

the Plan:

to show how our work in
2011 made a difference
to children living in the
poorest countries



Plan UK Annual Report and Accounts 2011



Plan

About us

Plan is a global children's charity. We work with children in the world's poorest countries to help them build a better future.

For over 70 years, we've been taking action and standing up for every child's right to fulfil their potential by:

- giving children a healthy start in life, including access to safe drinking water
- securing the education of girls and boys

- working with communities to prepare for and survive disasters
- inspiring children to take a lead in decisions that affect their lives
- enabling families to earn a living and plan for their children's future.

We are independent, with no religious, political or government affiliation.

In 2011, Plan reached 56.4 million children in 58,053 communities in 50 developing countries.

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our structure, vision and mission

Internationally associated with Plan International, Inc ('Plan Inc'), Plan UK is one of 20 national organisations that support programmes, raise funds, campaign and manage sponsorship relationships to fulfil Plan's work. In this report Plan International, Inc and the 20 national organisations are referred to as 'Plan'.

Funds raised through Plan UK and the other national organisations are pooled and allocated by Plan Inc, with the agreement of Plan UK, to development programmes in 50 countries. Plan's international headquarters is located in the United Kingdom and supervises programme operations.

Plan UK is a registered UK charity, number 276035 and a company limited by guarantee, registered number 1364201.

Girls in Thailand

Our vision

Plan's vision is of a world in which all children realise their full potential, in societies that respect people's rights and dignities.

Our mission

Plan strives to achieve lasting improvements in the quality of life of deprived children in developing countries through a process that unites people across cultures and adds meaning and value to their lives by:

- enabling poor children, their families and their communities to meet their basic needs and to increase their ability to participate in and benefit from their societies
- building relationships to increase understanding and unity among people of different cultures and countries
- promoting the rights and interests of the world's children.



A report from Plan UK's Youth Advisory Panel



YAP members at the launch of the 'A Hand in My Future' campaign

Plan UK's Youth Advisory Panel (YAP) is a group of young people in the UK aged 13-19 who advise Plan UK to ensure that we stay true to our word and keep children and young people's participation and education at the heart of what we do.

As well as providing a youth perspective on our work and having a say in how the organisation is run, YAP members act

as ambassadors to build support for our work and for youth engagement in development within the UK.

"My name is Jess and I live in Cornwall, with all the sunshine, surf and sand you could wish for. I live with my Mum, Dad and sister. I'm in Year Nine and preparing for my GCSEs. I joined Plan UK's Youth Advisory Panel – which we all call YAP – in 2010.

"I knew about Plan because my family sponsor Felima, in Guinea, through Plan. I enjoy writing to her, finding out how different her life is to our luxurious lives here, and I always wished I could do something to help. Luckily, I found out about YAP. I was excited to finally be doing something to improve the lives of children who aren't as lucky as I am.

"So far, my favourite activity has been 'Take Over Day', in February, a special day when Plan staff are 'taken over' by YAP members. It allows us to really get involved and makes sure young people are central to Plan's everyday life. I enjoyed attending meetings and researching answers to sponsors' questions – I contributed a piece on Disaster Risk Reduction to a document sent to sponsors.

"With Plan's support, I hope YAP can achieve something massive that children everywhere will benefit from."

YAP's highlights in 2010/11

Last year we developed our role as ambassadors for Plan in getting young people in the UK enthused about supporting children and young people's rights across the world. We're passionate about issues that have a huge global impact on children and young people – from climate change to girls' rights.

Our 'Hand in My Future' campaign focused on September 2010's Millennium Development Goals (MDGs) global summit. Former YAP member Katie explains: "The campaign was one of our most significant achievements. We lobbied world leaders, asking them why they were so far off their targets to meet the MDGs. We led workshops with young people across the world, focusing on girls' rights and climate change."

Working with other organisations is part of the plan. In August we attended the Girl Guides Centenary Camp in Leeds, holding workshops to drum up support for the 'A Hand in My Future' campaign. Collette says: "I've met a wide range of other organisations, and these connections have helped us engage with as many young people from as many different backgrounds as possible, while also bringing an international aspect to many of these organisations' local work."

This year, Plan UK carried out a review, looking at YAP's past achievements, current challenges and future opportunities. Aakash feels YAP is on an upward journey: "Our work has become more focused and meaningful – rather than just having our picture taken at events, we're on our way to really effective, genuine youth engagement with Plan. Our concerns are listened to and more people understand who we are and why we're here."

Our other highlights include producing a 'How To' guide to help others set up a panel like ours, contributing to the youth-friendly summary of the 'Because I am a Girl' report, and helping to judge the Shoot Nations photography competition.

The YAP team: Aakash, Ali, Colette, Ellie, Jake, Jess, Keya, Kinza, Nia, Pooja, Sarah and Simone

A message from Plan UK's Chair

To achieve Plan's vision of a world where all children realise their full potential, it is essential that young people build their 'skills for life': their ability to protect themselves, make a living and make informed life choices. We want to equip them to cope with everyday life, be resilient in the face of disasters and thrive in a changing world.

To this end, Plan UK has a focus on adolescents aged 10 to 18, and on girls in particular. Girls face risks including dropping out of school, early or forced marriage and early motherhood, and exposure to violence, abuse and HIV infection. Plan UK supports girls to stay in school; makes youth-friendly sexual and reproductive health services more widely available; protects girls from violence; and helps them develop the skills they need to make a living.

So education – particularly for girls – is central to Plan's long-term development work. This year I saw how a Plan project in Delhi is helping to make sure that all girls and boys stay in school until age 16. The odds are against them: the low status of girls is clear and not giving birth to a son is still a serious problem.

One woman told us that when she gave birth to a third daughter, she and her baby were left alone to die. She managed to recover, feed herself and her child and now, supported by Plan, she is a peer educator. And we met her daughter – healthy, well and taking part in project activities.

After disasters, getting girls and boys back to school is a priority: it aids their emotional recovery and helps their lives begin to return to normal. But financial pressures mean that many children drop out of school following floods, earthquakes and other emergencies. Disasters hit girls harder than boys. They're more likely to die in the disaster itself, and afterwards, more likely to be taken out of school. Early or forced marriages increase after floods or droughts, when families are struggling to survive.

A Plan project funded by the UK Government's Department for International Development (DFID) helped 50,500 children go back to school after the floods in Pakistan of 2010, setting up 45 temporary learning centres, rebuilding schools and providing equipment.

And young people need to be aware of the impact of slow-onset emergencies like environmental deterioration caused by climate change. Children – and girls in particular – pay a high price for climate change, often bearing the brunt of increases in hunger, disease, migration and conflict over resources.

Despite this, girls' voices are seldom heard in the debate about climate change. Plan is changing this. In May we published a ground-breaking report on adolescent girls and climate change: 'Weathering the Storm'. It gives girls from Bangladesh and Ethiopia the chance to talk about how it impacts on their lives, their needs, hopes and dreams – and their fears for the future. It shows that, given the chance, girls can protect themselves and their communities – and play an equal part with boys in the debate on how to adapt to climate change.

What is always impressive about my discussions with the children and young people I meet when visiting Plan projects, is their hope for the future – their ideas about how to improve education, health and children's opportunities in their own countries. Plan will continue to be a part of this – and we hope that you will continue to be a part of it too.

