Total voluntary income		47,218	11,039	58,257	57,235
Investment and other income	5	–	223	223	562
Total incoming resources		47,218	11,262	58,480	57,797
Resources expended					
Costs of generating funds	7	6,101	4,144	10,245	11,139
Charitable activities	6	40,883	7,804	48,687	44,403
Governance costs	7	61	170	231	291
Total resources expended		47,045	12,118	59,163	55,833
Net (outgoing) / incoming resources before transfers	8	173	(856)	(683)	1,964
Transfers between funds	17	(180)	180	–	–
Net incoming resources before other recognised gains		(7)	(676)	(683)	1,964
Net unrealised investment gains / (losses)	12	–	67	67	(364)
Net movement in funds		(7)	(609)	(616)	1,600
Funds at 1 October		5,700	11,088	16,788	15,188
Funds at 30 September	17	5,693	10,479	16,172	16,788

Balance sheet as at 30 September 2009

The financial statements of World Vision UK, registered number, 1675552 were approved by the Board on 14 December 2009.

Keith Malcouronne
Stephen Phelps } Directors

	Notes	2009 £'000	2008 £'000
Fixed assets			
Tangible fixed assets	11	8,811	9,411
Investments	12	1,617	1,550
		10,428	10,961
Current assets			
Debtors	13	2,750	3,905
Investments	12	2,000	4,000
Cash at bank and in hand	14	8,409	5,143
		13,159	13,048
Liabilities			
Creditors: Amounts falling due within one year	15	(2,070)	(1,591)
Net current assets		11,089	11,457
Total assets less current liabilities		21,517	22,418
Creditors: Amounts falling due after more than one year	16	(5,345)	(5,630)
Net assets		16,172	16,788
The funds of the charity			
Restricted funds	17	5,693	5,700
Unrestricted funds:			
Tangible fixed assets fund	17	3,830	4,284
Emergency relief fund	17	1,000	1,000
General fund	17	5,649	5,804
		16,172	16,788

Statement of cash flow
For the year ended 30 September 2009

	Notes	2009 £'000	2008 £'000
Net cash inflow from operating activities	18	1,620	1,997
Returns on investments and servicing of finance			
Bank interest received		205	487
Mortgage loan interest paid		(188)	(357)
Cash inflow from returns on investment and servicing of finance	17	130	
Capital expenditure			
Payments to acquire tangible fixed assets		(225)	(204)
Cash outflow from capital expenditure		(225)	(204)
Management of liquid resources			
Reduction in bank deposit accounts		2,000	1,356
Cash inflow from management of liquid resources		2,000	1,356
Net cash inflow before financing		3,412	3,279
Financing			
Mortgage loan capital repayments		(146)	(139)
Net cash outflow from financing		(146)	(139)
Increase in cash in the year		3,266	3,140
Reconciliation of net cash flow to movement in net funds			
Increase in cash in the year		3,266	3,140
Cash outflow from mortgage loan		146	139
Cash inflow from management in liquid resources		(2,000)	(1,356)
Change in net funds		1,412	1,923
Net funds at 1 October		4,016	2,093
Net funds at 30 September		5,428	4,016

Analysis of net funds
For the year ended 30 September 2009

	I October 2008	Cash movement in the year	Non-cash movement in the year	30 Sept 2009
Analysis of net funds				
Cash at bank and in hand	5,143	3,266	–	8,409
Mortgage loan due within one year	(146)	146	(154)	(154)
Mortgage loan due after more than one year	(4,981)	–	154	(4,827)
Current asset investments	4,000	(2,000)	–	2,000
Total	4,016	1,412	–	5,428

notes to the accounts

at 30 September 2009

I. Accounting policies

a. Basis of preparation

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

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

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

After making enquires, the trustees have reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Financial Review on page 30.

b. Incoming resources

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

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

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

c. Resources expended

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

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

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:

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

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

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

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

d. Foreign exchange

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

e. Tangible fixed assets and depreciation

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

Freehold land	nil
Building	50 years
Equipment, including computers	3 or 5 years
Other fixed assets, including software	3 to 7 years

f. Investments

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

g. Funds

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

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

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

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

The General fund comprises accumulated surpluses less deficits after transfers to designated funds. It allows the charity to budget

for anticipated commitments in the short and medium term and to provide adequate working capital.

h. Pensions

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

i. Leasing commitments

Rentals paid under operating leases are charged to income as incurred.

j. Irrecoverable Value Added Taxation

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

2. Donations, gifts and legacies

At 30 September 2009 the number of children in the Child Sponsorship committed giving scheme was approximately 122,275 (2008: 122,415), a decrease of 0.1%.

