



**PLAN INTERNATIONAL UK  
TRUSTEES' ANNUAL  
REPORT 2019**

Front cover: A group of children play in Balukhali camp, Bangladesh  
This page: A boy smiling at an Early Childhood Care Centre in Kibaha district, Tanzania, which was established by Plan International



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The information included on pages 5–53 and pages 5–64 constitutes Plan International UK's Strategic Report and Directors' Report/Trustees' Report respectively for the year to 30 June 2019.

# ABOUT PLAN INTERNATIONAL UK

**Plan International UK is a global children's charity. We work to give every child the same chance in life.**

Plan International (UK) (referred to throughout as Plan International UK) is an independent development and humanitarian children's charity, with no religious, political or government affiliation. The Trustees' Annual Report 2019 covers the period 1 July 2018–30 June 2019.

Nya Lat (I), 16, laughs with her sister in a refugee camp in Ethiopia

# OUR STRATEGY

**Our purpose: We strive for a just world that advances children's rights and equality for girls.**

**To ensure we are meeting our purpose we have identified five strategic goals for Plan International UK from 2017–2020.**

## 1 GOAL 1: EQUALITY FOR GIRLS

We know that no one bears the brunt of poverty and inequality more than adolescent girls and that empowered girls can drive development. We'll work with and for adolescent girls through our campaigns, programmes and research to transform girls' lives.

## 2 GOAL 2: YOUNG PEOPLE EMPOWERED INTO SUCCESSFUL ADULTHOOD

Young people in the UK and globally are critical thinkers, changemakers, innovators and leaders – they can be a huge force for social, economic and political good. We work to empower young people to be advocates, support them with the skills and knowledge they need to achieve economic empowerment and engage young people in global child rights issues.

## 3 GOAL 3: RESILIENCE IN FRAGILE COMMUNITIES

Disasters, emergencies and other humanitarian crises can reverse years of development progress. We build resilience to enable communities to withstand shocks and stresses. We respond to emergencies and design programmes which recognise the specific needs of marginalised groups.

## 4 GOAL 4: DIVERSE AND EFFECTIVE PARTNERSHIPS

We work with a wide range of groups and organisations as we know that by cooperating and collaborating we can move faster and achieve so much more.

## 5 GOAL 5: ORGANISATIONAL EXCELLENCE

We're committed to working in the most effective and impactful way. It's a fundamental responsibility we have to the communities we work with and those who support our work.

**Each section of the report will show how our programmes and projects in 2018/2019 worked towards meeting these objectives.**

# WELCOME FROM OUR CHAIR AND OUTGOING CHIEF EXECUTIVE

**2018/19 was an inspiring year at Plan International UK, as our ambitious programme and campaigning work made a real difference to children, especially girls, around the world.**

Despite the challenging financial year, our income held up at £61.0 million. This is due to the amazing support of more than 78,000 people in the UK sponsoring children around the world as well as our incredible partnerships. Thank you to everyone who has supported us.

In August 2019, we said goodbye to our CEO Tanya Barron. After six years leading the organisation she will be greatly missed. Tanya established our important UK programming work, as well as positioning Plan International UK as a partner of choice, both for the Department for International Development (DFID) and increasingly for corporate partners.

We welcomed our new CEO, Rose Caldwell, to Plan International UK in September 2019.

**Professor Sir Ian Diamond**  
Chair, Plan International UK



**I am immensely proud of our achievements this year. In the UK, we achieved a major victory after lobbying the UK Government to take street harassment of girls seriously, getting the issue included in the Violence Against Women and Girls strategy.**

It was exciting to see the launch of our first programme for girls in Wales and we also championed an end to period stigma.

Disaster struck in both Southern Africa and Indonesia, affecting millions of children and families. Plan International was one of the first agencies on the ground providing life-saving supplies. Our unique focus on adolescent girls ensured their specific needs were met while our child-friendly spaces allowed children to play and just be children – even if only for a short while.

Just one highlight of the year was the news that through our biggest youth economic empowerment project in Tanzania, 79% of the 10,000 participants had secured employment or started their own business. Plan International truly changes lives.

Thank you for your continued support for Plan International UK, you have helped us reach more than eight million people in 55 countries last year alone. Continuing to work together we will be able to offer every child, every chance.

**Tanya Barron OBE**  
Outgoing Chief Executive,  
Plan International UK  
(Retired 30 August 2019)





Youth Advisory Panel member Jess

## A MESSAGE FROM OUR YOUTH ADVISORY PANEL

**Hi, my name is Jess. I have been a member of Plan International UK's Youth Advisory Panel (YAP) for three years.**

YAP members ensure that young people's voices are at the heart of Plan International UK's work. We have worked to remodel and shape the way YAP runs to keep our voice central. In November we interviewed lots of applicants to replace our outgoing members and now have 20 new YAP members! All our new members attended the annual residential, a weekend of collaborating, introducing and getting to grips with the charity which was extremely valuable for inspiring change.

YAP members: Aless, Ambrin, Atlanta, Augusta, Ellen, Eva, Fiyin, Helena, Huw, Imogen, Indya, Isabelle, Jessica L, Jessica R, Josie, Lauren, Libby, Maisie, Mun, Rosie, Trinity and Tyler

We all have the chance to get involved in many opportunities. Here are some of my highlights:

In March I had a fantastic opportunity to speak at TEDxExeter about my and other girls' experience of street harassment and Plan International UK's important research and campaigning work on this. Having the opportunity to give a TEDx talk was honestly a dream come true. The talk is available on YouTube and I couldn't be happier sharing the message that we need to end street harassment. What was even more incredible was the amount of people who spoke to me afterwards, boys and girls, men and women, who shared their stories and promised to make a difference in the world – that in itself was humbling to hear.

In November 2018, Ambrin, Aless and I attended the Breaking Barriers House of Lords event. It was an amazing day! From meeting and interviewing everyone from Baronesses to inspirational women like actress Jodie Whittaker and having the incredible opportunity to work with girls from Ghana and Rwanda, it was a special experience. In the Lords Chamber girls from across the UK debated the challenges we all face. The following week I also had the opportunity to launch our Girls' Rights are Global 10-point plan at Speaker's House, giving a speech and inspiring change.

As the months go by YAP is growing and learning and I cannot wait to see what the future holds!

**Jess**

Plan International UK YAP member

# OUR IMPACT



Girls celebrate the construction of new school dormitories in Pha Oudom district, Laos

# WE REACHED 8.2 MILLION PEOPLE AROUND THE WORLD

## 1.8 million

DIRECT BENEFICIARIES

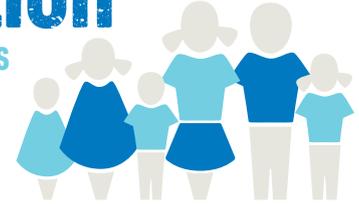
reached through  
108 projects



## 6.4 million

INDIRECT BENEFICIARIES

reached through  
108 projects<sup>1</sup>



Plan International UK was invited to co-chair a new government period poverty taskforce, with the Minister for Women and Equalities and Procter & Gamble

MORE THAN

## 50,000

PEOPLE WORLDWIDE

stood in solidarity with youth advocates in Uganda to stop the sexual exploitation of girls and young women at work



Since July 2018, Plan International UK has reached more than 400,000 people in 16 disasters across Latin America, Africa, Asia and the Middle East

## 429,000

 GIRLS (AGE 0-18)

directly benefited from our work<sup>2</sup>



MORE THAN

## 78,000

 SPONSORS

ARE SPONSORING OVER

## 83,000

 CHILDREN

in 48 countries through Plan International UK



<sup>1</sup>Based on the whole household benefiting. Calculated using country average household size figures obtained from UN Population Division.

<sup>2</sup>Data obtained from 81% of projects, extrapolated to 100% by project type.

# GOAL 1

# EQUALITY FOR GIRLS

**We know that, around the world, no one bears the brunt of poverty and inequality more than girls.**

Making sure girls get the same chances as boys is central to everything we do; girls need a fair start and a level playing field.

We work with and for adolescent girls because empowered girls can transform their lives and their communities.

**Image:** Joseline, 18, from Rwanda speaks at the Plan International UK House of Lords chamber debate



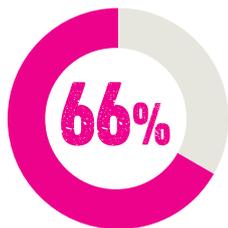
## WHAT WE ACHIEVED THIS YEAR

- ▶ **We committed to contribute to policy changes on the trafficking and exploitation of adolescent girls.** We achieved an amazing result in Uganda after campaigning to end the sexual exploitation of girls in the workplace, securing a commitment by the Ugandan Government to launch a review.
- ▶ **We committed to increase the number of people supporting our girls' rights campaigning and to develop new programmes specifically for girls in the UK.** The UK Government committed to ending street harassment by recognising it as a form of gender-based violence – a significant achievement for us. We have also launched a programme for girls in Wales and our campaigner numbers went up by more than 50%.

# #ISAYITSNOTOK

In autumn 2018, our stand out campaign, #ISayItsNotOK, saw the UK Government recognise street harassment as a form of gender-based violence. This was a significant step towards reducing the harassment girls face every day. With your support, we changed the UK-wide conversation and ensured the government take this issue seriously.

We listened to girls in the UK and they told us about the shocking levels of harassment they faced – from being catcalled and followed to being touched, groped and grabbed on the way to school, in parks, on buses and on our high streets. Our research revealed street harassment is widespread and profoundly affecting girls' lives.



**66%**  
**OF GIRLS AND YOUNG  
 WOMEN AGED 14 TO 21**  
 have experienced unwanted  
 sexual attention or harassment  
 in a public place

“

**35% OF GIRLS IN  
 SCHOOL UNIFORM  
 HAVE BEEN SEXUALLY  
 HARASSED IN PUBLIC.  
 THAT IS NOT OK.**

Maisie, 18

”

#ISayItsNotOK aimed to amplify girls' voices, to encourage everyone to take the issue seriously and take steps to end street harassment. With your support we secured more than five million views of our awareness-raising film. We launched our *Street Harassment: It's not OK* report at an event at the House of Commons opened by Maria Miller MP, Chair of the Women and Equalities Select Committee. Together with extensive media coverage, the UK Government listened and recognised street harassment as a form of gender-based violence.

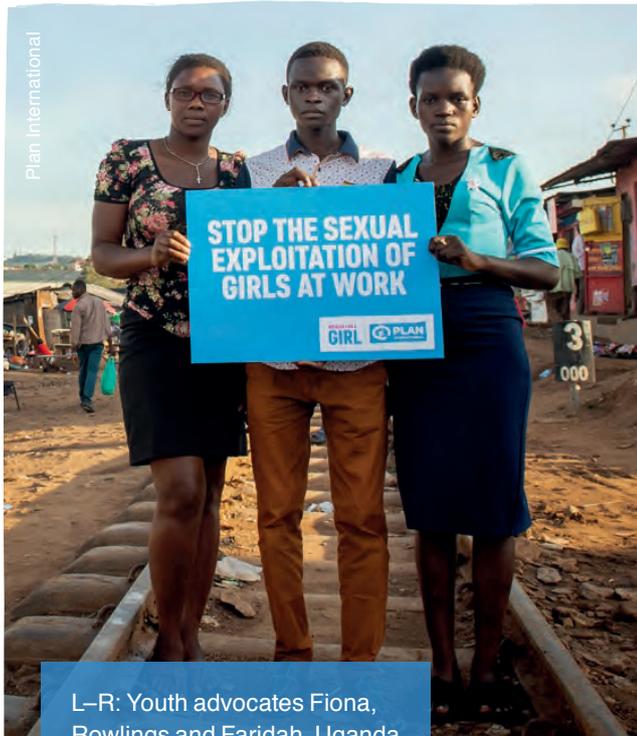
After this significant win, we did not stop. We lobbied decision makers in the three key areas of Wales, the West Midlands and Greater Manchester to include street harassment in their local strategy. We will continue to demand an end to street harassment, so girls do not have to face this daily abuse.



House of Lords chamber  
debate, November 2018

# CAMPAIGNING FOR GIRLS' RIGHTS IN UGANDA

We received fantastic news following our latest global campaign in Uganda, when the Ministry of Gender, Labour and Social Development agreed to launch an inquiry into the sexual exploitation of girls and young women at work. This is an important opportunity to get to the root of the problem so that the responsible authorities can act.



L-R: Youth advocates Fiona, Rowlings and Faridah, Uganda



**I'M LOOKING FORWARD TO SEEING GIRLS IN UGANDA NO LONGER BEING VICTIMS OF EXPLOITATION.**

Faridah, youth advocate, Uganda



As many as one in 10 girls in Uganda have been affected by sexual abuse and exploitation\*, including at work. Many are living in poverty, with little option for escape, which leaves them at high risk of exploitation and being coerced into having sex with the boss to get a job and forced to have sex with customers to keep it. Financially desperate, and with no other options, they stay, hoping things will get better.

We worked with youth advocates Fiona, Faridah and Rowlings to call for an inquiry to focus on why action isn't being taken when incidents of sexual exploitation are reported. More than 50,000 people around the world signed to support their call and thousands of people sent messages of solidarity.

As many as  
**1 IN 10 GIRLS**  
in Uganda have been affected  
by sexual abuse and exploitation



\*Source: ODI



Champions of Wales

## CHAMPIONING A WALES WHERE GIRLS CAN LIVE FREE FROM GENDER INEQUALITY

In June, we were delighted to launch our programme, Champions of Wales, a new girls' rights movement in Wales. Working together with five partner organisations, our ambitions are to encourage and empower young people in Wales to make positive change in their attitudes towards girls, so that girls can live free from discrimination and stereotypes.

"I'm pleased to be able to support the launch of the Champions of Wales programme. A better understanding of girls' rights

is absolutely crucial, both in terms of keeping them safe and allowing them to reach their potential." Kirsty Williams AM, Minister for Education in Wales

We will be investing £1m over the next three years, partnering with expert organisations who regularly work with young people, including those who are often marginalised, and utilising the principles of our global programme work, Champions of Change.

“

**A BETTER UNDERSTANDING OF GIRLS' RIGHTS IS ABSOLUTELY CRUCIAL.**

**Kirsty Williams AM**

”

## SMASHING PERIOD STIGMA AND SHAME

Plan International UK continues to champion menstrual health support for girls globally. We're one of the few aid agencies to consider the specific needs of adolescent girls in emergencies, providing sustainable menstrual health support in more than 25 countries, and here in the UK we champion awareness of the challenges girls face.

Our extremely successful water, sanitation and hygiene programme in South Asia reached 6.6 million people in Pakistan and Bangladesh between 2014 and 2018 and is now working with an additional 650,000 people in Bangladesh until 2021.



Since 2014 we have reached  
**6.6 MILLION PEOPLE**  
 in South East Asia through  
 our successful water, sanitation  
 and hygiene programme

Supporting girls and women to manage their menstruation is a vital – and growing – component of the programme. This year we have focused on testing, refining and training frontline staff on new menstrual hygiene management activities to ensure that projects drive change.

Our blood drop  
 emoji hit keyboards  
 after nearly  
**TWO YEARS**  
 of campaigning



We were incredibly proud when, after nearly two years of campaigning with NHS Blood and Transplant, the blood drop emoji finally hit keyboards worldwide, giving girls and women a much-needed way to talk about periods. The blood drop came after our research revealed a clear need for more accessible ways of talking about menstruation. A survey of women aged 18–34 found almost half (47%) believed a period emoji would make it easier for them to talk about their periods with female friends and partners.

On 28 May, we got on our bikes on the South Bank in London for our first ever Menstrual Cycle. More than 1,000 people, including Dr Dawn Harper, Dr Chris Steele and actress Sarah Hadland, joined us throughout the day for activities including a 90-second static cycle challenge while finding out how we are breaking down period taboos. The day achieved some excellent media coverage including the Today programme, BBC London News, the Guardian, and BBC Newsround.

In May, the UK Government announced that Plan International UK would co-chair its new period poverty taskforce. The taskforce, co-chaired with the Minister for Women and Equalities, and Procter & Gamble focuses on tackling stigma and increasing education around periods, alongside accessibility of period products. As co-chairs, we'll be working hard to make sure the voices of UK girls are heard and that any action reflects girls' needs and concerns.



Dr Dawn Harper joins YAP members for the Menstrual Cycle

Plan International

# GOAL 2

# YOUNG PEOPLE EMPOWERED INTO SUCCESSFUL ADULTHOOD

Young people can be a powerful force for social, economic and political change.

Plan International UK works with and for young people from childhood up to age 25, to empower them to be advocates and support them with the skills and knowledge to achieve economic empowerment.

Image: Yara, 18, Brazil



## WHAT WE ACHIEVED THIS YEAR

- ▶ **We committed to support projects around the world to enable children to realise their rights and their full potential.** Thousands of young people from Tanzania to Thailand engaged in economic empowerment projects to ensure a secure future.
- ▶ **We aimed to facilitate the engagement of young people from around the world to campaign for the change they want to see in the world.** Notably this year, we supported 200 girls from the UK, Ghana and Rwanda, many of whom had never spoken in public before, to champion girls' rights at our groundbreaking debate in the chamber of the House of Lords.
- ▶ **We committed to establishing Plan International UK as one of the leading global agencies in non-communicable disease prevention among young people through our leadership of the Young Health Programme.** It has had an incredibly successful year in its four established country programmes (India, Kenya, Brazil and Indonesia) as well as expanding into Vietnam and Myanmar.