Thank you to everyone who supported our vital work last year. You have made a significant difference to the lives of millions of children, helping them, their families and communities to move from a life of poverty a step closer to a future with opportunity.

Rt Hon Dame Janet Paraskeva DBE
Plan UK Chair



Janet visiting a training centre, Bangladesh

Photo: Plan / AFM Shamsuzzaman

Chief Executive's report

Over the last 70 years Plan has learned that engaging girls and boys in creating their own future is vital so they can move from poverty to opportunity. In 2011 we began several long-term initiatives to help us do this. As the highlights below show, we've made a great start, thanks to the generosity of our supporters and partners. This year our income was £56m – £6.7m more than last year.

One new flagship programme will support 40,000 girls to get education, sexual and reproductive health and rights, and economic security, and benefit 400,000 more by changing the policies that keep them out of school and in poverty.

We help young people change the world around them. They know when they have no teacher and no textbooks, but often no one in power listens to their concerns. In partnership with the UK Government's Department for International Development (DFID), we supported young women and men in 15 countries to monitor local services. And it worked – an external evaluation showed 300,000 young people now have better livelihood, health, education, water and sanitation or child protection services. Governments are more responsive and more accountable, and trust between governments and young people has improved.

We help young people in the UK influence policy as well – our Youth Advisory Panel lobbied world leaders on eradicating poverty, and ran workshops on girls' rights and climate change.

Girls and boys are also part of the solution when it comes to disasters. Our child-centred disaster risk reduction (DRR) work shows that well-informed girls and boys are often better than their parents at raising awareness and making change happen. Through our five-year DRR programme, funded by DFID, almost 100,000 children in six countries know about the risks facing their communities – and how to tackle them.

I saw the difference this makes when I visited Pakistan after the 2010 floods. Where no DRR work had taken place, people lost everything. But where Plan had invested in DRR, young people with mobile phones and dipsticks identified rising water

levels in time for families to save vital possessions and reach higher ground.

Our emergencies work is growing fast: last year, we responded to over 30 emergencies, up from 22 the previous year. In July 2011, we joined the Disasters Emergency Committee (DEC), a UK umbrella organisation uniting 14 leading UK aid agencies. It coordinates responses to major disasters, making sure funds donated by the British public are used where they're needed most.

We couldn't have the impact we do without partnerships like this. Strong relationships with local organisations and communities are also fundamental, and our long-term presence is supported by the commitment of sponsors and supplemented by partnerships with DFID, the European Union, businesses, trusts, private donors, and charitable organisations. With their support and our expertise, we can achieve lasting change.

In health, good habits acquired in adolescence last a lifetime, just as bad habits can ruin a life. The Young Health Programme is our new partnership with AstraZeneca and the Johns Hopkins Bloomberg School of Public Health. So far, we're working in Brazil and India, tackling issues like sexual and reproductive health; the programme will grow to benefit half a million adolescent girls and boys across 15 countries.

This programme builds on our expertise regarding the discrimination faced by excluded children – girls especially. Our annual 'State of the World's Girls' reports highlight persistent inequalities, focusing this year on the boom in city populations and the explosion of IT and communication technology. Girls need skills to protect themselves and recognise threats – and opportunities – on city streets and online.

We also investigated the best and worst places to be a girl. I spoke about 'Because You're a Girl: Growing up in the Commonwealth', a study we produced with the Royal Commonwealth Society, at a service in Westminster Abbey celebrating this year's Commonwealth Day. The research assessed aspects of girls' lives in Commonwealth countries, including education, early pregnancy,

and life expectancy. It found that political leadership rather than economic wealth is most important in realising girls' and women's rights and lifting them out of poverty.

We're calling for political leadership to fight the root causes preventing girls completing secondary education. Among these is early and forced marriage: our Take the Vow campaign, launched in June, is already having an impact on world leaders.

Marie visiting a school in Zambia

In the following pages you can read more about our work with girls and boys this year. We're very grateful for your support in making a difference to their everyday lives – and their futures.

Thanks for your continued support.

Marie Staunton
Plan UK Chief Executive



Photo: Paolo Black for the Young Health Programme

our accountability and our objectives

our accountability

Plan is committed to being accountable to our supporters, donors and the communities we work with, for the decisions we make, the impact of our work, and for ensuring our decision-making bodies reflect the countries where we work.

In 2011, Plan became a full member of the Humanitarian Accountability Partnership (HAP), demonstrating our commitment to meeting the highest standards of accountability and quality management.

our objectives

Plan UK's objectives and other constitutional matters are set out in our Memorandum and Articles of Association. The objects of the Charity are to prevent and/or relieve poverty, to advance education and to advance health in each case for the public benefit particularly by, but not limited to, providing social and development services to advance these objects and/or financial and material assistance for the benefit of children, their families and communities in charitable need.

our work

Plan's activities, while guided by the principles of the United Nations Convention on the Rights of the Child and other internationally-recognised human rights treaties, are informed by the local context and knowledge of the country and region.

Throughout our work we encourage community participation, supporting girls and boys, young people, women and community-based organisations to work together to seek solutions. We help them gain the skills and confidence they need to demand their rights, and to get involved in decision-making on issues that affect their wellbeing. We also aim to support those with responsibility to be more accountable. We promote gender equality and work to ensure that girls and boys have equal opportunities to raise their differing concerns, be heard and influence decisions. Our global campaigns address violence in schools, the need for universal birth registration and discrimination against girls.

Boy at the local water pump, South Sudan



Photo: Plan / Brian Sokol

Survival and health

We believe all children should be able to grow up in a happy, healthy environment. Improving basic health care and fighting malnutrition and disease are fundamental to our work. We help people get sexual and reproductive health services, including contraception and maternity care. We help those living with HIV and AIDS get treatment and care, and encourage behavioural change to reduce the spread of HIV. Safe drinking water, sanitation and good hygiene are also priorities.

Education

We want all children, young people and adults to acquire basic learning and life skills. We help children get good quality, free primary education, and secondary education, and promote better care and development for the very young. For young people, we provide financial services, income-generation opportunities, and vocational training.

Economic security

Our financial services, skills training, and business development programmes help families to become more financially secure, so they can meet their children's basic needs, build their savings, and cope with changing circumstances. We support families who rely on agriculture to increase food production and diversify.

Child protection

We promote good parenting and protect children from discrimination, violence, abuse and exploitation. We work with marginalised, socially-excluded groups, whose rights are systematically violated, and whose living conditions make them the most vulnerable. We protect child labourers, children with disabilities, children affected by conflict and disaster, street children, and children who have been or are at risk of being trafficked – and ensure their concerns are heard.

Governance

We promote and enable young people themselves to understand their rights and engage with governments, schools and clinics to ensure that their needs and priorities are addressed. We also conduct advocacy to ensure local, national, regional and international legislation, policies, and programmes take children's needs and rights into account.

Class at the National Girls School of Jacmel, Haiti

Plan UK originates and manages significant projects covering all the above issues in many of the countries where Plan works. Funded by sponsorship, grants, donations, appeals and partnerships, our development experts play an important role in the work Plan carries out worldwide.