	Restricted £000	Unrestricted £000	2009 £000	2008 £000
Child sponsorship committed giving scheme	23,996	—	23,996	24,350
Legacies	66	213	279	609
Other donations	3,870	3,925	7,795	9,548
Tax recovered under Gift Aid	—	6,901	6,901	7,207
	27,932	11,039	38,971	41,714
Donations for emergencies				
Emergency appeals	517	—	517	1,073
Disasters Emergency Committee appeals	1,742	—	1,742	3,507
	2,259	—	2,259	4,580
	30,191	11,039	41,230	46,294

3. Institutional grants

Included in institutional grants is £984,919 (2008: £869,445) received as a contribution towards UK programme support and administration costs.

	2009 £000	2008 £000
Development grants	5,702	4,456
Relief grants	4,745	3,279
	10,447	7,735
<i>Grants receivable from:</i>		
ECHO (European Community Humanitarian Office)	2,920	1,357
Other European Union	1,255	981
UK Government	4,217	2,951
States of Jersey	115	175
States of Guernsey	106	93
Isle of Man Government	–	22
World Food Programme	454	184
United Nations	1,473	1,624
Catholic Relief Society	–	28
World Bank	(93)	320
	10,447	7,735

4. Donated goods and services

	2009 £000	2008 £000
<i>Donated goods and services received from:</i>		
World Food Programme	5,852	2,810
United Nations	675	396
Other	53	–
	6,580	3,206

5. Investment and other income

	2009 £000	2008 £000
Bank interest	205	487
Other income	18	75
	223	562

6. Charitable activities

Remittances to overseas programmes

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

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

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

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

	Restricted £000	Unrestricted £000	2009 £000	2008 £000
Support was given to the following regions (including donated goods and services)				
East Africa	14,275	2,155	16,430	11,869
Southern Africa	9,099	1,120	10,219	7,011
West Africa	4,368	27	4,395	4,227
Asia	6,995	806	7,801	11,177
Latin America	2,491	47	2,538	2,389
Middle East/Eastern Europe	1,585	281	1,866	1,753
Total remittances to overseas programmes	38,813	4,436	43,249	38,426
Programme support costs	601	812	1,413	1,972
Advocacy, education and research	1,469	2,556	4,025	4,005
	40,883	7,804	48,687	44,403
Number of countries supported				
	Direct Expenditure	Allocated Expenditure	39	39
Remittances to programmes	42,400	849	43,249	38,426
Programme support costs	1,210	203	1,413	1,972
Advocacy, education and research	3,295	730	4,025	4,005
	46,905	1,782	48,687	44,403

7. Costs incurred in the United Kingdom

	Charitable activities £000	Costs of generating funds £000	Governance costs £000	2009 £000	2008 £000	Basis of Allocation
Salaries	3,543	2,931	137	6,611	6,716	Headcount
Employment benefits	144	96	8	248	315	Headcount
Temporary staff	36	92	6	134	309	Headcount
Training	53	36	3	92	67	Headcount
Recruitment	81	38	3	122	128	Headcount
Travel and subsistence	272	134	18	424	482	Headcount
Advertising	467	3,015	—	3,482	3,883	Direct
Research and consultancy	418	305	8	731	872	Direct
Other marketing and communications	774	2,344	3	3,121	2,911	Direct
Equipment maintenance and rental	152	248	—	400	482	Headcount
Depreciation	110	702	—	812	796	Headcount
Occupancy and supplies	159	106	2	267	503	Headcount
Legal and professional	3	27	43	73	90	Direct
Bank charges	—	58	—	58	60	Direct
Mortgage interest	75	113	—	188	357	Headcount
	6,287	10,245	231	16,763	17,971	
Included in the total are allocated costs of:	1,782	2,597	231	4,610	5,407	
				2009 £000	2008 £000	
Governance costs are made up as follows:						
Board (see also note 10)				18	30	
Audit				40	36	
Management				173	225	
				231	291	