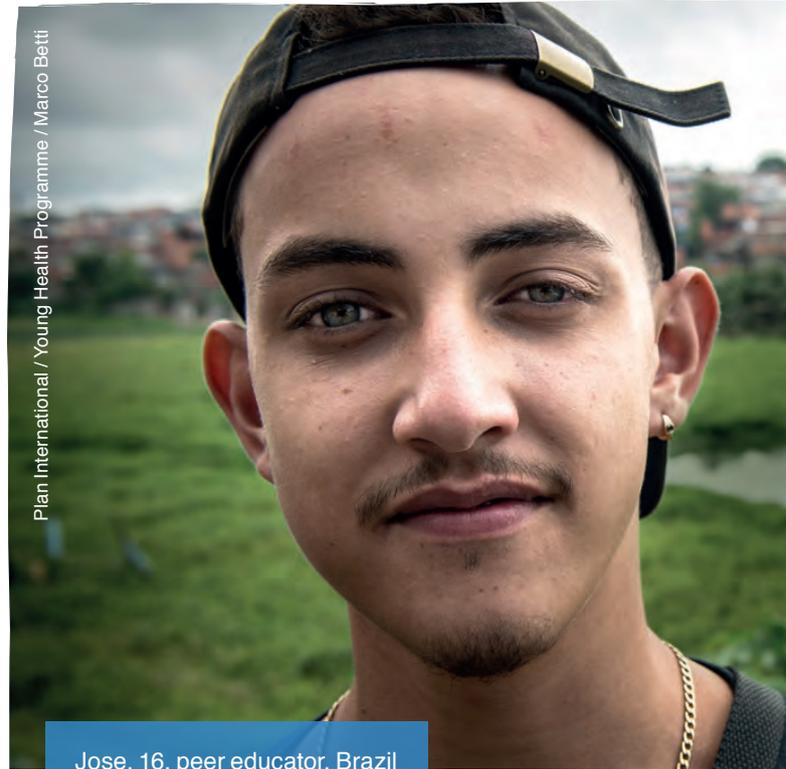
# ENSURING A HEALTHY FUTURE FOR TODAY'S YOUTH

**“After I entered the project and started attending the workshops, I quit drinking and smoking.”** Peer educator, Brazil

Education around healthy lifestyle choices is critical to empower the youth of today to live healthier lives. The Young Health Programme, our award-winning partnership with global biopharmaceutical company AstraZeneca, is driving significant change in Brazil. Working with peer educators, the project reached more than 28,000 young people with health information while also engaging 161 health professionals this year.

Since 2010, the programme has worked with young people to raise awareness of behaviours that can lead to the most common non-communicable diseases, such as Type 2 diabetes, cancer, heart and respiratory disease. Working in partnership with other expert organisations and combining programmes, research and advocacy, the programme targets behaviours such as tobacco use, harmful use of alcohol, physical inactivity, and an unhealthy diet that, when taken up in adolescence, can lead to these diseases in adulthood.

The programme has been such a success in Brazil that this year it expanded into Vietnam



Plan International / Young Health Programme / Marco Betti

Jose, 16, peer educator, Brazil

and Myanmar. In line with World Health Organisation guidelines we have also started to include air pollution as a risk factor contributing to these non-communicable diseases.

Peer educator, Jose, 16, said: **“As a peer educator, I saw the difference in my friends. They used to smoke constantly. Now they smoke, but not so frequently. After I started sharing the information about healthy eating habits with my mother she has changed her eating habits for the better.”**

“

**AS A PEER EDUCATOR,  
I SAW THE DIFFERENCE  
IN MY FRIENDS. THEY  
USED TO SMOKE  
CONSTANTLY. NOW THEY  
SMOKE, BUT NOT SO  
FREQUENTLY.**

Jose, Brazil

”

”

## **GREENING DEVELOPMENT IN GHANA**

**An innovative project in Ghana is working with 60 communities helping women and young people expand economic activities in an environmentally sensitive and sustainable manner.**

Through this European Union-funded project we have provided training on bookkeeping and managing investments as well as setting up Village Savings and Loans Associations (VSLAs) to encourage growth in small businesses. The women and young people we're working with receive skills promoting sustainable agricultural practices that conserve and sustain the environment.

Kelvin, 18, is supporting his community's VSLA by managing their rabbit rearing enterprise. Everyone in his community group agreed to invest in a rabbitry to make some extra money throughout the year. The rabbitry started in November with 10 rabbits, and in just a few months this grew to over 40. One rabbit costs 30 Ghanaian cedi (approx. £4) and offspring can sell for between 40–50 cedi (approx. £6). Rabbit breeding is an ideal small business because the running costs are low and the reproduction rate of rabbits is high. Kelvin's main role in the VSLA group project is to take care of stock management and keeping records.

Rabbit droppings are used by the community for their vegetable production, saving money on buying fertilizers and protecting the environment from inorganic fertilization.

As with all Plan International projects, the lessons from this project are transferred to other countries and will help shape our approach to green skills and green jobs promotion.

# AWARD-WINNING PARTNERSHIP EMPOWERS GIRLS GLOBALLY

This year, we celebrated 10 years of working with Credit Suisse. In recognition of this important partnership, we were delighted to win the prestigious Bond International Development Corporate Partnerships Award in March.



**TOGETHER, WE'RE HELPING  
YOUNG PEOPLE TO PARTICIPATE  
FULLY IN THEIR COMMUNITIES  
AND TAKE ADVANTAGE OF  
OPPORTUNITIES TO ENHANCE  
THEIR LIFE CHANCES.**

**Dr. Manuel Rybach, Global Head of Public  
Affairs and Policy, Credit Suisse and  
Managing Director, Credit Suisse Foundation**



Working together, the partnership has improved access to, and quality of, education for more than 242,600 children, empowering a new generation to achieve their goals. Together we have built schools, trained teachers and implemented a multi-country Financial Education for Girls

programme, which to date has reached more than 116,000 girls\*.

The students learn about rights, responsibilities, budgeting and social and financial enterprises. The methodologies are adapted to local contexts, but some elements are common to all: a financial education and life skills curriculum, training teachers and advocating for girls' education and empowerment. In China, for example, the programme is integrated within the school timetable and students are taught financial education and life skills by trained teachers.

**“I like the financial education and life skills class very much, as I can learn a lot of useful knowledge and skills, and it can help me find solutions for difficulties we often encounter in our daily life. I have started saving after taking this class, and I believe saving can help me realise my dreams, making me better prepared for the future.”** Juan, 14, Guangnan, China

## PARTNERSHIP HIGHLIGHTS

- Over 1,500 schools improved.
- Over 4,200 teachers trained.
- Over 242,600 children accessed better-quality education.
- Over 116,000 girls received financial and life skills education in selected regions of Brazil, China, India and Rwanda.

*\* up to December 2018*



Financial Education for Girls is helping girls in China build better futures for themselves

## YOUTH ACTIVISM AND THE POWER OF SPORT

**“Plan International has absolutely changed my life. Before, I just stayed at home doing housework and at night I went to school. Then, I started to attend the Champions of Change project and everything has changed. I have learned about my rights and learned about gender equality... Now, the boys are more respectful, they encourage the girls to play. I’m really enjoying participating in this project.”** (Girl participant of Empowerment Through Sport)

Plan International is working with young people in nine communities in Piauí state, north-east Brazil, supporting them to challenge social norms and champion gender equality. The project, funded by sports media firms DAZN and Stats Perform, trains girls and boys using the Champions of Change curriculum designed by Plan International. The course includes modules on gender equality, gender-based violence, harmful stereotypes and campaigning for change.

Football skill sessions and tournaments are held to engage the children in the training. This year, 17 football teams (eight teams of girls and nine teams of boys) were established across the project communities and football matches were held regularly.

The young people have been involved in several high-profile events within their local communities, which have been attended by local government officials, where they have campaigned for improved policies and services for young people, including the need for gender equality.

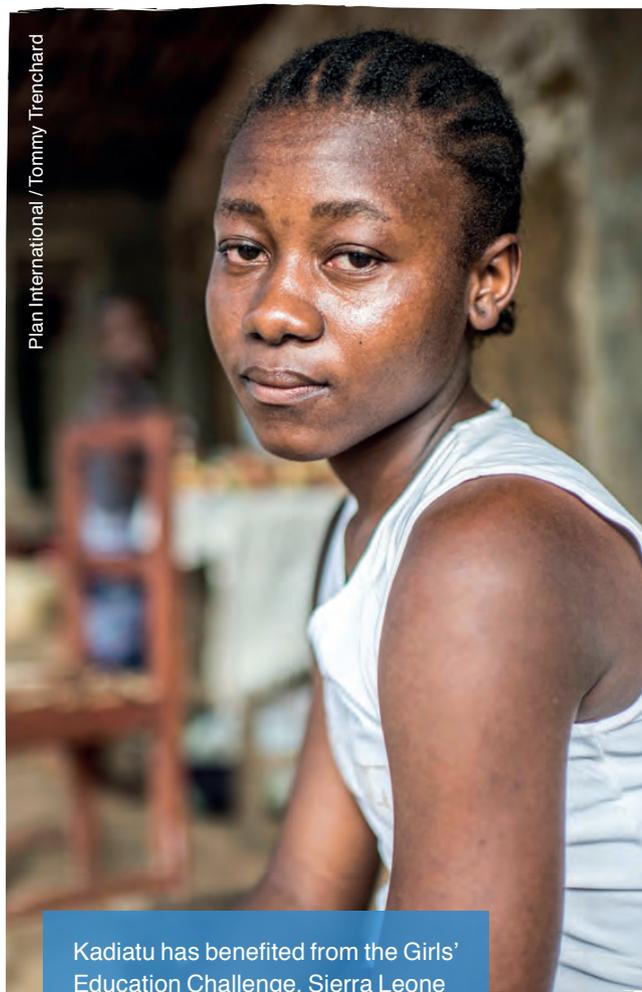
## CHAMPIONING INCLUSIVE EDUCATION IN SIERRA LEONE

**An estimated 93 million children live with a disability worldwide and they are 10 times less likely to attend school than children without a disability. We work with communities to increase inclusion and improve opportunities.**

Through our Girls’ Education Challenge fund in Sierra Leone, more than 6,500 marginalised girls and children with disabilities are supported to reach their learning potential and to transition through primary school into junior secondary school and beyond. Within this group 25% are children with disabilities.

To support their learning, activities include training teachers on inclusive education approaches, after-school groups in literacy and numeracy, adapting schools to be disability-friendly and working with the community to support children with disabilities.

Plan International is working in partnership with ActionAid, Humanity & Inclusion, The Open University and the Forum for African Women Educationalists. By working together, our expertise and experience can reach beyond the project area and help to ensure access to quality education for all children.



Plan International / Tommy Trenchard

Kadiatu has benefited from the Girls' Education Challenge, Sierra Leone

## HIGHLIGHTS

- 75% of children with disabilities moved up a school year.
- 114 children with disabilities received assistive devices and personalised treatment.
- Three schools were adapted to be disability-friendly.
- 136 Community Based Rehabilitation Volunteers worked in communities to change perceptions of disability and improve how disability is managed.
- A National Steering Committee has been established, including representatives from the Ministry of Education and the Ministry of Social Welfare, Gender and Children's Affairs. Through this, the project has been able to feed into the Ministry of Education's Inclusive Education policy.

Children with a disability are  
**10 TIMES**  
less likely to attend school than  
children without a disability



## GOAL 3

# RESILIENCE IN FRAGILE COMMUNITIES

**When an emergency happens, we respond as fast as possible with life-saving support and supplies including water, food and shelter.**

We also help fragile communities to become more resilient and better prepared to cope with disasters. In total, we have reached more than 400,000 people with our humanitarian programmes.

**Image:** Akim, 12, a South Sudanese refugee at our child-friendly space in Gambella, Ethiopia

## WHAT WE ACHIEVED THIS YEAR

- ▶ **We committed to position Plan International as a leading agency focusing on adolescent girls in emergency and fragile contexts.** Since July 2018, we have responded to 16 disasters around the world. We've further prioritised adolescent girls, recognising they are particularly vulnerable, including providing dignity kits (sanitary products and other essential items) in the immediate aftermath of an emergency. We have also campaigned to ensure girls affected by crises can access education, successfully reaching the Government, parliamentarians, and many more with our message and engaging supporters in this campaign.
- ▶ **We committed to conduct and publish new research on girls in protracted crises and the trafficking of girls in humanitarian and fragile contexts.** In June we published our new research, *Left Out, Left Behind: Adolescent Girls' Secondary Education in Crises*, on the lack of secondary education for girls in crises. Our research on trafficking will be published later this year.

# RESPONDING TO CYCLONE IDAI

On Friday 15 March 2019, Cyclone Idai made landfall through Beira in Mozambique, causing widespread devastation and flooding. In the aftermath of the disaster, an estimated three million people needed humanitarian aid across Mozambique, Malawi and Zimbabwe.

Plan International was one of the first charities on the ground to respond, providing urgent humanitarian support including access to food, shelter, clean water and sanitation. We worked with local organisations to ensure children, especially girls, were protected from the additional risks posed to them during the emergency.

Following a Disasters Emergency Committee (DEC) appeal, we received an incredible £2m thanks to the generosity of the general public and other supporters. **We'd like to thank all our supporters who made a donation.**



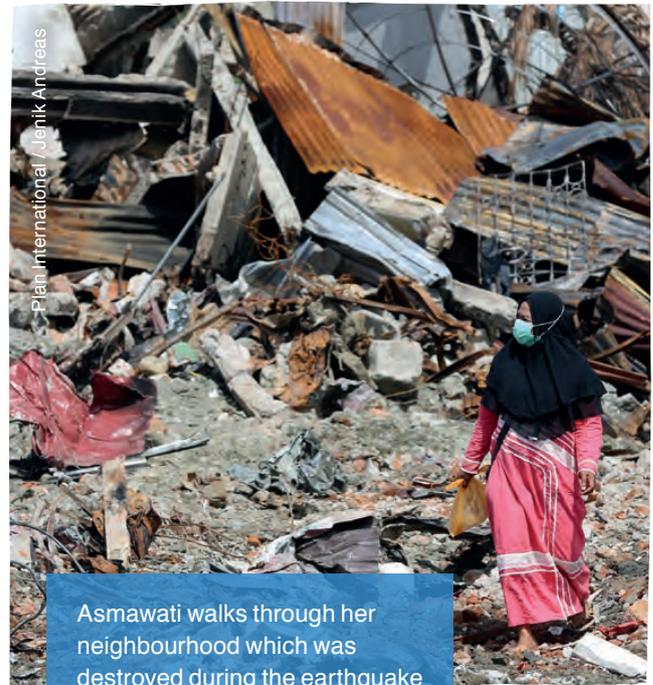
Children take their lessons outside after their classrooms were destroyed by Cyclone Idai

In Mozambique at least two million people were affected across the country. To date, as a result of our response:

- 16 schools have received temporary learning spaces to enable children to go back to school.
- Seven child-friendly spaces have been established, providing a space to play and learn as well as offering psychosocial support.
- Food vouchers were distributed to the most affected vulnerable families.
- 20 assessed water sources have been restored.

## DELIVERING LIFE-SAVING SUPPORT AFTER THE INDONESIAN EARTHQUAKE

**On Friday 28 September 2018, a 7.5 magnitude earthquake, followed by a tsunami, struck the region of Sulawesi in Indonesia. More than 2,000 people died, with thousands more injured, and over 80,000 people were displaced. Thousands of homes, buildings and essential infrastructure were destroyed, with electricity supplies disrupted.**



Asmawati walks through her neighbourhood which was destroyed during the earthquake

We launched a large-scale emergency response to reach families with essential supplies. Our public appeal, along with the DEC's appeal, received more than £1m for Plan International UK. We have:

- distributed 1,200 shelter kits to support people who have lost their homes
- trained 41 teachers
- distributed more than 1,200 school resources
- constructed 10 temporary learning spaces for children to restart school.



A girl takes part in survival skills training in Thailand

## SKILLS FOR SURVIVAL

**“I am glad that I attended the Survival Skill and School Safety Camp because if the disaster happens in my community, I could survive.”**  
Supitsara, Grade 5

Supitsara participated in a safety camp in Thailand, one element of the child-led safe school initiative. Working in partnership with corporate partner Prudential in Thailand, the project aims to ensure young people have the skills to stay safe should a disaster strike. Activities included

lessons in practical survival skills such as knot tying, abseiling, first aid and simulation exercises to rescue people from floods.

Working in the northern Chiang Rai province we have trained:

- 450 students (225 girls and 225 boys) in risk assessment, types of natural hazards, risk mapping and preparedness and survival training.
- 70 teachers on disaster risk reduction and safe schools.

# MPS VISIT REFUGEE CAMPS IN NORTHERN TANZANIA

In August 2018, MPs Gillian Keegan, Layla Moran and Jess Phillips visited the Nduta refugee camp in northern Tanzania, where Plan International is providing vulnerable children and their families with access to healthcare, safe sanitation and water, and emotional support. The trip was an opportunity to highlight the importance of gender equality in both development and humanitarian contexts, and to demonstrate to the cross-party delegation the impact that overseas aid has in improving vulnerable people's lives.



Jess Phillips MP meets children in one of the Early Childhood Development Centres we run in northern Tanzania

Nduta camp is home to almost 107,000 people, primarily women and children who have fled political instability in Burundi. The cross-party delegation met adolescent girls attending one of the camp's secondary schools, spoke to unaccompanied minors and their foster families, and visited the child-friendly spaces we run in the camp. These spaces offer amazing services, from counselling and psychotherapy to training courses on IT and classes on how to write job applications. They also provide playground equipment and football pitches, offering young people much-needed opportunities to play.

The MPs were really impressed with the work Plan International is doing, stating it was clear that if agencies like Plan International weren't present, the situation would be far worse for the refugees. All three MPs continue to champion the role of development organisations and the importance of reaching the most marginalised people.

Nduta camp is home to almost

**107,000  
PEOPLE**



## PROVIDING A CHANCE FOR A CHILDHOOD IN ETHIOPIA

Since 2014, Plan International has been providing refugee relief assistance for South Sudanese refugees in Gambella, Ethiopia, to ensure children, especially girls, have access to child protection services, education and youth services. More than 400,000 people have fled the civil war in South Sudan across the border into Ethiopia and now stay in one of nine refugee camps.