Last year Plan UK also focused on these activities:

- managing disasters – providing relief in emergencies and supporting communities in reducing their risks in future disasters
- mobilising young people as active citizens – helping young people to demand greater accountability from governments and other authorities
- sponsorship and fundraising – fostering individual relationships and raise funds to support Plan's work in 50 countries
- campaigning – advocating policy change to improve the lives of children, and of girls in particular
- development education – assisting young people to take informed action and create change in the world, and equipping them to influence their own future society in the most positive way they can
- building partnerships – partnerships with businesses, trusts, private donors, and charitable organisations make a vital contribution to Plan's work.



Photo: Martha Adams / 10x10

Where we work



In 2011 Plan's global income was

€591.4m

In 2011 Plan worked with

58,053 communities,

reaching

56.4m children



- Donor country
- Donor and programme country
- Programme country

the Plan: Africa



“Words aren’t enough to express my gratitude for what the School Mothers Association has done for me.” – Miriam, Mali

Miriam is one of many Malian girls who drop out of school after getting pregnant at a young age. For most of them, this is the end of their education, but Miriam was supported by the Students’ Mothers Association (SMA), a group of mothers in her village, set up by Plan. Thanks to their encouragement, she completed her primary education and trained as a birth attendant. Now she’s a role model in her village and an active SMA member herself.

Shunned at school

Miriam lives in the village of Balanzan in south-west Mali. “When I became pregnant I was in ninth grade in primary school. I was shunned at school and within my own family. I suffered from pregnancy-related illnesses, and had to carry on with my household duties and cope with the stigma I was facing in class. I was in such despair that it seemed the best solution was to drop out of school.

“The SMA in my village convinced me to go back to school. That same year, I passed my exams and obtained my diploma for completing primary school.”

Training

After primary school, Miriam’s parents couldn’t afford school fees, but after a time the SMA spotted an opportunity for her, when the maternity service in the village closed. Balanzan is 10 km away from the nearest community health centre, and without local birth attendants, some women died in childbirth. The SMA urged the village council to send Miriam to the health centre in Kangaba to train as a birth attendant. The village funded her training and after two years she took up her post in Balanzan.

“Every month, I help between two and 10 women deliver, and I deal with antenatal and postnatal complications. I make sure pregnant women come for their antenatal and postnatal appointments, and that mothers have their children fully vaccinated; I also monitor children’s nutrition,” explains Miriam. “Now I’m a member of the local SMA myself, and very involved in promoting girls and women’s

wellbeing. Words aren’t enough to express my gratitude for what the SMA has done for me.”

Plan started working in Africa in 1974 and today works in 24 countries where it invests more than €168 million each year.

Plan works in Benin, Burkina Faso, Cameroon, Egypt, Ethiopia, Ghana, Guinea, Guinea Bissau, Kenya, Liberia, Malawi, Mali, Mozambique, Niger, Rwanda, Senegal, Sierra Leone, South Sudan, Sudan, Tanzania, Togo, Uganda, Zambia and Zimbabwe.

Miriam is proud to wear the white coat after her training, Mali



Photo: Plan

At school in Togo



Life in Africa

Many African economies are growing, and democracy is spreading. However, 300 million Africans still live in poverty and 150 million children are growing up facing poor education, disease, conflict and disasters.

One in eight children in sub-Saharan Africa doesn't reach their fifth birthday, dying of preventable and treatable diseases, often combined with malnutrition. Lack of sanitation and clean water cause illnesses like diarrhoea. 204,000 mothers die each year in pregnancy or childbirth. 22 million Africans are living with HIV; losing their parents to AIDS seriously worsens children's life chances.

32 million children in sub-Saharan Africa don't go to school. Of those who do, 30 per cent drop out before finishing primary school; many girls leave to marry or care for younger siblings.

Many children face violence, neglect and exploitation. Most children work from a young age. Many, especially girls, experience physical and sexual abuse at home and school. Practices such as female genital cutting and early marriage are often cultural norms.

Making a difference in Egypt

In Egypt, many children end up on the streets due to family break-up, poverty and neglect. Many get no education or health care and face abuse and exploitation. Some resort to drugs and are perceived as a threat by those around them.

Streetchildren learning to write, Egypt



Photo: Plan

Plan and four local partners support street children in Alexandria to return to their families, restart school, or leave the streets to live in a shelter. We provide health services, counselling, education, and recreation in a safe environment. A reception centre provides food, clothing and basic health care; a mobile unit provides support where needed and organises sports activities which get street children playing with non-street children. Every month the centre and unit support around 150 children (130 boys and 20 girls). Three shelters run educational and vocational programmes, such as working with bamboo or leather, expanding children's future opportunities.

The project has set up the Alexandria Street Children's Network involving 25 government, NGO and media organisations. This has increased public awareness of street children, and organised for 13 hospitals and health centres to provide free health services.

Changing attitudes

There is little understanding of the difficulties faced by street children among many who come into contact with them.

We work with the police to change their attitudes towards street children. We encourage teachers, health workers, parents and other children to think about street children's rights, and their own role in helping them reintegrate. Before this project, a media campaign had criticised street children, especially girls, presenting them as criminals. Our awareness programme helped to change this, resulting in a series of sympathetic articles about street children being published between June and December 2010.

Our work is reducing the stigma attached to living on the street, and we are helping communities to set up their own child protection networks. 40 boys and 10 girls have become 'youth mentors', acting as positive role models and speaking up for street children's rights.

Making a difference in Cameroon

In Cameroon, Plan is helping disadvantaged girls – and some boys – from the minority indigenous groups of the Baka Pygmies and the Mbororo Fulani to get an education through the Ambassador's Girls' Scholarship Programme. Scholarships, mentoring and role models support girls to go to school, and to stay until they complete their education. Life skills training and HIV and AIDS awareness help them resist peer pressure to begin sexual relationships and risk pregnancy and sexually transmitted diseases.

In Cameroon, only just over half of children who complete primary school move on to secondary school. Children from minority groups are often excluded from the education system. Girls' education is not traditionally seen as a priority, and many girls stop their education for financial reasons or to marry. Only 2 per cent of Mbororo Fulani children go to secondary school, and only a third of them are girls; for every 100 Baka boys who go to secondary school, there is only one girl.

Over six years, the project has provided scholarships to 4,431 girls and 1,670 boys who would not otherwise have had the chance to carry on their education beyond primary school. Scholarship packages typically include school fees, textbooks, notebooks, uniforms, and other school materials.

Empowering girls

The project is innovative in its focus on girls from minority groups and in its use of mentoring. As well as academic and social support, mentoring provides girls with positive role models who volunteer to work closely with them, inspiring and encouraging them to reach their potential. Mentors provide guidance on topics such as: avoiding early marriage, HIV and AIDS and building self-confidence.

Girls involved in the project have generally stayed in school and performed better. 95 per cent of them felt that life skills training and mentoring have given them the confidence to resist peer pressure regarding sex. The project also reinforced parents' commitment to their children's education.