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

	2009 £000	2008 £000
This is stated after charging		
Depreciation of owned assets	812	796
Operating lease rentals – plant and machinery	49	45
Interest payable on mortgage loans	188	357
Auditors' remuneration – audit fees	36	36
– other	4	21

9. Staff costs

	2009 £000	2008 £000
Aggregate payroll costs were as follows:		
Wages and salaries	5,701	5,783
Social security costs	578	589
Other pension costs	332	344
	6,611	6,716

9. Staff costs

In order to handle peak work loads and to cover the shortage of permanent staff, temporary staff equivalent to 9.6 full time staff (2008: 12.7) were used. The use of volunteers was equivalent to 0.9 full time staff (2008: 1.2).

2008 staff numbers have been restated due to a change in the underlying methodology of calculation.

10. Directors' remuneration

The Directors received no remuneration for their services. Directly incurred expenses are reimbursed, if claimed, and in 2009 totalled £3,360 (2008: £7,962), which was claimed by five Directors (2008: nine Directors). Expenses principally relate to travel in the UK.

Indemnity insurance is provided for the Directors and Principal Officers of the charity. Premiums paid totalled £6,852 (2008: £5,140).

	2009 £000	2008 £000
	Number	Number
The number of employees whose annualised emoluments (including benefits-in-kind but excluding pension contributions) fell in the following bands is:		
£60,001 – £70,000	4	1
£70,001 – £80,000	–	2
£80,001 – £90,000	1	1
£90,001 – £100,000	–	1
The emoluments of the Chief Executive, the highest paid employee, were £86,127 (2008: £99,994)		
Contributions of £26,739 (2008: £24,427) have been paid into the pension scheme on behalf of the above employees.		
The divisional breakdown of average monthly permanent and full-time trainee staff numbers is:		
International Programmes	36	37
Marketing	73	77
Advocacy, Communications and Education	40	38
Chief Executive's Office	4	4
Finance, Central Services and Information Technology	30	35
People and Culture Group	11	12
	194	203

11. Tangible fixed assets

The cost of freehold land amounting to £670,000 (2008: £670,000) is not depreciated.

	Freehold land and building £000	Computer and office equipment £000	Fixtures and fittings £000	Total £000
<i>Cost:</i>				
At 1 October 2008	6,995	4,152	467	11,614
Additions	–	177	48	225
Disposals	–	(200)	(162)	(362)
At 30 September 2009	6,995	4,129	353	11,477
<i>Depreciation</i>				
At 1 October 2008	633	1,328	242	2,203
Charge for the year	127	641	44	812
Disposals	–	(190)	(159)	(349)
At 30 September 2009	760	1,779	127	2,666
<i>Net book value:</i>				
At 30 September 2009	6,235	2,350	226	8,811
At 1 October 2008	6,362	2,824	225	9,411

12. Investments

All fixed asset investments are held within the UK.

Current asset investments comprise of deposit accounts of £2.0 million held on short-term deposit over the year end period and will revert to liquid cash within 30 days of the year end (2008: £4.0 million reverting to liquid cash within 60 days of 2008 year end).

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

Accordingly these accounts present information about the charity and not its group.

	2009 £000	2008 £000
Fixed assets		
Common investment funds held by the charity		
Market value at 1 October	1,550	1,917
Impairment of donated shares	–	(3)
Net investment gains/(losses)	67	(364)
Market value at 30 September	1,617	1,550
Historical cost at 30 September	1,347	1,347
	2009 £000	2008 £000
Current assets		
Deposit accounts	2,000	4,000
	2,000	4,000
	2009 £000	2008 £000
Turnover of World Vision Trading Limited	–	–
Operating profit of World Vision Trading Limited	–	–

13. Debtors

	2009 £000	2008 £000
Institutional grants receivable	477	1,269
Amounts owed by other World Vision entities	–	770
Tax recoverable	1,691	1,267
Prepayments and accrued income (including legacy income)	560	570
Other debtors	22	29
	2,750	3,905

14. Cash at bank and in hand

	2009 £000	2008 £000
Cash at bank and in hand	8,409	5,143
	8,409	5,143

15. Creditors

Amounts falling due within one year

	2009 £000	2008 £000
Mortgage loan (see also Note 16)	154	146
Taxation and social security	218	201
Other creditors	861	733
Amounts owed to other World Vision entities	129	–
Accruals and deferred income	708	511
	2,070	1,591

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%.