“

I COME TO THE LIBRARY AT OUR CHILD-FRIENDLY SPACE AND READ. IN THE EVENINGS, I COME AND PLAY FOOTBALL. EVERY TIME I COME HERE I AM HAPPY.

Lim, 12, Ethiopia

”

Plan International / Philipp Schütz



Lim (l) and his friend Akim playing football

Twelve-year-old Lim is just one of the children caught up in the conflict. Following the outbreak of violence, Lim left his home with his mother and brother. Together, they walked for two months to reach the Ethiopian border in the hope of finding safety. For the past two years, they've been living in one of Ethiopia's refugee camps in Gambella.

Today, Lim is a daily visitor to a child-friendly space set up by Plan International. These spaces give children the chance to learn, draw and play – and to be children again.

Our work in Gambella is supported by the European Civil Protection and Humanitarian Aid Operations (ECHO) as well as our amazing partnership with People's Postcode Lottery (PPL) which continues to go from strength to strength.

Thanks to the generous support of PPL players, we've received more than £5.5 million in funding since December 2017 to help give every child every chance in life. So far, our partnership has helped transform the lives of over 200,000 girls and boys across Sub-Saharan Africa and will allow us to help thousands more.

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Since December 2017 we've  
received more than  
**£5.5 MILLION**  
in funding from PPL players

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Nya Bahn, 12, at our  
child-friendly space in Gambella

Laura Chow, Head of Charities, People's Postcode Lottery, said: **“People's Postcode Lottery are delighted to be working with Plan International UK. By supporting their important work across Sub-Saharan Africa, we are helping the most vulnerable children go to school, have safe places to live and play, gain access to clean water and fulfil their potential.**

**“In addition, through projects like our recent photography exhibition in Edinburgh, we have been able to share these children's stories with more people than ever before. None of this would be possible without the incredible support from our players.”**



## GOAL 4

# DIVERSE AND EFFECTIVE PARTNERSHIPS

**We know that by cooperating and collaborating we can move faster and achieve so much more.**

Partnerships help us to reach more people, so we work with a variety of groups and organisations. From our relationship with Chelsea Football Club, to our groundbreaking Young Health Programme with AstraZeneca tackling non-communicable diseases, our partnerships mean we can change children and young people's lives across the world.

**Image:** Syrian children in the Azraq refugee camp in Jordan enjoy a football training session with Chelsea Foundation coaches



## WHAT WE ACHIEVED THIS YEAR

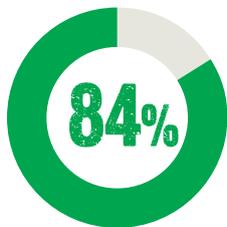
- ▶ **We committed to exploring innovative new approaches to delivering international development support through charity, government and corporate partnerships.** We have several successful partnerships with UK and EU government support and we collaborate widely with many leading charities. We continued to work with a range of corporate partners including Costa Foundation, Credit Suisse, Study Group and many more.
- ▶ **We continued to develop and improve our child sponsorship programme including exploring innovative digital communications.** We launched a new fundraising appeal working with communities in Ghana. For the first time, we put children behind the camera to make a film and share stories about the difference sponsorship has made to their lives. Our invaluable partnership with over 78,000 child sponsors continues to be life-changing for 83,000 children.

## WORKING TOGETHER FOR SAFER CITIES

“We boys, we have joined Safer Cities for Girls, we are trying to change our minds, to treat girls as our sisters, not as a weaker sex. We are changing our mindsets to believe that girls can have a voice to stand and talk for themselves.” Eno, Safer Cities programme participant, Nairobi

In 2017, a staggering 84% of adolescent girls experienced sexual harassment in public spaces in Nairobi, Kenya\*, making it challenging to travel to work or school. In partnership with commercial real estate company, CBRE EMEA, the Safer Cities programme aims to transform cities into places of inclusion, tolerance and opportunity for everyone.

Girls and boys are trained on gender equality and supported to campaign for local authorities to make cities safer. In Nairobi, the project engages parents, schools and local transport providers to affect community-wide change to harmful gender norms and stereotypes.



In 2017, 84% of adolescent girls experienced sexual harassment in public spaces

\*Source: Plan International 2018

“

WE ARE CHANGING OUR MINDSETS TO BELIEVE THAT GIRLS CAN HAVE A VOICE TO STAND AND TALK FOR THEMSELVES.

Eno, Nairobi

”

### HIGHLIGHTS

- 1,145 young people have been reached, with girls and boys reporting transformative changes in their views on gender equality, safety, confidence and self-esteem.
- Excellent engagement from the public transport sector, working with Kenya’s second largest public bus company, Forward Travellers. Some 944 bus drivers and conductors have been trained and cases of abuse are being officially reported.
- 17-year-old Mary made history by being the first civilian to take over the Speaker’s position in the National Parliament of Kenya. She presented a petition on girls’ safety in Kenya, which has now been adopted by Parliament.



The Safer Cities programme is helping to make Nairobi's streets safer for girls

## CHILDHOOD HOPE FOR SYRIAN REFUGEES

**“We’ve had a relationship with Plan International for four years and when we were looking at a new charity partner, we interviewed various charities and felt the power of football and Plan International could do a lot of good. Coming here and seeing what can be achieved shows we made the right choice.”** Bruce Buck, Chairman, Chelsea Football Club

Plan International UK’s partnership with Chelsea Football Club continues to grow, using football to transform children’s lives around the world and providing huge global reach for our brand. The club has supported our work in the Azraq refugee camp in Jordan since October 2018. Sixty miles from the Syrian border, Azraq is home to more than 36,000 Syrian refugees, of which 60% are children. The partnership gives these children the opportunity for a childhood. One camp, Village 5, is home to 10,000 refugees who have fled ISIS-controlled areas and are now limited to staying in the camp, so opportunities to play and dream are vital.

Chelsea ambassador, Katie Chapman, visited the camp in October 2018 and in April 2019, Chelsea Chairman Bruce Buck also visited with the Head of the Chelsea Foundation, Chelsea Foundation coaches and Chelsea TV.

The coaches led football training sessions for more than 600 girls and boys, while the visitors met with young people in their arts and crafts club and a life skills class where, through acting, children can build confidence and skills for the future. Classes are led by the refugees. Chelsea FC have pledged their continued support to Plan International and our work in Azraq camp by funding an additional football pitch and play area for 5,000 children in Village 5.



Chelsea ambassador  
Katie Chapman

# THE POWER OF SPONSORSHIP

Sponsorship continues to be at the heart of Plan International UK's work and this year provided an income of more than £16m.

“

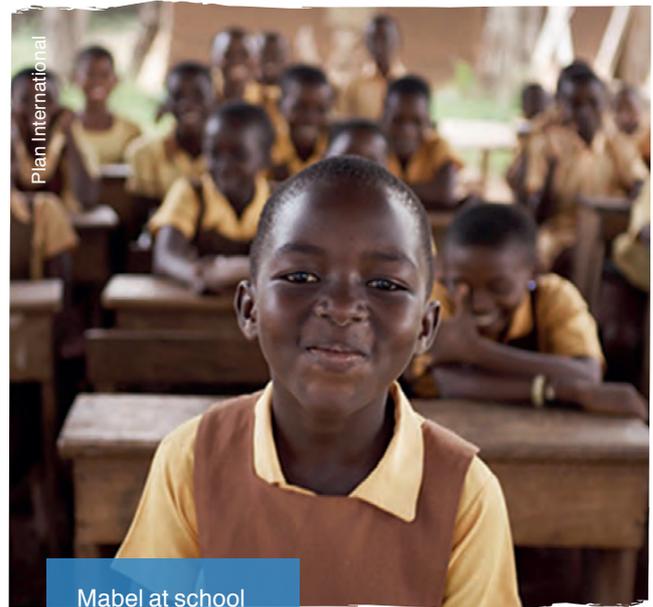
I HOPE ALL OF THE SPONSOR PARENTS CAN HELP MORE CHILDREN AND GIVE THEM A BRIGHT FUTURE LIKE US.

Sponsored child, Philippines

”

UK sponsors' support reaches far beyond the individual child to see a whole community flourish. Sponsorship supports projects like building schools, training teachers, providing vaccinations and digging wells so everyone has clean water. Child sponsorship can also provide vital medical infrastructure and sanitation, so the community is more resilient against future emergencies.

The relationship between a UK sponsor and a child in Africa, Asia or Latin America is unique and treasured from both sides. This year, more than 130,000 letters were sent between sponsors and their sponsored children.



Mabel at school

## SEE FOR YOURSELF!

**We travelled to Ghana to meet Mabel and her friends, who truly know the difference sponsorship can make to a community. Mabel and her friends often drank contaminated water from the local stream and, due to poor sanitation, many children were prone to diseases.**

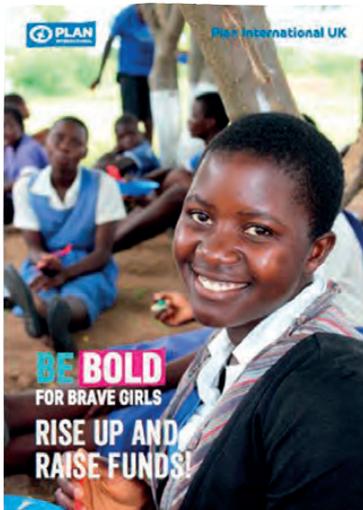
But today things are very different, thanks to sponsorship. A water pump and separate toilets for girls have been installed at the school, while a sanitation and hygiene programme rolled out in Mabel's community and 19 others aims to significantly reduce the number of hygiene-related deaths of children under 18.

## BE BOLD FOR BRAVE GIRLS

“Abbot’s Hill School has been pleased to support Plan International UK for a number of years. As a girls’ school, we believe that ensuring an education and rights for girls is extremely important. Fundraising through the World Wide Walk has allowed our pupils, of all ages, to gain an insight into the challenges faced by girls across the globe. We are looking forward to working with Plan International UK on the ‘Be Bold for Brave Girls’ initiative.” Abbot’s Hill School

This year we asked secondary schools across the country to step out of their comfort zone and join our latest fundraising campaign ‘Be Bold for Brave Girls’. Hundreds of schools signed up to the campaign, which challenges students to do

something they have never done before (such as abseiling!) and in so doing, stand together with girls around the world who must be brave every day just to survive. Find out how you can join the campaign at [plan-uk.org/bold](http://plan-uk.org/bold)



## EDUCATION CANNOT WAIT

Plan International is working in partnership with Education Cannot Wait (ECW), a global multi-lateral fund for education in emergencies. The fund aims to help the 75 million girls and boys affected by disasters to access quality, inclusive education.

Providing children with education in emergencies ensures they have the opportunity to learn and build skills for the future. Safe education spaces in schools can offer girls protection from exploitation and harm and provide a sense of normality and distraction during times of distress. Our outgoing CEO, Tanya Barron, represented civil society organisations on the High-Level Steering Group of ECW, we have staff representation on the Executive Committee and co-chair the Gender Task Team.

In addition to our support for the ECW’s design, we have received funding for three projects. One project is in the hard-to-reach communities in north-east Nigeria where we are providing education services. Since November we have:

- Enrolled 3,005 children (1,775 girls and 1,230 boys) aged 6–14 years who had dropped out of school as a result of conflict.
- Provided children with learning materials such as exercise books, pens and pencils to continue their education.

- Provided teachers with materials including lesson notes, text books, chalk, biros, attendance registers and dusters to enhance teaching and learning.
- Provided 226 desks to five schools so the children no longer need to write with their exercise books placed on their laps.

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The ECW fund aims to help  
**75 MILLION**  
girls and boys affected  
by disasters

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Girls wearing their new uniforms at a primary school in Borno State, north-east Nigeria

Plan International

## GOAL 5

# ORGANISATIONAL EXCELLENCE

**Plan International UK always seeks to work effectively and have as much impact as possible.**

This is our fundamental responsibility to the people we work with and those who generously support us. We publish information about the work that we do, the money we spend, and what we're achieving. Throughout everything we do, we listen to those we work with and keep finding new ways to make sure our programmes get better and better, year on year.

**Image:** Phulan, 18, and Laxmi, 20, at an 18+ programme in Nepal supported by Plan International





## WHAT WE ACHIEVED THIS YEAR

**We continued to mainstream gender and disability transformative approaches across our work.**

- ▶ This year we have increased the proportion of our programming that is gender and disability transformative and this continues to be a priority.

**We continued to deliver best practice, value-for-money programmes and meeting data protection and safeguarding standards.**

- ▶ We are enhancing our cash-based programming, placing those hit by crisis in control and providing them with cash to meet their basic needs.
- ▶ We have further enhanced our safeguarding policies and procedures and continue to work with others to deliver sector-wide improvements.
- ▶ We have issued updated Code of Conduct and Whistleblowing policies and held staff awareness sessions to ensure these policies are embedded across the charity.
- ▶ We assigned formal data protection roles to relevant senior management and established a Data Group to ensure we continue to comply with data protection legislation.

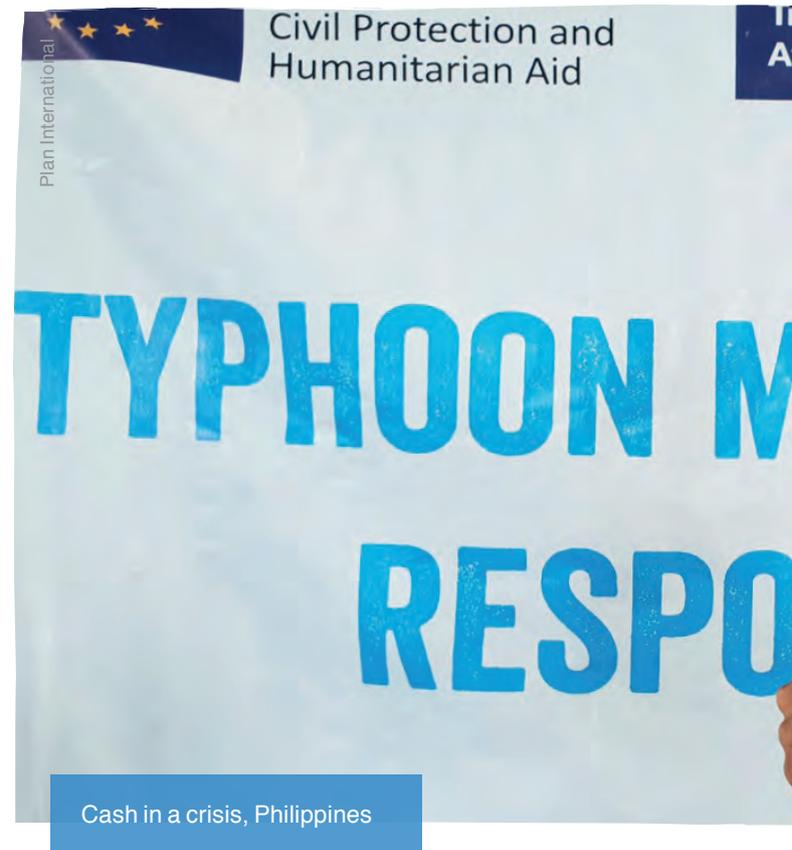
## PROVIDING LIFE-SAVING CASH IN A CRISIS

**“The typhoon affected my livelihood as a farmer. Had it not been for the cash transfer, my 13-year-old granddaughter would be at risk of dropping out of school because I couldn’t provide her daily transportation allowance.” Venie, 73 years old, Philippines**

This year, Plan International UK provided cash-based programming after several crises to those most affected; an increasingly common practice for delivering efficient and effective support. Many of those affected told us that in these circumstances, cash or vouchers would enable them to make their own choices and lead their own recovery. Cash can pay for many basic items, including water, food, shelter, health and education.

We recruited a ‘Cash in Emergencies’ specialist and now have a Cash Action Plan to improve the quality of this kind of work. We have also undertaken several initiatives to improve our accountability to affected people, ensuring their most immediate needs are met.

Venie was one of more than 7,500 people provided with support following Typhoon Mangkurt in the Philippines. The category 5 typhoon struck in September 2018, affecting more than two million people, triggering floods, landslides and extensive crop damage.



By Plan International providing cash, people were able to buy food, shelter, water, and hygiene materials.

Our specialist is contributing to the growing cash-based work of the Plan International global family and their knowledge is being shared internally, giving staff the confidence to implement similar projects. Externally, Plan International UK is now engaged in initiatives to promote the role of cash for girls’ wellbeing in emergencies.



## STRIVING TO KEEP CHILDREN SAFE

Like many charities, we are deeply concerned about the safeguarding stories which have been reported across the sector and it remains our utmost priority to ensure we keep children and young people safe at all times. We regularly review our policies and procedures to ensure we continue to foster a strong culture of prioritising safeguarding in our organisation.

In May, our safeguarding adviser visited a programme in Malawi, which is supported by Plan International UK and aims to reduce violence against women and girls, to facilitate safeguarding training. She worked closely with the team to further develop an in-depth safeguarding workplan.

Jasson, who participated in the workshop in Malawi, said: **“Having guidance on how to protect children and beneficiaries in our programmes is vital. Following the training I am more informed and confident I know what to look out for and how to report it should I be concerned. I am glad Plan International is taking this seriously.”**

We have systems and policies in place, including training for all our employees and volunteers, to ensure that we do everything we can to safeguard the children and young people we work with. Our focus on child and young people safeguarding will not cease and we continue to look at how to develop it even further.

“

**FOLLOWING THE TRAINING I AM MORE INFORMED AND CONFIDENT I KNOW WHAT TO LOOK OUT FOR AND HOW TO REPORT IT.**

Jasson, Malawi

”



Girls at a school in Uganda supported by Plan International

## EXPANDING OUR SOURCE OF SUPPORT

**This year, Plan International UK established a new subsidiary, Development Works Ltd to run large, international programmes. Areas of focus include education, sexual and reproductive health rights, youth economic empowerment, resilience building and social development. Development Works Ltd combines the experience and ethical**

**standards of a non-government organisation with the operating procedures typical to those of a private sector supplier.**

Development Works Ltd has already been awarded important and exciting projects, including from the Overseas Development Institute which commissioned it to lead a piece of research on the challenges organisations face in delivering climate resilience programming in fragile and conflict-affected contexts. This project is part of a DFID-funded programme.