Children sitting outside their classroom, Cameroon



Impact in Africa

Education

- 17,701 girls and 6,120 boys received school scholarship
- 311,673 school books and supplies provided
- 6,745 teachers trained



Health

- 10,298 community health workers trained
- 23,913 children under 5 received supplementary feeding
- 3,405 people received treatment at the local health centre



Water and sanitation

- 2,530 latrines built
- 18,312 community water systems were built or upgraded, benefiting 5,674 families

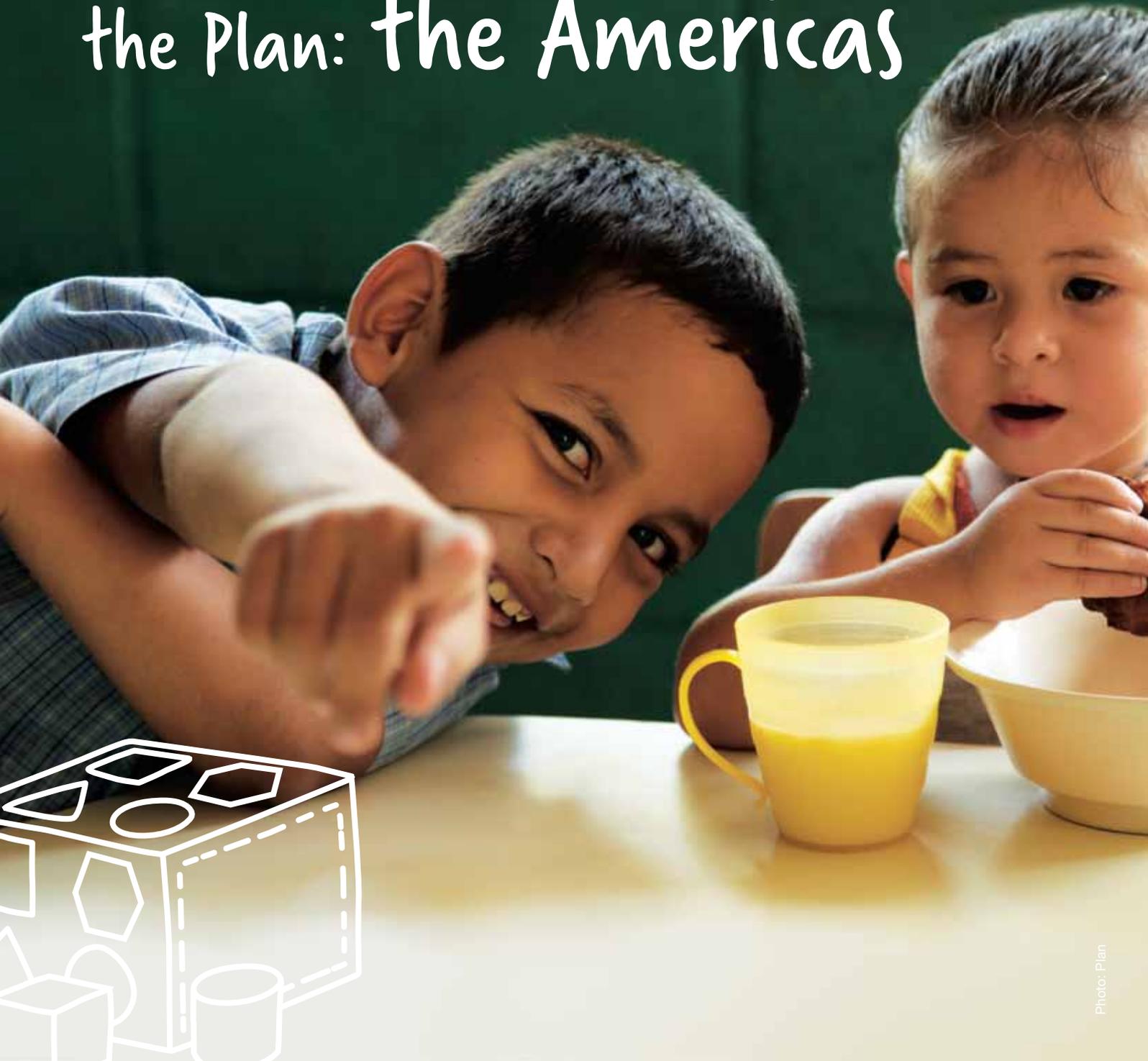
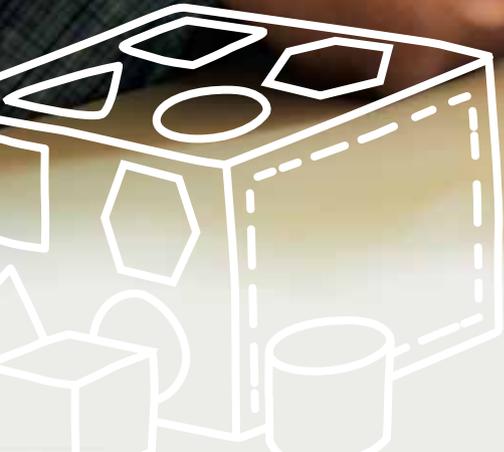


Economic security

- 17,578 farmers received training on agricultural techniques
- 10,252 sets of seeds distributed to farmers



the Plan: the Americas



“At first, I didn’t really believe that taking my daughter to a children’s centre would do any good. Now, I’m completely convinced that the centres are doing a great job.” – Blanca, El Salvador

Two-year-old Susana has had a difficult start in life. Her father died when she was born and her mother became severely depressed. Susana was failing to thrive, until she and her mother Blanca were helped by Maria, a health promoter working for a local children’s centre supported by Plan.

Maria began visiting Blanca regularly, encouraging her to get Susana playing games and spending time with other children. She helped Blanca give Susana nutritious food, and made sure she had her vaccinations. She also monitored Susana’s growth and development; now, at two, her height and weight are nearly normal, and she has gradually become more active.

Maria also encouraged Blanca to take Susana to the local children’s centre. Blanca was reluctant at first, and only took Susana on Maria’s recommendation. After a few months, however, she began to see steady progress as her daughter became happier and healthier. Susana is just one of many children who are getting a better start in life after going to one of five Rural Health and Nutrition Centres. These are run by the Ministry of Health and supported by Plan.

Centres like these are desperately needed. 98 per cent of children aged four and under don’t get the chance to go to a playgroup or nursery, and health and nutrition services are poor. In the department of La Libertad in south-west El Salvador, where the project is based, a quarter of under-fives are anaemic.

Developing skills

The centres provide health and nutrition services as well as a safe place where children can play and learn. They gain good hygiene and health habits, and develop social skills and self-respect. They also receive vitamins and vaccinations and their growth and development are constantly monitored.

At the centres children play and enjoy themselves, learning and developing skills for relating to other children at the same time.

Playing games at the local children’s centre, El Salvador

Plan has provided games and toys: CD players, music and story CDs, books, puzzles, building bricks, coloured paper and pens.

Parents get advice on health, hygiene and better parenting. Making sure both parents are fully involved is important, so when Maria makes home visits, she encourages fathers to take more responsibility for caring for their children. She also encourages parents to take their children for regular health checks.

Positive results

The centres serve healthy snacks, fruit juice, vegetables and fruit. With the help of parents, vegetable plots are planted to provide fresh vegetables. Parents are encouraged to plant home vegetable gardens too, and learn about food preparation and the importance of good hygiene to avoid diarrhoea.