	2009 £000	2008 £000
VAT repayable between 1-5 years	418	418
VAT repayable in more than 5 years	100	231
Mortgage loan repayable between 1-5 years	707	670
Mortgage loan repayable in more than 5 years	4,120	4,311
	5,345	5,630

17. Funds

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

The transfer between the General fund and the Tangible fixed assets fund represents net movements on fixed assets and the related loan. The other transfer between funds represents pre-funding / (repayment of previous pre-funding) of restricted funds from unrestricted reserves in the General fund, or transfers between funds restricted by purpose rather than region.

The General fund at 30 September 2009 includes net unrealised gains on investments of £273,000 (2008: unrealised gain of £206,000) – see Note 12.

	Restricted funds £000	Tangible fixed asset fund £000	Emergency relief fund £000	General fund £000	Total £000	
Balance at 1 October 2008	5,700	4,284	1,000	5,804	16,788	
Incoming resources	47,218	–	–	11,262	58,480	
Outgoing resources	(47,045)	–	–	(12,118)	(59,163)	
Transfers between funds	(180)	(454)	–	634	–	
Net unrealised investment gain	–	–	–	67	67	
Balance at 30 September 2009	5,693	3,830	1,000	5,649	16,172	
Represented by:						
Tangible fixed assets	–	8,811	–	–	8,811	
Investments	1,000	–	–	2,617	3,617	
Debtors	610	–	–	2,140	2,750	
Cash at bank and in hand	4,083	–	1,000	3,326	8,409	
Creditors: amounts falling due within one year	–	(154)	–	(1,916)	(2,070)	
Creditors: amounts falling due after more than one year	–	(4,827)	–	(518)	(5,345)	
Balance at 30 September 2009	5,693	3,830	1,000	5,649	16,172	
		Balance 2008 £000	Incoming Resources £000	Outgoing Resources £000	Transfers between funds £000	Balance 2009 £000
East Africa	723	14,407	(14,756)	290	664	
Southern Africa	421	10,411	(10,104)	(280)	448	
West Africa	17	4,088	(4,597)	593	101	
Asia	651	8,919	(8,414)	(202)	954	
Latin America	18	2,267	(2,920)	635	–	
Middle East/Eastern Europe	220	1,568	(1,789)	377	376	
Cross Regional Initiatives	3,650	5,558	(4,465)	(1,593)	3,150	
Total	5,700	47,218	(47,045)	(180)	5,693	

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

	2009 £'000	2008 £'000
Net (outgoing) / incoming resources for the year	(683)	1,964
Depreciation of tangible fixed assets	812	796
Loss on disposal of fixed assets	13	2
Impairment of current asset investments	–	3
Decrease in operating debtors	1,155	107
Increase / (decrease) in operating creditors and accruals	340	(745)
Bank interest received	(205)	(487)
Mortgage loan interest paid	188	357
Net cash inflow from operating activities	1,620	1,997

19. Derivatives not included at fair value

The company uses derivative financial instruments to manage its exposure to foreign currency exchange risks, including foreign exchange forward contracts. The fair value of these instruments is calculated at the balance sheet date by comparison between the rate implicit in the contract and the exchange rate at that date.

At 30 September 2009 the company had no commitments to buy foreign currency in foreign exchange forward contracts (2008: US\$5.8 million with unrealised profit of £0.3 million (fair value calculated as at 30 September 2008)).

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

At 30 September 2009 World Vision International had US\$28.0 million of foreign currency forward contracts placed on behalf of World Vision UK. The unrealised loss on these derivatives as at 30 September 2009 was £1.0 million (30 September 2008: US\$29.1 million foreign currency forward contracts with an unrealised profit of £1.3 million (fair value calculated as at 30 September 2008)).

20. Commitments and contingent liabilities

Pension commitments

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

21. Taxation

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

independent auditors' report to members of World Vision UK

We have audited the financial statements of World Vision UK for the year ended 30 September 2009 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes 1 to 21. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with sections 495 and 496 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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

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

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

We report to you our opinion as to whether the financial statements give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and have been prepared in accordance with the Companies

Act 2006. We also report to you whether in our opinion the information given in the Trustees' Report is consistent with the financial statements.