# ‘I JUST WANTED TO HELP MAKE THE WORLD A BETTER PLACE’

For Julie, education is something every child should have, no matter what. After seeing children on the streets instead of in school during a trip to Africa, Julie and her husband Geoff were inspired to leave a gift in their will to Plan International. Their support can now impact upon the education of girls for generations to come.

Gifts in wills are incredibly important to Plan International UK’s work both now and in the future. After revamping our legacy proposition and strategy last year, we began rolling out

an exciting programme of online and offline marketing and events. We are absolutely delighted to be growing this area of support and seeing people like Julie contributing to the future work of Plan International.

“

**IT’S IMPORTANT TO DO SOMETHING TO ENSURE CHILDREN GET A GOOD EDUCATION. IT’S ABOUT HELPING THEM TO HELP THEMSELVES.**

**Julie, Plan International legacy supporter**

”



Julie and her husband Geoff look at letters from their sponsored child

# LOOKING FORWARD

As we look ahead and drive forward on our strategy, the following work will be crucial in helping us to fulfil our vision to give every child every chance.



Priya, 8. Plan International is working in Priya's neighbourhood in India to make it safer for girls

---

## 1 GOAL 1: EQUALITY FOR GIRLS

- Contribute to policy change to support girls' rights through our advocacy and campaigning work.
- Ensure the voices of girls and young women are heard by decision makers through our campaigning and influencing work.
- Continue to grow our number of active campaigners to support our work.
- Continue to increase the proportion of funding proposals which prioritise improvements for girls.

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## 2 GOAL 2: YOUNG PEOPLE EMPOWERED INTO SUCCESSFUL ADULTHOOD

- Engage a diverse group of young people in the UK to represent girls' rights and campaign with and for young people.
- Build our life-changing programmes for young people in the UK.
- Reach communities globally through our Youth Economic Empowerment and Education programmes, supporting young people with the skills, knowledge and confidence they need to find work and secure a stable future.

---

## 3 GOAL 3: RESILIENCE IN FRAGILE COMMUNITIES

- Respond promptly to global disasters with the support needed and continue to help communities to rebuild their lives.
- Work with communities in risk areas to be prepared for natural disasters.
- Continue to ambitiously expand our work with and for girls in emergencies.
- Further develop our influencing work to ensure the needs of girls in conflict and crisis-affected contexts are prioritised by policy makers,

especially the UK Government, including increased funding for high-quality education of girls and to address the exploitation of adolescent girls.

---

## 4 GOAL 4: DIVERSE AND EFFECTIVE PARTNERSHIPS

- Build on the success of our existing partnerships and continue to explore innovative new approaches to delivering support through charity, government and corporate partnerships.
- Further enhance our partnership with the UK Government's Department for International Development (DFID), tackling a wide range of issues that impact girls' lives.
- Engage the public to increase awareness and public support for Plan International's work.

---

## 5 GOAL 5: ORGANISATIONAL EXCELLENCE

- Maintain a well-governed and well-led organisation, engaging all stakeholders in the development of our strategy.
- Continue to champion the safeguarding of children throughout everything we do.
- Ensure ongoing compliance with data protection legislation and transparent reporting on the International Aid Transparency Initiative.
- Deliver quality income through constantly striving to improve relationships with our supporters, meeting donor requirements, attracting new child sponsors and ensuring all sponsors receive inspiring communications, laying the groundwork for the future.
- Ensure we continue to mainstream gender and disability transformative approaches across our work.

# FUNDRAISING STATEMENT

**Plan International UK aims to build strong, respectful and transparent relationships with our financial supporters. It is only through the generosity of individuals, companies and organisations that our work is possible.**

In turn, we know that for our supporters, their charitable giving is an important and positive part of their lives. Therefore, we will always strive to achieve the highest standards in our fundraising and communication with supporters.

The following principles guide our fundraising:

- We aim to inspire people to give to or raise money for Plan International UK.
- We thank supporters appropriately and demonstrate the difference their money makes.
- We keep supporters' data secure and do not sell or share it for marketing purposes.
- We are proudly registered with the Fundraising Regulator, demonstrating our commitment to the Code of Fundraising Practice and the Fundraising Promise.
- We ensure all our fundraising is compliant with the Code of Fundraising Practice, and we monitor this regularly through our Fundraising Compliance Working Group. There are currently no areas of non-compliance.

- We manage agencies and professional fundraising organisations working for us closely and demand high standards of them to ensure supporters and the wider public do not feel pressured to give and are treated with respect at all times, with a particular focus on the protection of vulnerable people.
- We undertake a series of checks to ensure fundraising partners and agencies are financially viable and meet our ethical criteria, prior to working with them.
- We make sure our fundraising partners and agencies are monitored appropriately and undertake face-to-face visits, mystery shopping and call listening.
- We listen to supporters and act on their communication requests.
- We endeavour to build long-term relationships with our supporters, enabling them to support the charity in all the different ways they choose.
- We genuinely appreciate feedback from supporters and the public and have procedures in place to review our fundraising activities in light of feedback and complaints we may receive.

In the calendar year 2018, there were a total of 103 complaints relating to our fundraising activity. 55% of these complaints related to direct mail, 29% to face-to-face fundraising, 9% to telephone fundraising, 5% to television fundraising and 2% to email and SMS fundraising. We continuously seek to improve and are pleased that complaints have reduced from 147 in 2017, a drop of 30%.

# FINANCIAL REVIEW

## INCOME

Overall, we have had a solid financial performance in a challenging year for the sector, highlighting the invaluable and continued commitment from our supporters. Our income for the year ended 30 June 2019 was £61.0m, a decrease of £5.7m or 9% compared with the previous financial year. This was primarily due to changes in the timing of the society lottery draws held for Plan International UK and a drop in the donation from Plan Ltd, a subsidiary of Plan International Inc, from £3.5m to £2.2m. However, our restricted income has remained stable, growing by £0.2m from £35.4m to £35.6m.

In particular, we have seen huge support for our work with fragile communities and responding to disasters, with £3.1m raised from individual givers, major donors, trusts, foundations and corporates and through our membership of the Disasters Emergency Committee (DEC) to support children and families suffering the aftermaths of Cyclone Idai and the Indonesian earthquake.

Our partnership with People's Postcode Lottery (PPL) remains strong, with three lottery draws secured for the next financial year. We continue to build relationships with major partners (corporates, trusts, foundations and major donors) and have seen a £0.7m increase in income from these partners.

We continue to see strong support from our individual donors who sponsor a child or

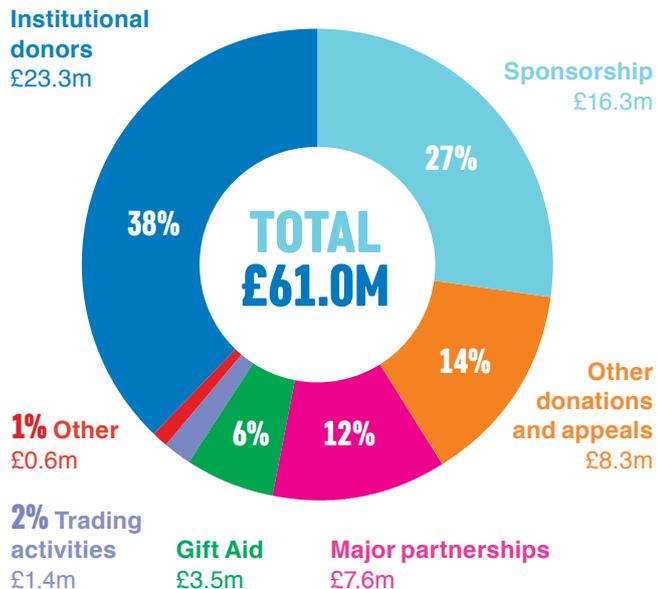
give regular or one-off donations, despite a challenging fundraising environment. There were 78,263 sponsors sponsoring 83,240 children as at 30 June 2019.

Our income from institutional donors has dropped in comparison to last financial year due to a reduced number of bid opportunities with the Department for International Development (DFID) and a reduction in European Commission (EC) funding due to Brexit uncertainty. We, however, remain a partner of choice for DFID and we are confident we will continue to be able to access EU funding.

In the year to 30 June 2019 13.0% of our income was spent on fundraising activities. This includes sponsorship activities, fundraising appeals and the cost of submitting bids for funding to institutional donors. A further 7.6% of our income was spent on support costs, including finance, human resources and information technology, to provide organisation-wide support for our charitable activities. A total of 20.6% of our income was therefore spent on fundraising activities and support costs. This is slightly higher than the figure for the previous financial year (19.1%) due to the Trustee Board decision to invest some PPL funds in projects aimed at driving growth in both income and impact, to deliver more for children. Excluding this investment, funded by designated lottery proceeds, the amount of our income spent on fundraising activities and support costs drops to 19.0%.

The remainder of our income was applied to fund our work to give every child, every chance.

## WHERE OUR INCOME CAME FROM IN 2018/2019



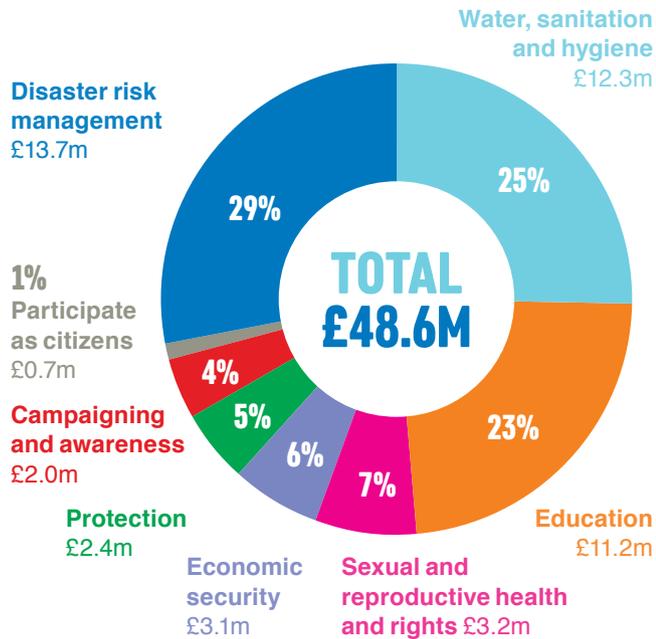
## EXPENDITURE

In the year ended 30 June 2019 we spent £58.9m to make a difference to children around the world. Of this, £48.6m, representing 82.5% of our total expenditure, was spent on charitable activities. This includes an allocation of support costs, in line with charity accounting rules.

Our biggest project in the year was the water, sanitation and hygiene (WASH) Results Programme Extension, funded by DFID. This continues the work of the original programme (concluded March 2018) to deliver WASH facilities, education and training in Bangladesh. Other key programmes include continuation of Phase 2 of the DFID Girls' Education Challenge, supporting marginalised girls in Sierra Leone, DFID Supporting Adolescent Girls' Education in Zimbabwe and our response to the Indonesian earthquake and Cyclone Idai in Mozambique. We continued our advocacy and campaigning work, promoting girls' rights and equality in the UK and internationally. In June we launched our new girls' rights programme in Wales, Champions of Wales, our first major UK programme which aims to encourage and empower young people in Wales to make positive change in their attitudes towards girls.

Of our spend on charitable activities, 68% was on our long term development work, 28% on emergency and disaster response work and 4% on campaigning and awareness.

## BREAKDOWN OF CHARITABLE ACTIVITIES IN 2018/2019



The total of £48.6m given above matches the total charitable activities' expenditure on the Consolidated Statement of Financial Activities (p68).

## RESERVES AND FUNDS

Reserves are that part of a charity's unrestricted funds that is freely available to spend on any of the charity's purposes. Reserves are also known as general funds. Our general funds increased in the year from £7.3m to £8.5m, putting them above our reserves range. This is mainly due to our relationship with PPL, which allowed us

to spend some of the income we received from them on activities otherwise funded by general funds. We intend to spend down this surplus over the next few years to bring us in line with our reserves policy (for more details, see our reserves policy, p59).

We have two designated funds, the fixed asset fund (including tangible and intangible fixed assets) and the Programmatic and Strategic Development fund.

Our fixed asset fund represents long-term assets such as leasehold property improvements and this has reduced to £1.2m during the year. The Programmatic and Strategic Development fund represents PPL funds not spent by year end. The Board of Trustees have agreed that the Programmatic and Strategic Development fund will be spent on specific programmatic areas, organisational excellence initiatives and strategic development. The fund was £1.1m as at 30 June 2019.

Together, general funds and designated funds form our unrestricted funds.

Restricted funds of £7.5m (2018: £4.7m) represent donations and grants that will be spent in the following year on our programme work. Most of our programmes are delivered through Plan International Inc, and we remit funds to them monthly.

# MANAGING RISK

**Plan International UK recognises that there are risks inherent in delivering our charitable objectives.**

Plan International UK operates in highly unpredictable environments. Consequently, our work is often shaped and influenced by the taking or avoidance of risk.

The expectation is not to eliminate all risk but rather to set out a management system and governance oversight whereby significant risks can be identified, assessed, mitigated, monitored and reported across the organisation.

In 2019, the Plan International Global Risk Policy applicable to all Plan International members was revised. This policy includes a global risk appetite statement, which defines the level and nature of risk considered acceptable to achieve our objectives.

Recognising and analysing our risks is a key part of understanding how we operate and it is therefore important that we manage our risks effectively in order to promote the achievement of our objectives.

The trustees are ultimately responsible for risk management and they are satisfied that appropriate internal control systems and risk management processes are in place.

At each meeting the Board of Trustees reviews the Charity's risk register. The Audit, Finance and Risk Committee also reviews the Charity's risk register at each meeting as well as approving the annual risk-based internal audit plan and receives regular internal audit reports and progress updates.

Senior management review key strategic and operational risks and mitigating actions on a regular basis. They also consider new and emerging risks and opportunities, taking action and updating the Charity and directorate-level risk registers as appropriate.

The trustees consider the principal potential areas of risk and mitigating actions to be:

Potential risk	Key action taken to mitigate (2019 and prior)
<p><b>We fail to ensure the safety of those we work with and for</b></p>	<p>As an organisation that works to advance children’s rights, safeguarding is an important focus. We continue to work closely with Plan International Inc to ensure compliance with global safeguarding standards and timely reporting of incidents to donors and the Charity Commission.</p> <p>During the year we reviewed and strengthened the way we manage this risk. This included ensuring we have sufficient expertise in this area, mandatory training for all staff and volunteers and updated internal policies.</p>
<p><b>A drop in programme quality and effectiveness reduces our impact</b></p>	<p>We work to ensure the delivery of high quality, effective programmes. During the year we carried out regular performance reviews of our project portfolio, and continued to focus on effective governance including developing capacity, policies and standards.</p>
<p><b>Insufficient funding reduces our ability to deliver on our objectives</b></p>	<p>We continue to maintain a multi-year finance model to monitor our projected financial performance and ensure we are financially sustainable. We continue to closely monitor the impact of Brexit, where possible implementing mitigating actions.</p>
<p><b>Serious legal or regulatory breach</b></p>	<p>We continue to ensure we have appropriate policies and procedures in place to be fully compliant with all UK legal and regulatory requirements, with internal audits and regular reporting to the Trustee Board. This includes compliance on money laundering, anti-bribery, terrorist financing and tax evasion as well as fundraising and data protection regulations and anti-slavery and human trafficking statements.</p>
<p><b>Serious information security breach</b></p>	<p>We have appropriate information security policies and controls in place, with a Data Protection Officer, a Senior Information Risk Owner and a designated data protection trustee lead, supported by a cross-organisation Data Group. This year we carried out an internal audit to verify our compliance with GDPR.</p>

# HOW WE ARE GOVERNED AND MANAGED

Plan International UK is a charitable company limited by guarantee, incorporated under the name Plan International (UK). The members of Plan International UK are our trustees, whose liability is limited to £10 each. None of them have any personal financial interest in Plan International UK's contracts or its funds.

Plan International UK is governed by our Board of Trustees. The Board meets regularly and is responsible for setting Plan International UK's strategic direction, as well as for our overall governance, including signing the Trustees' Annual Report. The Board also oversees Plan International UK's management, with day-to-day responsibility delegated to the Management Board. The Management Board is made up of the Chief Executive and directors as listed on p64.

New trustees are appointed by the Board ensuring that, collectively, the Board has the skills and experience needed to enable us to operate effectively. Our new trustee appointments are dependent on the suitability of their skills and experience and are made after a formal selection and interview process. All new trustees attend a comprehensive induction with ongoing training throughout the year.

The Charity applies the Charity Code of Governance to ensure that it continues to maintain its high standards of governance. The Board of Trustees this year approved

a Schedule of Matters Reserved for the Board and a Schedule of Delegation to the CEO, a review of Board Committee Terms of Reference, a Board Evaluation and the establishment of a Nominations and Governance Committee (NGC). A Governance internal audit review was carried out and the recommendations arising will help inform further areas for development in FY20 with the NGC providing oversight of this work.

Plan International UK has an Audit, Finance and Risk Committee (AFRC) which is usually made up of three trustees and one independent member. The AFRC receives regular updates on Plan International UK's financial position, monitors the performance of our internal and external auditors, and reviews internal financial control, the audit process, risk-management processes and the annual budget and the Trustees' Annual Report.

In the financial year to 30 June 2019, the AFRC oversaw the implementation of the audit plan of BDO LLP, our internal auditors. Four internal audits were conducted during this year. The audits covered our management of a Society Lottery licence regulated by the Gambling Commission, Data Protection and GDPR compliance, fundraising practices and governance. In addition, three follow-up audits were conducted on project and programme management, Disclosure Barring Service (DBS) procedures and a general follow-up audit on recommendations arising from previous years' audits. Actions arising from these audits have been logged and addressed by management and reported to and monitored by the AFRC.