The project is having positive results. Children who come to the centres have good social skills and are confident in expressing how they feel. They also have better nutrition and better hygiene – and parents who are more involved in caring for them.

Susana receiving nutritious food, El Salvador



Plan has been working in the Americas and the Caribbean for over 40 years, and today works in 12 countries where it invests more than €100 million each year.

Plan works in Bolivia, Brazil, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, Paraguay and Peru.

Life in the Americas

In the Americas, poverty, infant mortality and malnutrition have reduced. More people now have health, education, water and sanitation, and democracy and civil society are stronger. However, challenges remain, including migration, food shortages, violence, and disasters. Significant inequalities persist, with indigenous peoples, afro-descendants and displaced people often left out.

118 million children live in poverty and half of indigenous under-fives are malnourished. In some countries, less than half of children go to secondary school.

Many teenagers don't get good sex education, and sexual and reproductive health services are often not youth-friendly. Teenage pregnancy rates are high and HIV and other sexually transmitted infections are increasing. Young people have few opportunities: vocational training and higher education are limited, and unemployment high.

Abuse, domestic violence, sexual exploitation, migration, and child labour are all increasing. Every year, 80,000 children die through domestic violence. Young people are affected by drug trafficking and crime. Many young men get involved in gangs, seeing this as a chance to escape poverty.

In cities, overcrowding generates social problems, including child prostitution and street violence, and puts pressure on jobs, land, housing, and services.

Making a difference in Ecuador

In Ecuador, three in every 100 children have been sexually abused. Domestic and sexual violence is widespread and often not seen as a serious problem.

In a project funded by the UK Government's Department for International Development (DFID), Plan has been getting teenagers in Los Rios, Bolívar, Santa Elena and Manabi provinces involved in

preventing abuse, and supporting young people who have been abused.

Music and sports events, fairs and open houses have given teenagers information about sexual abuse and HIV prevention. They've learned about their sexual and reproductive rights and about the institutions that exist to protect them from abuse, such as government-run Rights Protection Centres (RPCs), and Community Defence Boards.



Children engaging in community activities, Ecuador

Taking a stand

Making sure children who have been abused get support is at the project's heart. We've helped RPCs provide better services, training them in psychology, social work and law. They work closely with institutions like health centres, which refer cases of abuse. They also send out a clear message that abuse is wrong.

Community Defence Boards are also part of the solution. Elected by their communities and supported by Plan, they deal with cases of abuse that can be resolved, and refer those which can't to their local RPC.

It hasn't been easy. Cultural barriers mean that talking about sexual abuse is taboo in many communities. In rural areas, most cases of abuse are unreported, often because the perpetrator is a family member. Many people fear the consequences of speaking out; some don't realise the scale of the problem. Often, mothers don't believe teenagers who say they've been abused, so we work with them to help them to understand more about abuse, and to support their children.

Things can change. In Santa Elena, the number of cases of abuse reported increased from 9 in 2009 to 50 in 2010, as people have become more confident, knowing they'll be listened to, and that action will be taken. Teenagers themselves are taking action too: a 200-strong group called the Sassy Kids has successfully lobbied for a centre to be set up in their area.

Making a difference in Nicaragua

One in every four Nicaraguan children suffers from some level of malnutrition. Malnutrition in early childhood hampers children's growth and development, and can cause irreversible harm.

In Villa El Carmen, about thirty miles from Managua, Plan is fighting malnutrition, helping 600 families make sure their children have enough to eat, and supporting farmers to produce more food. We're working with the government ministries of education, health and agriculture and with the Nicaraguan Agricultural Technology Institute.

Keeping a close eye on each child's health and nutrition is vital. Child monitors – local volunteers trained by Plan – measure the weight and height of all under-fives, making sure their growth is normal. At monthly weighing sessions, children get food like soya milk, beans and tortillas, and parents of underweight children are supported to help their children to gain weight.

Promoting food hygiene

Monitors also promote breastfeeding, encourage good food hygiene, and show parents how to use nutritious, locally available food. Parents learn about good nutrition as the basis for health and to protect against disease. A group of 40 farming families supplies food for the weighing sessions, and for children whose parents are struggling. We help farming families improve food production by using sustainable farming techniques, growing a range of crops, and increasing yields.

We also help them find better ways to store food and to sell their surplus locally.

School gardens grow vegetables to supplement children's diet. Farmers provide advice and expertise, and final year secondary school students work in the gardens, learning skills they can use to help feed their own families in the future.

Children enjoy mid-morning meal, Nicaragua



Photo: Plan / Jenny Matthews

Impact in the Americas

Education

- 4,133 girls and 1,730 boys received school scholarship
- 18,777 school books and supplies provided
- 4,920 teachers trained



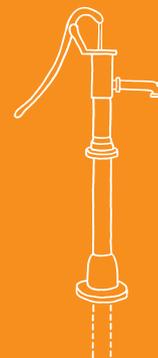
Health

- 4,491 community health workers trained
- 677 children under 5 received supplementary feeding
- 1,282 people received treatment at the local health centre



Water and sanitation

- 4,314 latrines built
- 1,464 families benefited from new and upgraded community water systems



Economic security

- 4,442 farmers received training on agricultural techniques
- 4,375 sets of seeds distributed to farmers



the Plan: Asia



“Before, if young people had sexually transmitted diseases, they were too shy to tell anyone. Now, they understand how these diseases are contracted and where to get treatment.” – Heav, Cambodia

In Cambodia, sexuality is not openly talked about, and rarely discussed between parents and children. Many young people go through puberty and early adulthood with limited knowledge of what to expect, and many end up engaging in risky behaviour. If the result is a sexually transmitted disease or an unwanted pregnancy, they may not understand what is happening, or where to get help.

Through Child Peer Educators, Plan's local partner the Reproductive Health Association of Cambodia (RHAC) helps young people learn about sexual and reproductive health and how to protect themselves. Last year, 491 Child Peer Educators were trained. 22-year-old Tin lives in Angkor Chum district and has been a Child Peer Educator in her village for a year. “I want young people to learn about health and about the consequences of sexually transmitted diseases,” she says.

Her colleagues Phhin, 21, and Borey, 21, are similarly motivated. “I wanted to get knowledge myself and then to share it with others,” says Phhin. Borey agrees: “I’ve learned how to protect myself and have told other people, too. This makes me happy – they practice the preventive measures we suggest.”

Practical activities

All three girls attended a five-day training session to give them the facts about good sexual health and guidance in how to spread this information in a lively way. They’ve run entertaining, informative meetings, featuring quizzes, practical activities and drama.

So far, the response has been encouraging. After attending their first meeting, both Thul, 23, and Heav, 18, were keen to come back. “I had fun,” Thul reports, adding: “It’s important to learn how to protect ourselves from HIV and Aids and from abuse.” For Heav, it’s a welcome opportunity to bring sensitive subjects out into the open. “Discussions about reproductive health aren’t so restricted now.”

RHAC works in 342 villages in Cambodia, also addressing issues like pregnancy and drug abuse. Although they don’t provide

medicines, they refer young people to local health centres where they can get free, youth-friendly health care.

Youth Leader Sivhkeach says: “At first both boys and girls are very shy. But gradually we persuade them they need to take part – they need to know.”