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

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

Basis of audit opinion

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

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

Opinion

In our opinion:

- the financial statements give a true and fair view of the state of the charitable company's affairs as at 30 September 2009 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- the financial statements have been prepared in accordance with the Companies Act 2006; and
- the information given in the Trustees' Report is consistent with the financial statements.

Mary Reilly (Senior Statutory Auditor)
for and on behalf of Deloitte LLP
Chartered Accountants and Statutory Auditors
London, United Kingdom

14 December 2009

biographies of directors

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

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

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

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

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

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

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

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

Sarah joined the Board of World Vision in July 2008 and is a member of the Marketing Committee.

Stuart Fraser is Chief Executive of a communications skills consultancy assisting corporate and public sector clients in cross-cultural working. He is an experienced international businessman having begun his career in management consulting with Bain & Co.

Since 2002 Stuart has provided independent consultancy advice to a range of businesses, charities and voluntary sector organisations. He is also a Trustee for the Just Children Foundation (UK), a charity which supports street children in Zimbabwe.

Stuart joined the Board of World Vision in 2006 and was a member of the Finance & Audit Committee and the Marketing Committee. He retired from the Board on 29 January 2009 but remains an adviser to the Marketing Committee.

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

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

Dean has been an ex officio member of the Board of World Vision UK since 1996 and retired from the Board on 30 September 2009 to become World Vision Partnership's Global Ambassador.

Dorothea Hodge is a director of Aequitas Consulting and a former Special Adviser to the Leader of the House of Lords.

She works with the Westminster Foundation for Democracy with political parties in post conflict countries, and is also an adviser to the Attorney General.

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

Dorothea joined the Board of World Vision in 2003, is Chair of the Board Development Committee and a member of the Programmes and Advocacy Committee.

Kevin Jenkins became the seventh President and Chief Executive Officer of World Vision International on 1 October 2009, after over 10 years as a child sponsor, volunteer, fund-raiser and ultimately a Board Member with the World Vision office in his native Canada.

Kevin was previously the Managing Director of TriWest Capital Partners, a Calgary-based independent private equity firm. He moved to this role following seven years as President and Chief Executive Officer of The Westaim Corporation, a technology research and investment company. Prior to this he held senior positions, including President, at Canadian Airlines. Kevin began his professional career at a law firm in Edmonton, Canada.

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

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

Anna joined the Board of World Vision in May 2008, is Chair of the Programmes and Advocacy Committee and a member of the Board Development Committee.

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

Keith also serves on the Boards of a number of other charities including the Oxford Centre for Mission Studies, Guildford Diocese Bishop's Council and the Audit Committee of the Church of England Archbishops' Council.

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

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

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

Steve is also a member of the International Board of the global World Vision Partnership.

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

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

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

to find out more about our work

For general inquiries, call 01908 841010, email info@worldvision.org.uk or visit www.worldvision.org.uk

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Chief Executive

Justin Byworth

International Programmes

Director

David Thomson

Head of Regional Programmes

Camilla Symes

Technical Support Manager

Clive Bacon

Head of Programme Resources Support

David Coates

Head of Humanitarian Emergencies

Mark Bulpitt

Advocacy

Director

Michael French

Head of Policy and Research

Kate Laburn-Peart

Marketing

Director

Mathew Neville

Head of Consumer Marketing

Andrew Stott

Head of Supporter Care

Sharon McLeod

Communications

Associate Director

Kate Nicholas

Head of Media & PR

Janet Malcolmson

Digital Media & Publications Manager

Ken Punter

Strategy

Associate Director

Ian Gray

People and Culture Group

Director

Richard Marshall

Head of Organisation Development

Nick Wright

Head of Human Resources

Betsy Osborne

Core Business Connections

Director

Sarah Powley

Head of Finance

Jonathan Bailey

Head of Information Technology

Andrea Spurdle

Central Services Manager

Ian Turvey

Note: The Board of directors represent the World Vision UK legal directors (page 4).
Principal Officers above are referred to as directors for internal purposes.



...I have come that they may have life, and have it to the full.

(John 10:10 (NIV))



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