Plan International UK also has a Remuneration Committee made up of two trustees. It sets

Management Board salaries and approves the annual pay review proposal as well as any significant changes to our pay policy.

Plan International UK formed a Nominations and Governance Committee in December 2018 to oversee the appointment of a new CEO, plus trustee and youth observer posts, as well as to review the efficiency and effectiveness of the governance of the organisation, including application of the Charity Code of Governance.

## **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also directors of Plan International UK for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and regulation.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice). 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 the affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities (2015)
- make judgments and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards, comprising FRS 102, 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 charitable 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 the group 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS

In accordance with Section 418 of the Companies Act 2006, directors' reports shall include a statement, in the case of each director in office at the date the directors' report is approved, that:

- so far as the trustee is aware, there is no relevant audit information of which the company's auditors are unaware; and
- the trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

## HOW PLAN INTERNATIONAL UK OPERATES WITHIN THE PLAN INTERNATIONAL GLOBAL FAMILY

Plan International is an international development organisation that works with children, families and communities in the world's poorest countries. We strive for a just world that advances children's rights and equality for girls.

The Plan International global family is organised into separate legal entities which are active in 77 countries around the world. In the year ended 30 June 2019, this included 20 National Organisations, Plan International Inc (a not-for-profit organisation incorporated in the USA), and their subsidiaries. Both the National Organisations and Plan International Inc have subsidiaries, usually because they are required under tax law which, in the case of Plan International UK, is to carry out non-charity trading.

Programme delivery is carried out through country offices by Plan International Inc. Plan International UK and the other National Organisations raise funding for these programmes from a range of donors (e.g. institutional donors, corporates, trusts, foundations, major donors), signing contracts with the donors as applicable and then providing grant management support to the country offices which directly implement the programmes. The National Organisations also represent Plan International's work in their countries through raising funds from individual giving, through campaigning, and through managing the relationship between child sponsors and their sponsored children.

The 20 National Organisations are the members of Plan International Inc. The Members' Assembly, which takes place twice every year and to which each National Organisation sends delegates, is Plan International's highest decision-making body and sets high-level strategy and direction for the global organisation. The Members' Assembly also elects the Board of Directors of Plan International Inc, which is accountable to the Members' Assembly for all its decisions.

The Board of Directors of Plan International Inc monitors the compliance of National Organisations and Plan International Inc with global standards, as set by the Members' Assembly.

Plan International UK's financial results are included in the worldwide combined financial statements prepared by Plan International Inc. Although these are not statutory statements, and are not authorised by the Board of

Plan International UK, they are prepared in accordance with International Financial Reporting Standards and can be downloaded at [www.plan-international.org](http://www.plan-international.org)

## **PUBLIC BENEFIT**

Our Trustees' Annual Report clearly sets out in detail our charitable activities, which we have carried out in line with our charitable objects.

These objects are:

- to prevent and/or relieve poverty
- to advance education
- to advance health.

In each case for the public benefit particularly by, but not limited to, providing social and development services to advance those objectives and/or financial and material assistance for the benefit of children, their families and communities in charitable need.

As such, the trustees are confident that Plan International UK has complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

## **GRANT-MAKING POLICY**

Through its country offices, Plan International carries out programmes which create a better future for millions of children around the world. Most of our programmes take place in the countries and communities where Plan International sponsored children live. Plan International UK's funds are granted to Plan International Inc to be sent on to Plan International country offices and local partners in accordance

with grant agreement documents between Plan International UK and Plan International Inc.

Occasionally, where it is the best way to reach the communities we work with, we make grants to other charities. These charities are selected based on their experience, governance and ability to contribute positively to our work with children around the world. Performance is monitored closely to ensure grants are spent appropriately, in line with our charitable objectives.

## **RESERVES POLICY**

Each year, the trustees review the reserves range, i.e. the level of general funds that should be held in reserves, rather than spent on our charity's activities. With a significant proportion of income arising from child sponsorship, we can predict much of our total monthly income with a reasonable degree of confidence. However, income from appeals and grants is more difficult to predict and holding some general funds in reserve is essential, e.g. to ensure we have sufficient liquidity to manage our business and to ensure that our ability to carry out our work is protected against any unexpected negative financial events.

Our reserves range is based on maintaining sufficient general funds to cover our anticipated working capital needs for three months, this being considered sensible both operationally and from an analysis of risks to our unrestricted income fundraising streams and our expenditure commitments. In the year, general funds were therefore expected to be in the range of £4.7m to £5.7m. At 30 June 2019, they were £8.5m, which is £2.8m above the top of our reserves range, mainly due to our relationship with PPL, which allowed

us to spend some of the income we received from them on activities otherwise funded by general funds. We intend to spend down this surplus over the next few years to bring us in line with our reserves policy.

## **FINANCIAL RISK MANAGEMENT**

Goods and services purchased are subject to contracts with suppliers based on market prices. Plan International UK has no exposure to investment price risk as it holds no listed or other equity investments, with the exception of the investment in FPPI UK and Development Works Ltd referred to below.

Most of Plan International UK's transactions are denominated in sterling and therefore we do not face significant currency risks. The purchasing power of funds transferred to Plan International Inc is affected by the strength of the donor currency against the local currencies in the countries in which those funds are spent. This risk is managed by Plan International Inc. Plan International UK does not enter into speculative foreign exchange contracts.

The majority of amounts receivable at year-end relate to institutional donors and the associated credit risk is therefore considered to be low. Plan International UK keeps the credit rating of its banks under review and has no external borrowings. Our reserves policy, combined with our remitting funds to Plan International Inc only after receipt, results in a low exposure to liquidity risk.

## **GOING CONCERN**

With general funds at 30 June 2019 of £8.5m, and Group net current assets at year-end of £17.4m, it is considered by the trustees that Plan International

UK has sufficient resources and liquidity to continue, for the foreseeable future, to manage our operations efficiently whilst maintaining a suitable flow of funds to Plan International Inc to be spent fulfilling our charitable objectives.

Our planning process, including financial projections and reserves policy, has taken into consideration the current economic and political climate and its potential impact on future income. We believe that there are no material uncertainties that call into doubt our ability to continue in operation and meet our liabilities as they fall due. Accordingly, these financial statements have been prepared on a going concern basis.

## **REMUNERATION POLICY**

All roles within Plan International UK are evaluated and assigned a grade. We aim to pay at the median market rate and each role has a spot rate assigned to it which then sits within the wider salary band.

Each year, spot rates are reviewed, based on market changes, using a range of sources and taking account of affordability. Management consult with our Staff Council, and a pay review proposal is submitted to the Remuneration Committee. The committee reviews this proposal and any significant changes to the pay policy and makes the decision on the proposal. Staff costs are set out in Note 8 of the financial statements.

Plan International UK is a London Living Wage employer and ensures that everyone, including interns and apprentices, are paid at this level or above. This also applies to contractors, e.g. cleaners and security staff.

## STAFF AND VOLUNTEERS

The number of staff employed by Plan International UK changed from 176 full time and 30 part time at the start of the financial year to 187 full time and 35 part time employees at the end.

The ratio of the gross salary of the lowest paid staff member (excluding interns and apprentices) to that of the highest paid is 1:5.5.

The ratio of the gross median salary (excluding interns and apprentices) to that of the highest paid is 1:3.2.

We are also very fortunate to benefit from the support of volunteers and people on work placements, who provided 3,473 working hours based on recorded attendance (2018: 3,684 hours). Their dedication has helped us to carry out research and improve our administration. They have also provided essential support to all parts of the organisation, meaning that we have been able to enhance our relationship with our supporters and our beneficiaries.

The Board of Trustees of Plan International UK would like to thank all staff and volunteers for their commitment to Plan International and their efforts over the year.

## GENDER PAY GAP

Although we are not required to calculate and report on our gender pay gap due to our staff numbers being less than 250, as a champion of girls' rights and a responsible employer we feel it is important to carry out this analysis

and communicate the results in an open and transparent way. In April 2019, we committed to voluntarily reporting our gender pay gap data on the government website.

In order to do this we have adapted our method for calculating these figures, so that it is strictly aligned to the gender pay gap reporting regulations. The changes in method include calculating hourly rates of pay based upon salary after taking into account employee choices around salary sacrifice schemes (e.g. for child care vouchers and pension) rather than before.

Using this method of calculation, as at 5 April 2019 Plan International UK's median gender pay gap was 8.3% (as compared to 6.1% calculated the same way for April 2018) and the mean gender pay gap was 11.9% (as compared to 12.7% calculated the same way in 2018).

Our median gender pay gap remains significantly below current national levels; 3.6% lower than the national average of 11.9%<sup>1</sup>. Our mean gender pay gap is also below national levels; 2.3% lower than the national average of 14.2%<sup>1</sup>.

Analysis by the National Council of Voluntary Organisations (NCVO) has shown that the current median gender pay gap in the charity sector is 7.0%<sup>2</sup>, meaning our median gender pay gap is 1.3% above this.

<sup>1</sup> The ONS data (<https://gender-pay-gap.service.gov.uk/viewing/download>).

<sup>2</sup> <https://blogs.ncvo.org.uk/2019/07/22/gender-pay-gap-in-large-charities-findings-from-the-latest-data/>.

If we do not adjust calculations to take account of salary sacrifice, this would have resulted in a median gender pay gap at 5 April 2019 of 3.8% (4.8% calculated the same way for April 2018) and a mean gender pay gap of 11.5% (12.8% calculated the same way for April 2018). This reflects the fact that a significantly larger percentage of our female staff have taken up our salary sacrifice offer (52%) than men (40%) in the last 12 months.

The Management Board and Senior Management Team are fully committed to improving gender inclusion in our workplace, and will continue to work on this over the coming year.

## **THE ENVIRONMENT**

We are very aware of the environmental impact of our activities, and the fact that it is the most vulnerable communities around the world that are most impacted by climate change. We monitor gas, electricity, water and paper use in our London Finsgate office, as well as air and train travel, in order to measure our environmental impact, with a particular focus on reducing our carbon footprint per person, as per our Environmental Sustainability Policy.

## **SAFEGUARDING**

Plan International UK exists to help children and young people, and we therefore take our duty to safeguard all children and young people and to promote their wellbeing very seriously.

We recognise the need to ensure that safeguarding considerations are part of everything that we do and that we need an organisational culture which enables this to happen.

Working within the Plan International Global Safeguarding framework, we have well-established systems and policies, including training for all our employees and volunteers, to ensure that we do everything we can to safeguard the children and young people we work with and that we provide a safe working environment for everyone.

Our Code of Conduct sets out clear expectations for all employees, volunteers and associates, who understand that action will be taken if they do not uphold these standards.

We also provide everyone who works with us access to an independent whistleblowing service which reinforces internal routes for reporting any concerns.

## **DIVERSITY AND INCLUSION**

We recognise that positively valuing diversity and inclusion can make organisations better and help us to learn, innovate and deliver benefits for the people we're here to help.

We are committed to ensuring that we are creating an inclusive work environment where everyone has the opportunity to thrive and be their best at work.

## **MODERN SLAVERY**

As an international development and humanitarian organisation, Plan International UK strives for a just world that advances children's rights and equality for girls. We recognise that modern slavery is both a grave human rights violation and a truly global problem and that some of the countries in which we work face particular challenges in the context of modern slavery. We are committed to making sure that our decisions and activities do not in any

way contribute to modern slavery in any of its forms – human trafficking, slavery, servitude and forced and bonded labour.

## **FOSTER PARENTS PLAN INTERNATIONAL (UK) LTD**

Plan International UK has a subsidiary company (Note 12 of the financial statements), Foster Parents Plan International (UK) Ltd (FPPI UK), to carry out trading activities on behalf of Plan International UK. FPPI UK's results are consolidated into Plan International UK's group financial statements in accordance with the requirements of Financial Reporting Standard 102. At 30 June 2019, the directors of FPPI UK comprised two members of Plan International UK's Management Board and Plan International UK's Company Secretary as shown on p64. Plan International UK owns 100% of the issued share capital (£2) of FPPI UK.

The activities of the trading subsidiary are conducting society lotteries (Gambling Commission licence numbers 000-049158-N-326958-002 and 000-049158-R-326957-002), licensing of the use of Plan International trademarks to third parties, primarily corporate partners of Plan International UK, and carrying out other non-primary purpose trading activities. Turnover of the trading subsidiary in 2019 was £1,213,000 (2018: £4,633,000). The subsidiary's taxable profits are donated under a deed of covenant to Plan International UK. In 2019 this was £1,172,000 (2018: £4,613,000). The decrease against the prior year is because there were fewer society lottery draws (operated through PPL), which are accounted for as trading income within FPPI UK.

The directors of FPPI UK have signed the 2019 directors' report and financial statements and believe it is a going concern. The company has few expenses and projected income in 2020 means that the directors consider that the company should be able to continue to meet its liabilities as they fall due.

## **DEVELOPMENT WORKS LTD**

Plan International UK formed a new subsidiary company on 23 November 2018 (Note 12 of the Financial Statements), Development Works Ltd, to carry out international development commercial contracts and other non-primary purpose trading activities on behalf of Plan International UK. Results from Development Works Ltd are consolidated into Plan International UK's group financial statements in accordance with the requirements of Financial Reporting Standard 102. At 30 June 2019, the Directors of Development Works Ltd comprised three members of Plan International UK's Management Board, one senior manager, three independent directors and one Plan International UK trustee as Chair. Plan International UK owns 100% of the issued share capital (£25,001) of Development Works Ltd.

In 2019, Development Work Ltds' turnover was £162,000 and its taxable profits were £114,000, which were donated in full to Plan International UK.

The directors of Development Works Ltd have signed its 2019 directors' report and financial statements and believe it is a going concern. The company has few expenses and projected income in 2020 means that the directors consider that the company should be able to continue to meet its liabilities as they fall due.

# LEGAL AND ADMINISTRATIVE INFORMATION

## ROYAL PATRON

- HRH The Duke of Edinburgh KG, KT

## TRUSTEES

- Professor Sir Ian Diamond – Chair<sup>1</sup>
- Richard Laing – Deputy Chair (resigned 29 May 2019)<sup>2, 3</sup>
- Gillian Smith – Deputy Chair from 3 June 2019<sup>1</sup>
- Olivia Beecham<sup>1</sup>
- Hanah Burgess<sup>2</sup>
- Lady Amanda Ellingworth<sup>1, 4</sup>
- Jane French<sup>2, 3, 6</sup>
- John Kerr (appointed 8 October 2019)<sup>6</sup>
- Spencer McHugh
- Emily Middleton (appointed 24 September 2019)<sup>2</sup>
- Meredith Niles
- Lara Oyesanya
- Richard Street<sup>1</sup>
- Beverly Tew (appointed 24 September 2019)<sup>2</sup>
- Adam Wood

## MANAGEMENT BOARD

- Tanya Barron – Chief Executive (retired 30 August 2019)<sup>6</sup>
- Rose Caldwell – Chief Executive (joined 27 August 2019. Formally took up her role as CEO from 2 September 2019)<sup>6</sup>
- Simon Bishop – Deputy CEO and Director of International Policy and Programmes<sup>6</sup>
- Bill Cunningham – Chief Operating Officer<sup>5, 6</sup>
- Alan Gosschalk – Director of Fundraising<sup>5</sup>

- Katie Morrison – Director of Communications, Campaigns and UK Programmes (appointed 4 March 2019)
- Sarah West – Interim Director of Communications and Campaigns (resigned 3 March 2019)

## COMPANY SECRETARY

- Kristen Morgan (resigned 27 September 2019)<sup>5</sup>
- Caroline Moore (appointed 8 October 2019)

## REGISTERED OFFICE

Finsgate, 5–7 Cranwood Street, London EC1V 9LH

## INDEPENDENT AUDITORS

PricewaterhouseCoopers LLP, London WC2N 6RH

## SOLICITORS

- Bates Wells LLP, EC2M 1QS  
London EC4R 1BE
- Latham & Watkins LLP,  
London EC2M 3XF
- Bristows LLP, London EC4Y 0DH
- Russell-Cooke LLP,  
London SW15 6AB
- Cooley LLP, London

## BANKERS

Barclays Bank PLC, Woking GU21 6AE

The Trustees' Annual Report, including the Strategic Report, was approved by the Board of Trustees on 8 October 2019 and signed on its behalf by:



**Professor Sir Ian Diamond**

Chair, Plan International UK

Date: 8 October 2019

<sup>1</sup> Member of the Nominations and Governance Committee <sup>2</sup> Member of the Audit, Finance and Risk Committee. Jane French resigned 20 November 2018. Hanah Burgess appointed Chair 30 May 2019. 24 September 2019 Beverly Tew appointed as a trustee member (formerly independent member) and Eilish Jamieson appointed independent member <sup>3</sup> Member of the Remuneration Committee <sup>4</sup> Also a Trustee of Plan International Inc <sup>5</sup> Director of Plan International UK's trading subsidiary, Foster Parents Plan International UK Ltd, Alan Gosschalk appointed on 31 October 2018 <sup>6</sup> Director of Plan International UK's subsidiary Development Works Ltd. Tanya Barron (resigned 20 September 2019), Simon Bishop, Bill Cunningham appointed as Directors on 23 November 2018. Tim Samaranayake appointed 6 December 2018, Jane French appointed as Chair on 6 December 2018. External Directors: John Kerr appointed on 8 February 2019, Richard Laing appointed on 31 May 2019 and James Endersby appointed on 17 May 2019, Rose Caldwell appointed 20 September 2019.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF PLAN INTERNATIONAL UK

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

In our opinion, Plan International UK's group financial statements and parent charitable company financial statements (the "financial statements"):

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 30 June 2019 and of the group's incoming resources and application of resources, including its income and expenditure, and of the group's cash flows, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Plan International UK Trustees' Annual Report 2019 (the "Annual Report"), which comprise: the consolidated and charity balance sheets as at 30 June 2019; the consolidated

statement of financial activities (incorporating the income and expenditure account) for the year ended 30 June 2019; the consolidated statement of cash flows for the year ended 30 June 2019; and the notes to the financial statements.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Independence

We remained independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements.