Earning trust

Child Peer Educators are effective because they are local, are a similar age to their peers, and are seen as friendly and unthreatening. They often act as vital intermediaries. “They earn young people’s trust. So if they recommend young people refer themselves to an expert, their advice is listened to,” Sivhkeach says.

Local health centres are seeing positive changes. “Before, no patients came with sexually transmitted diseases,” Sivhkeach says. “Even when they were infected, they often thought it was normal. Now, they realise they have a problem needing medical attention, and take action.”

Conducting a meeting on HIV and Aids, Cambodia



RHAC works with parents as well. “It can be challenging for parents to educate their children about reproductive health,” Sivhkeach says. “They are shy and often don’t have the knowledge themselves. But more and more parents are now supporting us.”

Parent and local councillor Ham says, “I’m very happy that my children take part in the project’s activities because the information they gain gives them the tools for a safe future.”

Plan started working in Asia in 1948 and today works in 14 countries where it invests more than €108 million each year.

Plan works in Bangladesh, Cambodia, China, Timor-Leste, India, Indonesia, Laos, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam.

Life in Asia

In Asian countries reproductive health care is often poor, leading to over 109,000 deaths annually in pregnancy or childbirth, and high teenage pregnancy rates.

Despite rapid economic development, almost half of Asia’s 1.27 billion children live in poverty, deprived of food, clean water, sanitation, health care, and education – and of protection and participation. The vast majority live in rural South Asia, which has the world’s highest levels of malnutrition, lack of sanitation and girls out of school.

3.5 million under-fives die each year from malnutrition and illnesses like respiratory infections and diarrhoea. Education is often poor quality and, for many, unaffordable. In some countries up to 40 per cent of children don’t complete primary education.

Growing numbers of children, especially girls, face discrimination, abuse, harmful labour and trafficking. Adult attitudes towards children add to their deprivation. Many girls don’t go to school – not because there is no school, but because they aren’t seen as worth educating.

However, four trends are promising: greater recognition of human rights; increasing decentralisation; insistence on better governance; and new technologies, enabling the poorest to communicate.

Making a difference in China

24 million people have migrated from rural China to eastern cities to look for work. A fifth of migrant children aren’t in school and families often struggle on low incomes.

Plan works with local partner the Migrant Workers’ Home and five schools for migrant children, reaching about 4,000 students. None of these schools receive government funding and before the project began, all were poorly resourced, and unable to offer music, art or sport. Teachers had little training and few opportunities for professional development.

The project has extended migrant children’s horizons. Now, they have more opportunities to play, relax and try new things. Children have set up painting, drama, and sports groups, and have been encouraged to observe, reflect on and record their own lives and those of the communities around them.

Increasing public understanding

A cultural festival for migrant children has helped them develop a sense of pride in their identity. A monthly magazine ‘Migrant Aspiration’, as well as a blog and a children’s website, has given children the chance to talk about their lives, ideas and aspirations as well as the difficulties they face.

The project has helped increase public understanding of and concern for migrant children through seven exhibitions of children’s work in schools and public places. The impact on children has been encouraging. Drama, art and photography increased confidence, encouraged teamwork, and helped children express themselves. Many became livelier, more positive and more willing to share ideas. Children’s interest in learning was encouraged and their problem-solving abilities developed. Parents reported happier, more confident children and were keen for them to get involved.

School has become more varied and interesting; schools have better learning and recreational facilities and resources, and teachers have been trained in new teaching methods, encouraging students to participate, think and question more.

Boy drawing at the activity centre, China



Photo: Plan / Connelly LaMar

Making a difference in Vietnam

In Vietnam, an increasing number of children and young people are in conflict with the law. Many are sent to reform schools for offences such as truancy. When released, many find it difficult to settle back into their communities, and many re-offend.

Plan has been working with the government on youth crime. In reform schools, we helped children to be better prepared for returning home after their release. We trained teachers and provided facilities and equipment, so that 727 young people received vocational training, and 2,856 took part in life skills training including literacy and numeracy. 2,774 children received psychological support and 6,961 used a new telephone line to maintain contact with their families.

70 per cent of parents of young offenders attended workshops that helped them prepare for their children's release, and 480 parents came to classes on parenting skills and positive discipline.

In each commune, volunteers worked with police and local authorities, supporting young offenders' reintegration, giving one-to-one support, and helping them find employment. 124 volunteers took part in training on working with young offenders, and 380 learned about the law as it affects young people.

Making stronger connections

Attitudes have changed among many who come into contact with young offenders. Police officers, prosecutors and judges were trained on child-friendly investigation, and two child-friendly interrogation rooms and one court were set up.

Stronger connections between communities and reform schools helped young offenders make a successful transition. Both provinces reported reductions in youth crime in the targeted areas.



Boy in reform school vocational training class, Vietnam

Impact in Asia

Education

- 53,864 girls and 26,072 boys received school scholarship
- 39,296 school books and supplies provided
- 21,680 teachers trained



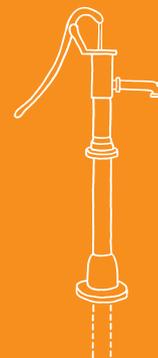
Health

- 43,470 community health workers trained
- 6,496 children under 5 received supplementary feeding
- 13,840 people received treatment at the local health centre



Water and sanitation

- 4,889 latrines built
- 2,169 families benefited from 807 new and upgraded community water systems



Economic security

- 41,837 farmers received training on agricultural techniques
- 5,754 sets of seeds distributed to farmers



Plan UK activities



Photo: Plan

Women's saving group collecting contributions, Mali

Plan is helping some of the poorest and most vulnerable people get basic banking and financial services, giving them greater economic security and improving their quality of life.

Banking on Change is a £10 million, three-year programme, developed by Plan UK, Barclays and CARE International. Community members set up savings and loans groups, deciding how much each member contributes and what they can use loans for.

35-year-old Asturia, from Ibondo, north-west Tanzania, was married at 14, and has eight children. Before she joined her local savings and loans group in 2009, she worked as a labourer, struggling to make ends meet. With her first loan she bought cassava, made flour, and sold it at a profit. Now, she has a successful flour-selling business. "If I hadn't joined the group, life would have been really bad. We depended so much on rain to grow our food; I didn't

have money to buy it. The best thing is now all my children go to school. I'm so happy I can meet all our needs." Asturia wants her daughters to go to secondary school; she didn't get that chance. "I don't want to hear the word 'marriage' while they're still young!"

Giving young people the skills and opportunities to become economically productive is also a priority. 18-year-old Ruth, from Chibombo District, Zambia, lost both parents aged four and was brought up by her aunt. "My aunt was divorced and struggled to find money for food. She supported me to stay in school up to Grade 9 but then couldn't afford to pay for my education."

Making a contribution

Ruth's aunt joined her local savings and loans group and set up a small business to successfully support her family. After coming to meetings with her aunt, Ruth joined the youth group in January 2010. "There are 10 in our group and we save 5,000 Zambian kwacha (about 67p) each per meeting. I borrowed 5,000 kwacha and bought maize, mukonyo roots and sugar. I brewed sweet beer and made 360,000 kwacha (£48) and paid back my loans.