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which ISAs (UK) require us to report to you when:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's and parent charitable company's ability to continue to adopt the going concern

basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the group's and parent charitable company's ability to continue as a going concern. For example, the terms on which the United Kingdom may withdraw from the European Union are not clear, and it is difficult to evaluate all of the potential implications on the group and parent charitable company's activities, beneficiaries, suppliers and the wider economy.

### **Reporting on other information**

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work

we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (UK) require us also to report certain opinions and matters as described below.

### **Strategic Report and Trustees' Report**

In our opinion, based on the work undertaken in the course of the audit the information given in the Strategic Report and Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and the Strategic Report and the Trustees' Report have been prepared in accordance with applicable legal requirements.

In addition, in light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we are required to report if we have identified any material misstatements in the Strategic Report and the Trustees' Report. We have nothing to report in this respect.

### **Responsibilities for the financial statements and the audit**

#### **Responsibilities of the trustees for the financial statements**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 57, the trustees are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The trustees are

also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group and parent charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditors' report.

### **Use of this report**

This report, including the opinions, has been prepared for and only for the charity's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

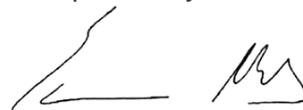
### **OTHER REQUIRED REPORTING**

#### **Companies Act 2006 exception reporting**

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the parent charitable company or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.



**Simon Morley** (Senior Statutory Auditor)  
for and on behalf of PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
London

8 October 2019

# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating the income and expenditure account) for the year ended 30 June 2019

	Note	Unrestricted funds £000	Restricted funds £000	2019 Total £000	Unrestricted funds £000	Restricted funds £000	2018 Total £000
<b>INCOME FROM:</b>							
<b>Donations</b>	3						
Sponsorship		16,282	-	16,282	16,884	-	16,884
Gift Aid		3,490	38	3,528	3,941	-	3,941
Other donations and appeals		3,546	4,713	8,259	5,208	2,473	7,681
		<b>23,318</b>	<b>4,751</b>	<b>28,069</b>	<b>26,033</b>	<b>2,473</b>	<b>28,506</b>
<b>Charitable activities</b>							
Institutional donors	4	-	23,286	23,286	-	26,056	26,056
Major partnerships	5	-	7,585	7,585	-	6,890	6,890
		-	<b>30,871</b>	<b>30,871</b>	-	<b>32,946</b>	<b>32,946</b>
<b>Trading activities</b>	6	1,382	-	1,382	4,662	-	4,662
<b>Other</b>	6	641	-	641	597	-	597
<b>Total income</b>		<b>25,341</b>	<b>35,622</b>	<b>60,963</b>	<b>31,292</b>	<b>35,419</b>	<b>66,711</b>
<b>EXPENDITURE ON:</b>							
<b>Raising funds</b>	7	9,804	50	9,854	10,210	236	10,446
<b>Charitable activities</b>	7	15,869	32,778	48,647	16,173	35,127	51,300
<b>Other</b>		443	-	443	409	-	409
<b>Total expenditure</b>		<b>26,116</b>	<b>32,828</b>	<b>58,944</b>	<b>26,792</b>	<b>35,363</b>	<b>62,155</b>
<b>Net (expenditure)/income</b>		(775)	2,794	2,019	4,500	56	4,556
<b>Funds brought forward</b>	17	11,584	4,672	16,256	7,084	4,616	11,700
<b>Funds carried forward</b>	17	<b>10,809</b>	<b>7,466</b>	<b>18,275</b>	<b>11,584</b>	<b>4,672</b>	<b>16,256</b>

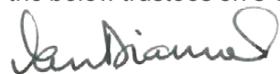
All income and expenditure relates to continuing activities. There are no recognised gains or losses other than those included above and therefore no separate statement of comprehensive income has been prepared. There is no material difference between the net income and movement in funds stated above and their historical cost equivalents.

# CONSOLIDATED AND CHARITY BALANCE SHEET

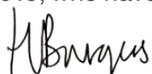
as at 30 June 2019

	Note	Group 2019 £000	Group 2018 £000	Charity 2019 £000	Charity 2018 £000
<b>Fixed assets</b>					
Tangible assets	10	947	1,393	947	1,393
Intangible assets	11	253	-	253	-
Investments	12	-	-	250	-
<b>Total fixed assets</b>		<b>1,200</b>	<b>1,393</b>	<b>1,450</b>	<b>1,393</b>
<b>Current assets</b>					
Debtors	13	11,916	8,100	11,841	8,134
Cash at bank and in hand		16,644	16,782	16,422	16,725
<b>Total current assets</b>		<b>28,560</b>	<b>24,882</b>	<b>28,263</b>	<b>24,859</b>
<b>Current liabilities</b>					
Creditors: amounts falling due within one year	14	(11,155)	(8,938)	(11,108)	(8,915)
<b>Net current assets</b>		<b>17,405</b>	<b>15,944</b>	<b>17,155</b>	<b>15,944</b>
<b>Total assets less current liabilities</b>					
Provisions for liabilities and charges	15	(330)	(1,081)	(330)	(1,081)
<b>Total net assets</b>		<b>18,275</b>	<b>16,256</b>	<b>18,275</b>	<b>16,256</b>
<b>Funds</b>					
General funds	17	8,535	7,251	8,535	7,251
Designated funds	17	2,274	4,333	2,274	4,333
<b>Unrestricted funds</b>	17	<b>10,809</b>	<b>11,584</b>	<b>10,809</b>	<b>11,584</b>
<b>Restricted funds</b>	17/18	<b>7,466</b>	<b>4,672</b>	<b>7,466</b>	<b>4,672</b>
<b>Total funds</b>	17	<b>18,275</b>	<b>16,256</b>	<b>18,275</b>	<b>16,256</b>

The charity's net surplus for the year was £2,017,000 (2018: £4,556,000). The Notes on pages 71 to 97 form part of the financial statements. Approval of the financial statements on pages 68 to 97 was delegated by the Board of Trustees to the below trustees on 8 October 2019, who have signed on their behalf on 8 October 2019.



**Professor Sir Ian Diamond**  
Chair of Plan International UK



**Hanah Burgess**  
Chair of the Audit, Finance and Risk Committee

# CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 30 June 2019

	2019 £000	2018 £000
<b>Cash flows from operating activities:</b>		
Net cash (outflow)/inflow from operating activities	(188)	5,851
<b>Cash flows from investing activities:</b>		
Dividends, interest and rents from investments	99	36
Purchase of property, plant, equipment and intangible assets	(134)	(152)
<b>Change in cash and equivalents due to exchange rate movements</b>		
Exchange rate gain	85	28
<b>Change in cash and cash equivalents in the year</b>	<b>(138)</b>	<b>5,763</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>16,782</b>	<b>11,019</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>16,644</b>	<b>16,782</b>
<b>Reconciliation of net income to net cash flows from operating activities</b>		
Net income for the year	2,017	4,556
Foreign exchange (gain) on investments	(85)	(28)
Investment income	(99)	(36)
Depreciation and amortisation charges	326	321
(Increase) in debtors	(3,815)	(634)
Increase in creditors	2,219	1,611
(Decrease)/increase in provisions	(751)	61
<b>Net cash (outflow)/inflow from operating activities</b>	<b>(188)</b>	<b>5,851</b>

# NOTES FORMING PART OF THE FINANCIAL STATEMENTS

## 1. ACCOUNTING POLICIES

### (a) Basis of preparation

The financial statements have been prepared on a going concern basis under the historical cost convention and in accordance with the Charities Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' published in May 2014, the Companies Act 2006, the Charities Act 2011 and applicable UK accounting standards, including FRS 102. The Charity has adapted the Companies Act formats to reflect the Charities SORP and the special nature of the Charity's activities. The principal accounting policies are set out below and have been applied consistently throughout the current year and the comparative year.

### (b) Basis of consolidation

The consolidated statement of financial activities (SOFA), group balance sheet and statement of cash flows consolidate the financial statements of the Charity and its wholly-owned subsidiaries, Foster Parents Plan International (UK) Ltd and Development Works Ltd. The financial statements of the subsidiaries are consolidated with the Charity on a line-by-line basis. Transactions and balances between the entities are eliminated on consolidation. Details on the subsidiaries are given in Note 12.

No separate SOFA has been presented for the Charity alone, as permitted by s408 of the Companies Act 2006. The total income of the Charity for the year was £60,874,000 (2018: £62,079,000) and the net result of the Charity was a surplus of £2,017,000 (2018: surplus of £4,556,000).

### (c) Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. Plan International UK has two designated funds: the fixed asset fund and the Programmatic and Strategic Development Fund (see Note 17).

The fixed asset fund represents the net book value of tangible and intangible fixed assets originally funded from general funds. The transfer made between the general and designated funds represent capital additions less depreciation and amortisation charges and disposal losses.

The Programmatic and Strategic Development fund represents funds received from the People's Postcode Lottery (PPL) which were not spent by year end. The Board of Trustees have agreed that these funds will be spent on specific programmatic areas, organisational excellence initiatives and strategic development.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. Expenditure is charged against the specific fund in accordance with donor rules. An analysis of these funds is set out in Note 18.

### (d) Income

All income is included in the SOFA when the Charity is legally entitled to the income, receipt is probable and the amount can be measured reliably.

### Donations and legacies

#### Sponsorship

Income from sponsors is accounted for on a receipts basis.

## **Gift Aid**

Income from Gift Aid tax reclaims on donations is recognised on an accruals basis. All donations are covered under a valid Gift Aid declaration.

## **Other donations and appeals**

Other donations and appeals income includes income from Plan Ltd (see Note 3), corporates, trusts, foundations and major donors. This is accounted for on a receipts basis (e.g. Girls Fund) and/or on an accruals basis (e.g. legacies) as per the conditions of the contracts.

Pecuniary legacies are recognised once probate has been granted and notification of entitlement has been received. Residuary legacies are recognised when probate is granted and there is sufficient information to value them and any conditions attached to the legacy are either within the control of the charity or have been met. An allowance is made against the amounts receivable to reflect the uncertainty inherent in estate administration.

## **Charitable activities**

Income from charitable activities is earned under grants and contracts with governments, other agencies, corporates, trusts and foundations, and major donors for the specific provision of goods and services in the furtherance of our purpose. Grants that provide core funding, or are of a general nature, are included as 'Donations'.

Grant and contract income is accrued once all conditions that would permit entitlement have been met. Where payments are received in advance of this point, they are held on the balance sheet as deferred income.

Income earned under contracts with donors where payments are contingent on the achievement of pre-agreed results is recognised in the SOFA in proportion to the stage of completion of the project. Where it is probable that total contract costs exceed total contract income, the expected deficit is recognised immediately.

Income and expenditure in relation to these contracts are recognised within restricted funds, with any resulting surplus or deficit shown as a transfer to or from unrestricted funds.

## **Gifts in Kind**

Gifts in Kind donated for distribution to beneficiaries are included at fair value and recognised as income from charitable activities when they are received.

Gifts in Kind also include services received in relation to campaigning, fundraising and professional advice. These have been included within 'Donations' at fair value at the time that the service is received. In accordance with the SORP, no amounts are included in the financial statements for services donated by volunteers, although their work is considered vital to the activities of Plan International UK.

## **Trading Activities**

Income from Trading Activities is accounted for on an accruals basis and represents the net proceeds from the society lottery managed by People's Postcode Lottery (PPL) on behalf of Foster Parents Plan International UK (FPPI UK), and the amounts charged to customers for goods and services supplied through FPPI UK and Development Works Ltd, excluding VAT (see Note 6).

Lottery income is the proceeds of lotteries held by the external lottery manager, PPL. FPPI UK has no ability to alter the price of tickets, determine the prizes, or set the management fee. PPL is the principal for these draws, and, therefore, net proceeds received through FPPI UK are recognised within trading activities in the Consolidated Statement of Financial Activities.

## **Other**

### **Rental income**

Rental income represents income from sub-tenants which share the Finsgate building with Plan International UK as their landlord and is recognised on an accruals basis.

### **(e) Expenditure**

All expenditure is accounted for on an accruals basis and is classified in the SOFA according to the activity to which it relates. Direct costs, including attributable staff costs, are allocated on an actuals basis to the key strategic areas of activity.

Expenditure on charitable activities includes both costs incurred directly by Plan International UK and grants payable to Plan International Inc and to partner organisations in furtherance of Plan International UK's charitable objectives. Grants payable are accounted for once all conditions that would limit recognition of the funding commitment have been met. Expenditure in relation to Gifts in Kind is recognised on distribution to country offices for goods, or at the point that a service is received by Plan International UK.

Support costs, such as governance, general management, financial management, information technology, human resources and facilities, are allocated between activities on the basis of staff numbers employed on those activities during the period.

Governance costs are the costs associated with the governance arrangements of Plan International UK and include an estimate of management time spent on strategic activities as well as direct costs associated with governance.

### **(f) Pension costs**

Pension contributions paid by the Charity in respect of employees to a defined contribution scheme are charged to the SOFA as they become payable and are allocated to the same funds as the salary costs to which they relate.

### **(g) Operating leases**

Operating lease rentals are charged to the SOFA on a straight-line basis over the life of the lease.

### **(h) Tangible fixed assets and depreciation**

Fixed assets are stated at cost less accumulated depreciation. Items costing less than £3,000 are not capitalised.

Depreciation for all fixed assets is calculated on a straight-line basis to write off the cost of the assets over their estimated useful lives as follows:

Leasehold property improvements	Lease period remaining
Office equipment	5 years
Computer hardware	5 years

The carrying value of fixed assets is reviewed annually for impairment if events or changes in circumstances suggest that their carrying amount may not be recoverable. Fixed assets are reviewed annually for disposals, which are disposed of at their net book value.

### **(i) Intangible assets and amortisation**

Intangible assets are stated at cost less accumulated amortisation.

Amortisation for all intangible assets is calculated on a straight-line basis over their estimated useful lives as follows:

Computer software	3 years
-------------------	---------

### **(j) Financial instruments**

Plan International UK has financial assets and liabilities that qualify as basic financial instruments. They are measured as follows:

Cash	Cash held at bank and in hand
Debtors	Initially at settlement amount after any trade discounts. Subsequently at cash or other consideration expected to be received.
Creditors	Initially at settlement amount after any trade discounts. Subsequently at cash or other consideration expected to be paid.

### **(k) Provisions for liabilities and charges**

Provisions for future liabilities are recognised when Plan International UK has a legal or constructive financial obligation as a result of a past event for which it is probable that a transfer of economic benefits will be required to settle the obligation, and where the amount can be reliably estimated.

### **(l) Foreign currencies**

Transactions in foreign currencies are recorded at the monthly book rate at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange at the balance sheet date. All exchange differences are taken to the SOFA.

### **(m) Company status**

The Charity is a public benefit entity and a company limited by guarantee. The members of the Company are the trustees named on p64. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per trustee.

### **(n) Taxation status**

Plan International UK is a registered charity within the definition of Section 202 of the Corporation Tax Act 2010 and is thus exempt from taxation on its charitable activities. The trading subsidiaries of Plan International UK, Foster Parents Plan International (UK) Ltd and Development Works Ltd each make a charitable donation leaving no UK corporation tax payable. The donation from Foster Parents Plan International (UK) Ltd is made under deed of covenant.

Irrecoverable VAT is not separately analysed and is charged to the SOFA when the expenditure to which it relates is incurred or invoiced and is allocated as part of the expenditure to which it relates.

### **(o) Critical accounting judgements and key sources of estimation uncertainty**

In the application of the group's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

These judgements, estimates and assumptions are made based on a combination of past experience, professional expert advice and other relevant evidence. The following areas are considered to involve the critical judgements when applying the group's accounting policies:

#### **Revenue recognition**

Due to the range and complexity of the group's funding streams, revenue recognition is deemed to be an area that requires judgement to appropriately apply the income accounting policies explained in accounting policy 1d.

#### **Cost allocation**

The cost allocation methodology requires judgement as to what are the most appropriate bases to use to apportion support costs; these are reviewed annually for reasonableness. Support costs, and other expenditure judgements, are detailed in accounting policy 1e.

#### **Locally received income**

Locally received income is income where the contract signatories are the donor and the relevant Plan International country office or Plan International country fundraising office. However, the de facto fund manager is Plan International UK, who provides support and oversight to the country office. The income arising from such awards is thus recognised by Plan International UK. Income from charitable activities is detailed in accounting policy 1d.

#### **Sponsorship**

Child Sponsorship is judged to be unrestricted income and not restricted to a particular cause because it is wholly aligned with the charity's objects. Income from sponsors is detailed in accounting policy 1d.

The following areas are considered to involve sources of estimation uncertainty when applying the group's accounting policies:

#### **Provisions**

Provisions, such as dilapidations and grant provisions, involve assumptions and estimation techniques to value. These are based on the experience and knowledge of key management and evidence from past experience. These are detailed in accounting policy 1k.

## 2. INCOME BY REGION: ORIGIN OF DONOR

	Unrestricted funds £000	Restricted funds £000	2019 Total £000	2018 Total £000
UK	25,341	28,374	53,715	56,369
Europe (excluding UK)	-	5,774	5,774	6,784
Americas	-	1,411	1,411	3,558
Asia	-	63	63	-
<b>Total</b>	<b>25,341</b>	<b>35,622</b>	<b>60,963</b>	<b>66,711</b>

## 3. DONATIONS

	Unrestricted funds £000	Restricted funds £000	2019 Total £000	2018 Total £000
Sponsorship	16,282	-	16,282	16,884
Gift Aid	3,490	38	3,528	3,941
Disasters Emergency Committee (DEC)	-	2,660	2,660	536
Plan Ltd	2,200	-	2,200	3,450
Other individual giving	823	384	1,207	1,300
Girls Fund	-	1,008	1,008	1,132
Legacies	255	224	479	666
Emergency appeals	-	282	282	164
Gifts in Kind	-	155	155	177
Major donors	120	-	120	143
Corporates	109	-	109	35
Trusts and foundations	39	-	39	78
<b>Total</b>	<b>23,318</b>	<b>4,751</b>	<b>28,069</b>	<b>28,506</b>

The donation from Plan Ltd, a trading subsidiary of Plan International Inc (see Note 20) of £2,200,000 (2018: £3,450,000) is a donation received under deed of covenant in order to support Plan International UK's charitable activities.

Plan International UK has received notification of entitlement of two legacies which have been accrued, with an estimated value of £27,000 (2018: one: £10,000).

## 4. CHARITABLE ACTIVITIES: INSTITUTIONAL DONORS

a) Included in income from charitable activities are grants from the following institutional donors

	Unrestricted funds £000	Restricted funds £000	2019 Total £000	2018 Total £000
Department for International Development (DFID)	-	14,140	14,140	15,407
European Civil Protection and Humanitarian Aid Operations (ECHO)	-	3,121	3,121	3,773
UN Agencies	-	2,081	2,081	2,230
European Commission (EC)	-	1,997	1,997	2,620
Start Fund <sup>1</sup>	-	627	627	62
Big Lottery Fund	-	352	352	1,364
Other <sup>2</sup>	-	968	968	600
<b>Total</b>	-	<b>23,286</b>	<b>23,286</b>	<b>26,056</b>

<sup>1</sup> Start Fund income was included in 'Other' in year ended 30 June 2018.

<sup>2</sup> Comic Relief income in the year ended 30 June 2019 was £nil, the income in the year ended 30 June 2018 has been included in 'Other'.

b) The following table summarises all contributions received from the UK Department for International Development (DFID) in the year ended 30 June 2019 totalling £14,140,000 (2018: £15,407,000).

Country	Project name	2019 Total £000	2018 Total £000
Bangladesh	Water Sanitation and Hygiene (WASH) Results Programme Extension	7,446	2,976
Sierra Leone	GEC2 Partners Expansion: Supporting Primary School Girls and Children with Disabilities in the Context of the Government's Ebola Transition and Recovery Plan	2,952	2,117
Zimbabwe	Supporting Adolescent Girls' Education	1,320	-
Philippines	TUKLAS (Tungo sa Kahandaan ng Pilipinas) Innovation Lab	896	1,151
Nigeria	North-East Transition to Development Programme (NENTAD) Programme Education	831	365

Nigeria	North-East Transition to Development Programme (NENTAD) Protection in Northeast Nigeria	230	-
Kenya	Pathways for Employment Inclusion (IPEI)	122	-
Various	Youth for Change	100	133
Malawi	Violence Against Women and Girls	93	-
Bangladesh	Pathways for Employment Inclusion (IPEI)	71	-
Bangladesh and Pakistan	Water sanitation and hygiene (WASH) Results Programme	66	4,451
Zambia	Financial Inclusion through Traditional Leadership – Secure Savings for All	61	-
Sudan	Access to WASH – Red Sea/Kassala/Gedaref	25	724
Ghana	Complementary Education in the Upper West Region	4	-
Bangladesh	Flood Recovery and Empowerment	(1)	1,498
Kenya	Adolescent Girls Initiative Action	(76)	400
Myanmar	Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED)	-	1,232
Sudan	Integrated Improvement of Household Food	-	188
Various	Regional Surge Capacity Project	-	102
Zambia	Zambia Financial Inclusion Project	-	37
Sudan	People Affected by Floods Kassala State	-	23
Timor Leste	Support Drought Affected Families in Lautem	-	10
Sierra Leone	Supporting Marginalised Girls in Sierra Leone to Complete Basic Education with Improved Learning Outcomes (Girls' Education Challenge Fund)	-	6
Sierra Leone	Girls' Education Challenge (GEC) GATE	-	(4)
	<b>Total</b>	<b>14,140</b>	<b>15,407</b>

Negative figures represent funds returnable where we have either been unable to spend funds in accordance with donor wishes, where we have completed the programmes under budget or where we have adjusted the income recognisable within the financial year.

## 5. CHARITABLE ACTIVITIES: MAJOR PARTNERSHIPS

	Unrestricted funds £000	Restricted funds £000	2019 Total £000	2018 Total £000
Corporates	-	4,210	4,210	4,617
Major donors	-	2,101	2,101	1,099
Trusts and foundations	-	1,233	1,233	1,140
Corporate Gifts in Kind	-	41	41	34
<b>Total</b>	-	<b>7,585</b>	<b>7,585</b>	<b>6,890</b>

## 6. TRADING ACTIVITIES AND OTHER INCOME

### a) Trading activities

	Unrestricted funds £000	Restricted funds £000	2019 Total £000	2018 Total £000
Society lottery income	1,146	-	1,146	4,583
Programmatic trading income	173	-	173	-
Other trading income	63	-	63	79
<b>Total</b>	<b>1,382</b>	-	<b>1,382</b>	<b>4,662</b>

### Society lottery income

	2019 Total £000	2018 Total £000
PPL ticket value	3,580	14,494
PPL prize fund	(1,432)	(5,958)
PPL management fee	(1,002)	(3,937)
Prize indemnity insurance <sup>1</sup>	-	(16)
<b>Net PPL income</b>	<b>1,146</b>	<b>4,583</b>

<sup>1</sup>Prize indemnity insurance in the year ended 30 June 2019 was £nil as prize indemnity insurance is only applied to draws with an individual prize of £30,000 or more, of which there were none in the year.

Society lottery income is the proceeds of lotteries held by the external lottery manager, People's Postcode Lottery. FPPI UK has no ability to alter the ticket price, prizes or management charges and, therefore, does not act as principal for these draws. Proceeds have, therefore, been recognised in the Consolidated Statement of Financial Activities as net of prizes and other expenditure. All net income raised from net ticket proceeds by FPPI UK is donated to Plan International UK under a deed of covenant and wholly spent in the pursuit of the aims of the charity.

## b) Other income

	Unrestricted funds £000	Restricted funds £000	2019 Total £000	2018 Total £000
Rental income	542	-	542	495
Investment income	99	-	99	36
Other income	-	-	-	66
<b>Total</b>	<b>641</b>	<b>-</b>	<b>641</b>	<b>597</b>

## c) The Charity as lessor

At the year end, the Charity had contracted with sub-tenants for the following future minimum lease payments under non-cancellable operating leases:

	2019 Total £000	2018 Total £000
Less than one year	408	408
Between two and five years	731	983
After five years	70	226
<b>Total</b>	<b>1,209</b>	<b>1,617</b>

These payments relate to the sub-lease of space within the Finsgate building to sub-tenants, with Plan International UK as their landlord. In addition to these lease payments, variable service charges are payable to Plan International UK based on an apportionment of shared building costs. There are no significant restrictions imposed by the lease arrangements.

## 7. TOTAL EXPENDITURE

### a) Analysis of total expenditure

	Grants paid £000	Staff costs £000	Direct costs £000	Support costs £000	2019 Total £000	2018 Total £000
<b>Expenditure on raising funds</b>						
Sponsorship	-	981	2,903	690	4,574	5,103
Institutional donors	-	1,149	263	624	2,036	1,408
Other donations and appeals	-	919	546	367	1,832	2,310
Major partnerships	-	805	159	448	1,412	1,625
	-	<b>3,854</b>	<b>3,871</b>	<b>2,129</b>	<b>9,854</b>	<b>10,446</b>
<b>Expenditure on charitable activities</b>						
Disaster risk management	12,846	252	93	515	13,706	17,354
Water, sanitation and hygiene	10,624	794	422	462	12,302	14,486
Education	7,929	1,624	1,241	421	11,215	8,600
Sexual and reproductive health and rights	2,603	327	156	120	3,206	3,725
Economic security	2,904	97	12	117	3,130	3,120
Protection	2,032	223	26	89	2,370	1,600
Campaigning and awareness	-	790	761	468	2,019	1,979
Participate as citizens	626	29	18	26	699	436
	<b>39,564</b>	<b>4,136</b>	<b>2,729</b>	<b>2,218</b>	<b>48,647</b>	<b>51,300</b>
<b>Other expenditure</b>						
Rental costs	-	-	372	-	372	393
Trading activity costs	-	-	71	-	71	16
	-	-	<b>443</b>	-	<b>443</b>	<b>409</b>
<b>Sub total</b>	<b>39,564</b>	<b>7,990</b>	<b>7,043</b>	<b>4,347</b>	<b>58,944</b>	<b>62,155</b>
Reallocation of salaries <sup>1</sup>		1,981	(16)	(1,965)	-	-
<b>Total</b>	<b>39,564</b>	<b>9,971</b>	<b>7,027</b>	<b>2,382</b>	<b>58,944</b>	<b>62,155</b>

<sup>1</sup> Staff costs initially included within 'support costs' and 'direct costs' are reallocated to 'staff costs' in order to match the total shown in Note 8.

	2019 £000	2018 £000
<b>Net income is stated after charging:</b>		
Services provided by the Charity's auditors:		
Fees payable for the audit of the consolidated financial statements <sup>1</sup>	58	62
Fees payable for other services:		
• <b>Taxation and VAT</b>	15	5
	<b>73</b>	<b>67</b>
Exchange rate (gains)	(85)	(28)
Depreciation and amortisation	330	321
Operating lease rentals – buildings	705	705

<sup>1</sup> 2018 total includes £8,000 in respect of fees for the audit of the 2017 consolidated financial statements.

## b) Grants paid

During the year, Plan International UK made grants to Plan International Inc which designs and delivers programmes through regional, country and programme offices. The programme offices are located in areas where Plan International programmes are implemented, allowing Plan International to work effectively with local communities.

Grants are also made to other partner organisations to deliver programmes to help children, their families and communities and to respond in emergency situations. No grants are made directly to individuals.

A list of grants paid is given below:

Partner Organisation	Country	2019 £000	2018 £000
Payments to Plan International Inc	Various	36,182	40,859
Payments to Plan International National Organisation	Colombia	610	69
Payments to Plan International National Organisation	India	368	458
Payments to Plan International National Organisation	Various	-	26
<b>Payments to Plan International members</b>		<b>37,160</b>	<b>41,412</b>
Handicap International UK	Sierra Leone	866	576
ActionAid	Sierra Leone	673	391
Christian Blind Mission (CBM) UK	Zimbabwe	89	-

The Open University	Sierra Leone	83	-
World Vision Austria	Various	82	-
The Open University	Sierra Leone	81	112
International Medical Corps UK	Cameroon	76	-
Oxfam Intermon	Dominican Republic	60	-
Oxfam Solidarite	Dominican Republic	60	-
Handicap International UK	Dominican Republic	60	-
Intersos	Cameroon	59	-
Loughborough University	Bangladesh	44	-
University of Sussex	Ethiopia	41	18
Stars Foundation	Various	39	71
Relief International	Ethiopia	25	122
Cooperazione Internazioanli	Paraguay	23	-
International Rescue Committee UK	Sierra Leone	17	10
The Open University	Zimbabwe	16	-
STOPAIDS	UK	11	-
CARE International UK	Philippines	-	236
Action Against Hunger UK	Philippines	-	226
Accion contra el Hambre Espana	Philippines	-	177
CARE Nederland	Philippines	-	162
Fundacion Save the Children	Bolivia	-	32
<b>Payments to non-Plan International organisations</b>		<b>2,405</b>	<b>2,133</b>
<b>Total</b>		<b>39,565</b>	<b>43,545</b>

### c) Analysis of support costs

	Raising funds £000	Charitable activities £000	2019 Total £000	2018 Total £000
Information technology	549	582	1,131	1,302
Office and premises	475	504	979	1,089
Human resources	349	370	719	761
General management	293	301	594	677
Finance	186	178	364	511
Depreciation and amortisation	157	168	325	321
Governance	120	115	235	262
<b>Total</b>	<b>2,129</b>	<b>2,218</b>	<b>4,347</b>	<b>4,923</b>

Support costs are allocated between activities on the basis of the number of staff employed on those activities during the year.

### d) Analysis of governance costs

	2019 £000	2018 £000
Legal and other professional fees – Gifts in Kind	75	40
Legal and other professional fees	26	91
External audit fees	58	62
Apportionment of staff costs	48	45
Internal audit fees	18	15
Other	10	9
<b>Total</b>	<b>235</b>	<b>262</b>

## 8. STAFF COSTS

	2019	2018
	£000	£000
<b>Staff costs</b>		
Wages and salaries	8,154	7,342
Social security costs	875	799
Pension costs	686	555
<b>Sub total</b>	<b>9,715</b>	<b>8,696</b>
Agency staff	256	144
<b>Total</b>	<b>9,971</b>	<b>8,840</b>

Plan International UK has a defined contribution pension scheme, which matches employee contributions up to a maximum of 7.5% of pensionable salary. The resulting fund belongs to the employee and can be transported when leaving Plan International UK. No employees receive benefits under a defined benefit pension scheme.

In line with government legislation, Plan International UK automatically enrolls all eligible staff into this defined contribution pension scheme, with all new joiners being enrolled into the scheme in the third pay period after the start of their employment.

A salary sacrifice scheme is in place, giving employees the opportunity to vary their employment terms and conditions such that they receive a lower gross salary, with Plan International UK paying additional employer pension contributions on the employee's behalf.

The number of employees whose emoluments, as defined for taxation purposes (i.e. net of salary sacrifice), amounted to £60,000 or more in the year were as follows:

	2019	2018
	Number	Number
£60,000–£69,999	4	6
£70,000–£79,999	1	-
£80,000–£89,999	3	2
£90,000–£99,999	1	-
£100,000–£109,999	-	1
<b>Total</b>	<b>9</b>	<b>9</b>

Total employer pension contributions for these employees were £113,736 (2018: £94,144).

The highest paid employee in 2019 was the Chief Executive, who received £105,525, including salary sacrifice, in the year (2018: £116,500) made up of a gross salary of £91,638 (2018: £101,156) and salary sacrifice of £13,887 (2018: £15,344), as well as employer pension contributions of £21,721 (2018: £23,968), and received no benefits in kind (2018: £nil). The CEO reduced their contracted hours from five to four days a week starting from 1 January 2018.

The Management Board are the key management personnel of the charity. Emoluments, as defined for taxation purposes (i.e. net of salary sacrifice) paid to the Management Board in the year were £420,854 (2018: £382,202). The gross annual salaries as at 30 June 2019 for the Management Board are disclosed:

Position	Gross amount paid in year to 30 June 2019 £	Gross amount paid in year to 30 June 2018 £	Gross annual salary as at 30 June 2019 £	Gross annual salary as at 30 June 2018 £
Chief Executive <sup>1</sup>	91,638	101,156	92,094	91,182
Deputy CEO and Director of International Policy & Programmes <sup>2</sup>	87,948	95,377	89,660	87,419
Chief Operating Officer	87,816	-	92,500	-
Director of Fundraising <sup>3</sup>	80,984	20,187	83,343	78,625
Director of Communications, Campaigns & UK Programmes <sup>3</sup>	72,468	16,173	86,496	64,693
Director of Finance & IT	-	81,626	-	83,016
Director of Public Engagement	-	67,683	-	-
<b>Total</b>	<b>420,854</b>	<b>382,202</b>	<b>444,093</b>	<b>404,935</b>

<sup>1</sup> The CEO reduced their contracted hours from five to four days a week starting from 1 January 2018.

<sup>2</sup> The gross amount paid in the year ended 30 June 2018 for the Director of International Policy & Programmes included an amount for parental leave cover.

<sup>3</sup> The Director of Fundraising and Director of Communications, Campaigns & UK Programmes were interim roles in the year ended 30 June 2018, and the gross amount paid only covers the period that the interim position was held.

Differences between gross amount paid in the year to 30 June 2019 and gross annual salary as at 30 June 2019 arise due to annual pay reviews that take effect in January each year and as a result of individuals joining or leaving Plan International UK and/or as a result of individuals changing their contracted hours.

None of the above received any benefits in kind.

Redundancy payments in the year to staff totalled £4,826 (2018: £34,604).

The average headcount and average number of employees, calculated on a full-time equivalent (FTE) basis, analysed by activity was:

	2019 Headcount	2018 Headcount	2019 FTE	2018 FTE
International Policy & Programmes	76	50	68	45
Fundraising	74	68	68	63
Operations and CEO Office <sup>1</sup>	42	47	40	44
Communications, Campaigns & UK Programmes	29	27	26	24
<b>Total</b>	<b>221</b>	<b>192</b>	<b>202</b>	<b>176</b>

<sup>1</sup> CEO Office includes all Directors.

## 9. TRUSTEES' REMUNERATION

None of the trustees received any remuneration during the year for services to Plan International UK (2018: none). Directly-incurred expenses of the trustees borne by Plan International UK in the year ended 30 June 2019 were £4,217 (2018: £3,777). These expenses related to costs incurred by four trustees (2018: seven) to attend Board meetings and overseas travel to view our programmes.

Plan International UK has purchased indemnity insurance for the trustees at a cost of £702 (2018: £2,890).