"Next, I borrowed 280,000 kwacha (£38) and bought groceries – cooking oil, salt fish, soap – to resell at my home-made 'katemba' (small shop). Now I can save and contribute to household expenses."

Ruth's life is back on track: "I'm saving so next year I can go back to school. As an orphan I can only survive by getting educated and getting employed. Many girls like me get married early, ending up single mothers. I don't want that. To me, the project is my bridge to my lost education. I also thank Plan for training me in business skills."

Asturia and Ruth are just two of thousands who are transforming their families' lives. The programme aims to reach 400,000 people through 4,000 groups in eleven countries across Africa, Asia and South America. It shows how borrowing and saving even small amounts can make a big difference – and is a great way for communities to work together with shared interests at heart.

“As an orphan I can only survive by getting educated and getting employed. Many girls like me get married early, ending up single mothers. I don’t want that. To me, the project is my bridge to my lost education.” – Ruth, Zambia



Women in Tanzania come together for their weekly microfinance meeting, Tanzania

Highlights of 2010/11

- In late 2010 we committed to focus on adolescents aged 10 to 18, and on girls in particular. Our aim is to help marginalised young people to thrive in a changing world by building their ‘skills for life’: their ability to protect and look after themselves, make a living and make informed life choices. During last year, we continued to develop this strategy and some projects are now under way; for example, see page 32 for information on the Youth Health Programme
- In April we were awarded a Programme Partnership Arrangement (PPA) with the UK Government’s Department for International Development (DFID) and have carried out initial research to inform this work. Our aim is to help more adolescent girls enrol in and complete secondary school in nine countries (Cambodia, El Salvador, Kenya, Mali, Malawi, Pakistan, Rwanda, Sierra Leone, and Zimbabwe). We will do this by: encouraging more positive attitudes among girls, boys, parents, communities, traditional leaders and governments that will enable adolescent girls to realise their rights, particularly to basic education; reducing financial barriers to education for adolescent girls; reducing violence against girls in schools, and reducing drop-out and absenteeism rates due to early pregnancy, early marriage or other sexual and reproductive health issues
- By the end of its second year, Banking on Change had reached 230,366 people who, on the 30th June 2011, had combined savings of £2.5million. For more on projects supported by corporate partners, see page 32.

We made progress on children’s rights, livelihood, food security, and water and sanitation projects:

- In one region of Burkina Faso a three-year project means over 10,000 schoolchildren now have better access to clean water and the percentage of the population that defecate in the open has been cut from 81 per cent to 24 per cent
- A five-year project in Haiti has strengthened networks of children’s organisations and resulted in greater awareness of children’s rights amongst adults
- In the Philippines, a five-year project supporting Mangyan families reached its second year. The indigenous Filipinos were marginalised and being deprived of access to basic services. The project has been commended for its innovative design that includes establishing community-managed farm enterprises

Our work in sexual and reproductive health is often led or informed by the charity Interact Worldwide, with which we merged in 2009.

Interact and adolescent sexual and reproductive health

This year, Interact supported Plan's work in Haiti, Malawi, Pakistan and Uganda as well as managing 19 projects of its own.

For adolescents, making good decisions about sexual and reproductive health is vital – but they often can't get the information or health care they need. Interact helps them learn about their sexual and reproductive health rights, and get good quality, youth-friendly sexual and reproductive health care.

Interact's Young People In Action project aims to get 16,800 young Ethiopians involved in protecting themselves and their communities from HIV, and helping people cope with its impact. 709 young people are caring for people living with HIV and AIDS, and nine

specially built youth centres host drama, music and sports events, where 1,241 peer educators talk about HIV and AIDS. Over 6,000 people have been tested for HIV.

In West Bengal and Jharkhand, India, youth advocates have addressed issues like early marriage in over 3,000 meetings with the media, politicians, teachers and parents. 1,654 peer educators are getting young people interested in health, and 180 drop-in centres are providing information on sexual and reproductive health.

Plan's work addresses the many causes of poverty. As one of 20 national organisations, last year Plan UK itself had direct involvement or responsibility for a range of specific projects across many areas of work that address these causes: from household security, like Banking on Change, to health, food security and water and sanitation.

Adolescent girls, India



Photo: Plan / Alf Berg

Managing disasters

Yasmeen and Maryam live in South Punjab, Pakistan, where they are at primary school. Both 13 and in Grade 5, it's clear how much education means to them. Yasmeen wants to be a doctor and Maryam a teacher when they are older. "Education is important to help us earn and have a comfortable life."

When their homes and their school were badly damaged in the floods of August 2010, these dreams seemed a little more distant. Thousands of homes and hundreds of schools across Pakistan were damaged or destroyed, losing furniture and equipment, teaching materials, and water and sanitation facilities.

As families focus on rebuilding their lives after a disaster, helping children to cope with its emotional and psychological effects is crucial. Many children stop going to school – but school plays a major part in helping their lives return to normal and providing a safe place to recover from the effects of trauma. It also minimises the long-term impact that an interrupted or abandoned education can have.

In December 2010, Plan began a ten-month project in three flood-affected districts in South Punjab, funded by the UK Government's Department for International Development (DFID). Working with local partner the Indus Consortium, we aimed to get 50,500 children back to school.

Yasmeen and Maryam point out that getting girls back to school is particularly important. They are the only two girls left in their year at school. "Many girls are restricted by their families from attending school, particularly at around age 12 or 13. They stay at home to do housework or care for younger siblings."

But getting children back to school sometimes isn't a priority for parents. In Yasmeen and Maryam's village, most people are still living in tents; for many poor families, it will be a long time before they can afford to rebuild their homes. As well as their homes, many families lost their livelihoods, and parents can't afford to replace school essentials like uniforms and school bags that were lost in the floods. Plan makes it easier for children to return to school by providing uniforms, school bags, and stationery. This

shows parents that education should always be a priority, whatever the circumstances – a view we hope they'll carry into the long-term.

Yasmeen and Maryam played a vital role too, as part of their school's Student Representative Council; these were set up by the project in each school to involve children in planning for their school's future. "We visited parents, encouraging them to allow their children to return. We persuaded six younger children from Class One to come back."

At the girls' school, Plan also provided play equipment that has been a big incentive. "Children want to come to school now, they think of school as fun. There are slides and swings, and sports equipment. In their homes they have nothing. They lost everything in the floods."

Plan also repaired walls and the toilet block and provided drinking water pumps. This school is just one of 390 supported through this project. We provided safe teaching and learning environments and clean drinking water and sanitation facilities.

"Because children have received bags, stationery and uniforms, parents are more willing to let them come to school."

– Yasmeen and Maryam, Pakistan

Plan's main disasters work in 2010/11

In 2011, Plan provided life-saving humanitarian assistance, child protection, education and emotional support to people affected by 39 disasters and implemented disaster risk strategies in 37 countries. The main activities are highlighted below. At the end of the financial year Plan UK became a member of the Disasters Emergency Committee (DEC).

AFRICA

Cameroon

Cameroon was caught in the grip of a widespread cholera outbreak in April and May 2011. Plan launched a project with local partners and the health ministry to combat the spread of the disease: raising public awareness of good health and hygiene practices, disinfecting latrines and supporting the identification and treatment of cases.