## 10. TANGIBLE FIXED ASSETS

GROUP AND CHARITY	Leasehold property improvements	Office equipment	Computer hardware	Computer software	Total
	£000	£000	£000	£000	£000
<b>Costs</b>					
At 1 July 2018	1,661	373	274	1,564	3,872
Additions	20	19	68	-	107
Disposals	-	-	(4)	-	(4)
Transfers	-	-	-	(1,564)	(1,564)
<b>At 30 June 2019</b>	<b>1,681</b>	<b>392</b>	<b>338</b>	<b>-</b>	<b>2,411</b>

<b>Accumulated depreciation</b>					
At 1 July 2018	820	312	158	1,189	2,479
Charge for the year	132	3	43	-	178
Disposals	-	-	(4)	-	(4)
Transfers				(1,189)	(1,189)
<b>At 30 June 2019</b>	<b>952</b>	<b>315</b>	<b>197</b>	<b>-</b>	<b>1,464</b>
<b>Net book value</b>					
At 30 June 2018	841	61	116	375	1,393
<b>At 30 June 2019</b>	<b>729</b>	<b>77</b>	<b>141</b>	<b>-</b>	<b>947</b>

## 11. INTANGIBLE FIXED ASSETS

<b>GROUP AND CHARITY</b>	<b>Computer software</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>
<b>Costs</b>		
At 1 July 2018	-	-
Additions	26	26
Transfers	1,564	1,564
<b>At 30 June 2019</b>	<b>1,590</b>	<b>1,590</b>
<b>Accumulated depreciation</b>		
At 1 July 2018	-	-
Charge for the year	148	148
Transfers	1,189	1,189
<b>At 30 June 2019</b>	<b>1,337</b>	<b>1,337</b>
<b>Net book value</b>		
At 30 June 2018	-	-
<b>At 30 June 2019</b>	<b>253</b>	<b>253</b>

## 12. INVESTMENTS

CHARITY	2019 £
<b>Shares in subsidiary undertakings</b>	
At 1 July 2018	2
Additions	250,001
<b>At 30 June 2019</b>	<b>250,003</b>

The brought forward investment balance at 1 July 2018 relates to Plan International UK's investment in the entire issued share capital of Foster Parents Plan International (UK) Ltd, a trading company registered in England and Wales as company number 02457093, whose main activities are managing a society lottery, the licensing of the use of Plan International UK trademarks to third parties, and carrying out other non-primary purpose trading activities. Each year the subsidiary makes a charitable donation under a deed of covenant of any taxable profits to Plan International UK.

During the financial year ended 30 June 2019, Plan International UK invested £250,001 in Development Works Ltd, a wholly owned trading company registered in England and Wales as company number 11693908, whose main activities are to carry out international development commercial contracts and other non-primary purpose trading activities on behalf of Plan International UK.

<b>SUBSIDIARY: Foster Parents Plan International UK Ltd</b>	2019 £000	2018 £000
Total turnover	1,213	4,633
Total expenditure	(41)	(20)
Donation to Plan International UK	(1,172)	(4,613)
<b>Net result for the year</b>	<b>-</b>	<b>-</b>

The aggregate of assets, liabilities and funds of FPPI UK was:

	2019 £000	2018 £000
Total assets	57	57
Total liabilities	(57)	(57)
<b>Total funds</b>	<b>-</b>	<b>-</b>

<b>SUBSIDIARY: Development Works Ltd</b>	<b>2019</b>	<b>2018</b>
	<b>£000</b>	<b>£000</b>
Total turnover	162	-
Total expenditure	(48)	-
Donation to Plan International UK	(114)	-
<b>Net result for the year</b>	<b>-</b>	<b>-</b>

The aggregate of assets, liabilities and funds of Development Works Ltd was:

	<b>2019</b>	<b>2018</b>
	<b>£000</b>	<b>£000</b>
Total assets	266	-
Total liabilities	(16)	-
<b>Total funds</b>	<b>250</b>	<b>-</b>

### 13. DEBTORS

	<b>Group</b>	<b>Group</b>	<b>Charity</b>	<b>Charity</b>
	<b>2019</b>	<b>2018</b>	<b>2019</b>	<b>2018</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Amounts owed by institutional donors	8,668	5,330	8,668	5,330
Accrued income	1,441	2,068	1,441	2,068
Amounts owed by Plan International Inc <sup>1</sup>	1,139	10	1,139	10
Prepayments	410	385	410	385
Other debtors	258	307	156	307
Amounts owed by subsidiaries	-	-	27	34
<b>Total debtors</b>	<b>11,916</b>	<b>8,100</b>	<b>11,841</b>	<b>8,134</b>

<sup>1</sup> Amounts owed by Plan International Inc have been presented as debtors in 2019, where in 2018 they were presented net of amounts due to Plan International Inc in creditors.

## 14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

### a) Analysis of creditors

	Group 2019 £000	Group 2018 £000	Charity 2019 £000	Charity 2018 £000
Accruals of transfers to Plan International Inc <sup>1</sup>	7,817	5,962	7,817	5,962
Deferred income	1,272	1,657	1,244	1,642
Accruals of transfers to other partners	541	304	541	304
Trade creditors	499	136	499	136
Other accruals	373	548	354	543
Amounts owed to Plan International Organisations	312	15	312	15
Taxation and social security	309	271	309	271
VAT payable	32	45	32	42
<b>Total creditors</b>	<b>11,155</b>	<b>8,938</b>	<b>11,108</b>	<b>8,915</b>

<sup>1</sup> Amounts owed by Plan International Inc have been presented as debtors in 2019, where in 2018 they were presented net of amounts due to Plan International Inc in creditors.

### b) Deferred income

GROUP	As at 1 July 2018 £000	Income deferred £000	Deferrals released £000	As at 30 June 2019 £000
Institutional donors	1,250	-	(6)	1,244
Other	407	28	(408)	27
<b>Total deferred income</b>	<b>1,657</b>	<b>28</b>	<b>(414)</b>	<b>1,271</b>

Deferred income for the charity comprised £nil (2018: £945,000) institutional donor income and £28,000 (2018: £416,000) other income.

## 15. PROVISIONS FOR LIABILITIES AND CHARGES

GROUP AND CHARITY	As at 1 July 2018	Provision created	Provision released	Provision utilised	As at 30 June 2019
	£000	£000	£000	£000	£000
Dilapidations	240	-	-	-	240
Grants	841	58	(637)	(172)	90
<b>Total</b>	<b>1,081</b>	<b>58</b>	<b>(637)</b>	<b>(172)</b>	<b>330</b>

**Dilapidations** represent the estimated cost required to make good Plan International UK's headquarters upon the termination of the lease with our landlord. The provision will be utilised on termination of the lease.

**Grants** represent the estimated funds returnable to donors where the group has not been able to spend funds received in accordance with donor wishes, including losses incurred from fraud and disallowances at country office level. Any losses will be recovered from Plan International Inc such that Plan International UK suffers no net loss.

**Contingent liability:** In the previous financial year a legacy gifted to Plan International UK was being contested, with a value of £113,000. This matter is now resolved with no liability to Plan International UK.

## 16. COMMITMENTS

### a) Commitments under operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

GROUP	Land and buildings	Other	Total	Land and buildings	Other	Total
	2019	2019	2019	2018	2018	2018
	£000	£000	£000	£000	£000	£000
<b>Operating lease expiring:</b>						
Less than one year	860	22	882	758	22	780
Between two and five years	3,729	48	3,777	3,656	66	3,722
After five years	388	-	388	1,321	-	1,321
<b>Total</b>	<b>4,977</b>	<b>70</b>	<b>5,047</b>	<b>5,735</b>	<b>88</b>	<b>5,823</b>

Property lease commitments are in respect of Plan International UK's headquarters and will be partly offset by sub-tenant rental income.

## b) Programme commitments

At year end, the group had undertaken to deliver projects which will be completed over a number of years. The majority of the funds needed for these projects are subject to legal agreements with donors to ensure that Plan International UK will be reimbursed. For some of these projects, Plan International UK is required to provide additional funding to match that provided by the main donor. At 30 June 2019, donors had yet to be found for programme commitments totalling £3,985,000 (2018: £2,402,000) as detailed below.

<b>GROUP</b>	<b>Total 2019 £000</b>	<b>Total 2018 £000</b>
Less than one year	1,430	597
Between two and five years	2,555	1,805
After five years	-	-
<b>Total</b>	<b>3,985</b>	<b>2,402</b>

No provision has been recognised as we expect to be able to find donors for these commitments over the remaining life of the projects.

## c) Capital commitments

The value of group contracts placed in the year for future capital expenditure not accrued for in the financial statements was £nil (2018: £nil).

## 17. STATEMENT OF FUNDS

<b>GROUP AND CHARITY</b>	<b>Balance 1 July 2018</b>	<b>Total income</b>	<b>Total expenditure</b>	<b>Transfers</b>	<b>Balance 30 June 2019</b>
<b>Unrestricted funds</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
General funds	7,251	24,195	(23,104)	193	8,535
Designated funds: Programmatic and Strategic Development fund	2,940	1,146	(3,012)	-	1,074
Designated funds: fixed asset fund	1,393	-	-	(193)	1,200
<b>Total unrestricted funds</b>	<b>11,584</b>	<b>25,341</b>	<b>(26,116)</b>	<b>-</b>	<b>10,809</b>
<b>Restricted funds</b>	<b>4,672</b>	<b>35,622</b>	<b>(32,828)</b>	<b>-</b>	<b>7,466</b>
<b>Total funds</b>	<b>16,256</b>	<b>60,963</b>	<b>(58,944)</b>	<b>-</b>	<b>18,275</b>

## 18. RESTRICTED FUNDS

Restricted funds comprise unexpended balances on donations and grants and contracts given for specific purposes. These funds will be expended in future years in accordance with donor wishes.

GROUP AND CHARITY	Balance 1 July 2018 £000	Income £000	Expenditure £000	Balance 30 June 2019 £000
DEC – Cyclone Idai Appeal	-	1,461	(201)	1,260
DEC – Indonesia Tsunami Appeal	-	976	(976)	-
DEC - Emergency appeal for people fleeing Myanmar	-	633	(641)	(8)
DEC – East Africa Appeal	23	(127)	76	(28)
Girls Fund	439	1,008	(734)	713
Other voluntary income including appeals	217	800	(449)	568
<b>Donations</b>	<b>679</b>	<b>4,751</b>	<b>(2,925)</b>	<b>2,505</b>
DFID – Water Sanitation and Hygiene (WASH) Results Programme Extension	412	7,445	(6,530)	1,327
DFID – Girls' Education Challenge Fund Phase 2	-	2,952	(2,883)	69
DFID – TUKLAS Innovation Lab	11	896	(893)	14
DFID – Water Sanitation and Hygiene (WASH) Results Programme	54	66	(112)	8
DFID – Supporting Adolescent Girls' Education	-	1,320	(1,315)	5
DFID – Nigeria NENTAD Programme Education	-	831	(831)	-
DFID – Others	15	630	(549)	96
ECHO – Burundi Refugee Camps – Tanzania	3	499	(487)	15
ECHO – ASEAN Safe Schools Initiative (ASSI)	-	780	(768)	12
ECHO – Others	5	1,843	(1,818)	30
European Commission – Building Resilience: Education Opportunities in Fragile and Crisis Affected Environments	524	-	(165)	359
European Commission – Entrepreneurship Capacity Improvement	-	563	(563)	-
European Commission – Better Extension Training (BETTER)	-	526	(526)	-
European Commission – Others	33	908	(920)	21

Big Lottery Fund – People affected by Typhoon Haiyan	14	369	(370)	13
UN Agencies	119	2,081	(2,200)	-
Other institutional donors	233	1,577	(1,418)	392
<b>Institutional donors</b>	<b>1,423</b>	<b>23,286</b>	<b>(22,348)</b>	<b>2,361</b>
Major donors	561	2,101	(1,148)	1,514
Corporates	1,892	4,250	(5,197)	945
Trusts and foundations	117	1,234	(1,210)	141
<b>Major partnerships</b>	<b>2,570</b>	<b>7,585</b>	<b>(7,555)</b>	<b>2,600</b>
<b>Total restricted funds</b>	<b>4,672</b>	<b>35,622</b>	<b>(32,828)</b>	<b>7,466</b>

<b>Restricted funds by region of spend</b>	<b>Balance 1 July 2018 £000</b>	<b>Income £000</b>	<b>Expenditure £000</b>	<b>Balance 30 June 2019 £000</b>
Asia	1,987	14,427	(14,640)	1,774
East and Southern Africa	448	9,075	(7,842)	1,681
UK	-	1,477	(639)	838
West and Central Africa	530	5,159	(5,223)	466
Americas	165	2,319	(2,322)	162
Multiple regions <sup>1</sup>	297	761	(894)	164
Not defined <sup>2</sup>	1,245	2,404	(1,268)	2,381
<b>Total restricted funds</b>	<b>4,672</b>	<b>35,622</b>	<b>(32,828)</b>	<b>7,466</b>

<sup>1</sup> 'Multiple regions includes restricted funds which support multiple projects across more than one region.

<sup>2</sup> 'Not defined' includes restricted funds, such as the Girls Fund, received from donors, which are later transferred to projects in line with the fund's objectives, plus holding funds for Corporate donors whilst the programmes are in development.

## 19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

GROUP AND CHARITY	Unrestricted Funds		Restricted Funds	Total Funds
	General £000	Designated £000	£000	£000
<b>Fund balances at 30 June 2019 are represented by:</b>				
Tangible fixed assets	-	947	-	947
Intangible fixed assets	-	253	-	253
Current assets	9,553	1,074	17,934	28,561
Current liabilities	(778)	-	(10,378)	(11,156)
Provisions for liabilities and charges	(240)	-	(90)	(330)
<b>Total net assets at 30 June 2019</b>	<b>8,535</b>	<b>2,274</b>	<b>7,466</b>	<b>18,275</b>
Total net assets at 30 June 2018	7,251	4,333	4,672	16,256

## 20. RELATED PARTIES

### Plan International Inc

Plan International UK is a member of Plan International Inc as set out on p58. During the year Plan International UK transferred cash totalling £30,285,000 (2018: £36,888,000) directly to Plan International Inc and other Plan International entities to undertake international development programme activities in overseas countries. In addition, £5,457,000 (2018: £2,518,000) was transferred directly from our donors to Plan International entities.

In line with our approach of accruing transfers once all conditions that would limit recognition of the funding commitment have been met, there was an accrual of £7,817,000 (2018: £5,962,000) of transfers to Plan International Inc outstanding at year-end.

Plan International UK does not have a controlling interest in Plan International Inc and, therefore, has not disclosed detailed transactions between the two entities.

### Plan Ltd

Plan Ltd is a wholly-owned trading subsidiary of Plan International Inc. Income in the year was received by Plan International UK from Plan Ltd under deed of covenant as set out in Note 3.

### Disasters Emergency Committee

Plan International UK is a member of the Disasters Emergency Committee (DEC) and Plan International UK's Chief Executive is a trustee of the DEC. Rose Caldwell held the role of trustee of the DEC in her previous position as Executive Director of Concern Worldwide (UK) (also a DEC member) and continues to hold this role following her appointment as CEO of Plan International (UK) on 2 September 2019.

In the year Plan International UK made a membership donation of £56,000 (2018: £51,000) to the DEC. Plan International UK's income in the year included £2,660,000 (2018: £536,000) receivable from DEC appeals. Of this, £1,914,000 was outstanding at year-end (2018: £465,000).

### Opinium Research Ltd

James Endersby, a director of Development Works Ltd, is CEO of the company Opinium Research Ltd. In the year, Plan International UK paid for services provided by Opinium Research Ltd totalling £10,000.

### Coalition for Global Prosperity

Simon Bishop, Deputy CEO and Director of International Policy & Programmes of Plan International UK, is the Chair of the Coalition for Global Prosperity. In the year, Plan International UK made a membership donation of £1,000 to the coalition.

### Foster Parents Plan International UK Ltd

The below table shows the transactions that took place between Foster Parents Plan International (UK) Ltd, Development Works Ltd and Plan International UK in the year ended June 2019. Plan International UK incurred £17,000 costs that were recharged to FPPI UK for staff time and other overheads.

Party	Nature of relationship	Transaction	Income for the year ended 30 June 2019	Expenditure for the year ended 30 June 2019	Debtor balance for the year ended 30 June 2019	Creditor balance for the year ended 30 June 2019
			£000	£000	£000	£000
<b>Foster Parents Plan International UK Ltd</b>	Wholly-owned subsidiary	The subsidiary's taxable profits were donated under a deed of covenant to Plan International UK	1,712	-	27	-

### Development Works Ltd

The below table shows the transactions that took place between Development Works Ltd and Plan International UK in the year ended June 2019. Plan International UK incurred £12,000 costs that were recharged to Development Works Ltd for staff time.

Party	Nature of relationship	Transaction	Income for the year ended 30 June 2019	Expenditure for the year ended 30 June 2019	Debtor balance for the year ended 30 June 2019	Creditor balance for the year ended 30 June 2019
			£000	£000	£000	£000
<b>Development Works Ltd</b>	Wholly-owned subsidiary	The subsidiary's taxable profits were donated to Plan International UK	114	-	-	-

### Plan International UK Trustees

In the year donations were received from trustees totalling £37,671 (2018: £3,446).

# THANK YOU

**We wish to thank every one of our supporters. Whether through sponsorship, donating to our emergency appeals or leaving a gift in your will, every supporter makes our work possible and helps us to change children's lives around the world.**

Plan International UK would particularly like to thank the following for their support over the period July 2018–June 2019.

## PATRONS

HRH The Duke of Edinburgh KG, KT, Baroness Gardner of Parkes, Virginia McKenna OBE, Baroness Morris of Yardley, Lord Paul, Dr Miriam Stoppard

## SUPPORTERS

Emma Barnett, Julia Bradbury, Lisa Eldridge, Joanne Froggatt, Shobna Gulati, Sarah Hadland, Trish Halpin, Joanne Harris MBE, Gillian Joseph, Beverley Knight MBE, Kathy Lette, Helen Nianias, Sheila Reid, Katherine Ryan, Laura Whitmore, Jodie Whittaker

## TRUSTS AND FOUNDATIONS

Allan and Nesta Ferguson Charitable Trust, The Band Aid Trust, Cecil Rosen Charitable Trust, Ennismore Foundation, Face Foundation, The Hodge Foundation, Latin American Children's Trust, The Leach Fourteenth Trust, Masonic Charitable Foundation, The Paul Foundation, Sir Halley Stewart Trust, Souter Charitable Trust, UEFA Foundation for Children, ViiV Healthcare's

The Positive Action for Children Fund and The Positive Action for Adolescents Fund, The Waterloo Foundation, and support received from the players of People's Postcode Lottery

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Girls play together in a refugee camp in Bangladesh

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