Liberia

In December 2010, an estimated 100,000 refugees fleeing post-election violence in Ivory Coast began to pour into Liberia. Schools and other local services struggled to cope in a country that was still suffering the economic and social effects of its own violent past. As part of its emergency response to the humanitarian crisis, Plan provided assistance to around 8,000 Ivorian child refugees in Liberia, as well as local children in communities like Zai Town in Grand Gedeh County.

Niger

The food crisis brought about by sporadic and irregular rains during the 2009 agricultural season continued. Late planting in many areas and failure of seeds to germinate in others, combined with a long dry spell, caused major disruptions in crop growth. As part of Plan's second round of food delivery, in July 2010, we provided 2,500 tonnes of maize to help some of the worst-affected families.

AMERICAS

Haiti

Cholera outbreaks increased again after heavy rainfall in March. Support was crucial in order to prevent further disaster in a country already ravaged by the aftermath of the 2010 earthquake. Plan

Haiti installed Oral Rehydration Points and Cholera Treatment Units in areas across the country, in an effort to reach people living in camps or areas made inaccessible by damaged roads.

Colombia

Millions of people were affected by the heaviest rainfalls in the country's history. Plan launched a £1.25 million appeal to help those affected by the devastating floods, concentrating our response in Bolívar, one of the worst-hit regions in the country. Plan worked with the government and partner agencies to coordinate relief efforts, providing emergency supplies and safe areas for children.

ASIA

Japan

For the first time, Plan started an emergency response within a country that ordinarily raises funds for development programmes in low-income countries. Following the earthquake and tsunami in March 2011, we provided childcare and protection programmes through Japanese partner NGOs and local authorities in the Sendai region of north-east Japan.

Pakistan

In September 2010, Plan launched an appeal to help people affected by unprecedented flooding in Pakistan. Millions of homes were flooded and Plan established a camp in Badin for thousands of displaced people and provided safe water for over 10,000 people in the surrounding communities. We distributed thousands of health and hygiene kits to families, and child protection teams conducted hundreds of sessions to help children deal with emotional distress caused by the disaster.

Vietnam

Plan continued to support 120,000 people after Typhoon Ketsana caused devastation across the country in September 2009. With support from the European Commission Humanitarian Aid Office (ECHO), Plan provided shelter, construction and roofing materials. Our long-term relief efforts also focused on education, livelihoods, safe water, sanitation facilities and good hygiene practices.

When disasters occur, we respond by meeting communities' survival needs (water, food, shelter, health care and so on). We help provide education in temporary schools, emotional support and protect children from abuse and exploitation. We help communities respond to disasters and support their short and long-term recovery. We make sure children are fully involved in rebuilding their communities.

Investing in young people's disaster risk management knowledge and skills saves lives and minimises losses. Our long-term commitment to community development ensures an integrated approach to humanitarian aid that helps better prepare those on the frontline of disasters to address future risks.

Children back in school after the floods, Pakistan



other activities in 2010/11

- We evaluated our five-year DFID-funded Disaster Risk Reduction (DRR) project, publishing lessons learned and 15 case studies illustrating work on helping communities become more resilient, and the importance of children's involvement. We also published a toolkit encouraging wider use of child-centred DRR
- We supported adolescent girls and boys to take part in global decision-making events related to disasters and climate change, including the UN Climate Change Conference (COP16) in Mexico and the International Strategy for Disaster Reduction (ISDR) Global Platform in Geneva. They called on governments to prioritise children's rights in a changing climate
- We contributed to the Children's Charter for DRR, in consultation with 600 children in 21 countries. Launched at May's UN Global Conference on DRR in Geneva, it seeks to safeguard children's rights in disasters, and is endorsed by the UN and national governments
- Our report on how climate change affects adolescent girls in Ethiopia and Bangladesh ('Weathering the Storm'), highlighted increases in early and forced marriage and gender-based violence, and urged that adolescent girls' rights be prioritised in climate change adaptation policies and funding
- With the Institute of Development Studies and Christian Aid, we developed the Climate Smart Disaster Risk Management approach to inform programme design and policy development, and provided training in 15 programme countries
- Through the Voluntary Organisations in Co-operation in Emergency (VOICE) and Bond (British Overseas NGOs for Development) DRR working groups, we lobbied the European Community and UN DRR agency to increase commitment to DRR.

Mobilising young people as active citizens

Through youth groups, schools, community meetings and local government committees and planning processes, more young people are getting involved in local decision making in areas like education, health and child protection. Governments, service providers and community leaders are listening more to young people and working with them to respond to their concerns.

For example, in Sierra Leone young people successfully challenged a by-law that prevented pregnant girls from attending school. In Kenya, young people have worked with the government to revise national youth policies. In India, 60 youth groups have been raising concerns about early marriage and child labour.

Young people's initiative

Many older people are impressed at what young people are achieving. One elder in Malawi describes what happened in his village: "Young people went to the chiefs and explained the project.

The chiefs and others discussed how they could integrate youth. The existing Village Development Committees were dismantled and elections held to include youth."

Another elder praises young people's initiative: "We were waiting for the government to fix the hospital borehole. The youth said, 'Why are we waiting? Why don't we fix it ourselves?' and raised the money to do it."

Gender roles are being challenged: "Traditionally, girls perceive themselves as on the receiving end; they now see themselves differently and accept leadership roles," commented one youth representative in Malawi.

Plan UK's governance programme began in 2006 with funding from the UK Government's Department for International Development (DFID) as part of a Programme Partnership Arrangement (PPA). It supports young people across Africa, Asia and Latin America to get more involved in decisions that affect their lives.

Getting people actively taking part in government decision making is important to make sure that policies and services, such as health and education, respond to people's real concerns. In many developing countries young people make up more than half of the population. But they are often not involved in decision making, meaning their concerns are not being met and their knowledge, skills and energy are not being used. Through the governance programme Plan UK has helped young people in Africa, Asia and Latin America to demand greater accountability from their governments and from those who have the duty to promote, uphold and protect their rights. We have shown that by supporting children and young people to engage in governance processes, they can get better access to good-quality basic services, helping progress towards the Millennium Development Goals.

One young Malawian sums up why the project has been such a success: "If you empower someone with skills and knowledge it's the best gift you can give them, the best way of helping them."

Boy speaking at a national event in Paraguay



“Before, we didn’t feel capable of approaching the authorities on our issues. Now we are invited to sit on committees! Things are changing and the government is aware of us.”

– Youth representative – Sierra Leone



Young people speaking out about the importance of education, Ghana

Highlights of 2010/11

The PPA programme was completed this year and we commissioned a thorough evaluation, which found that the programme has made a real difference.

- Young people are feeling better informed and better equipped to get involved in structures which manage or make decisions about the way services like health and education are delivered. 78 of these structures – for example, school councils, or child protection referral systems – have been set up or strengthened. These are made up solely of young people
- They have more access to decision-making structures than before, such as local development or school management committees. Some young people have also gained presence on decision-making bodies, for example by taking on leadership roles, or becoming secretaries or treasurers
- Through our support to the Youth Advisory Panel, two young people have joined Plan UK’s Board of Trustees, our highest decision-making body (see page 2 for further details of our Youth Advisory Panel)
- We have produced and shared several publications that highlight the findings and lessons learned from our governance work.

The programme has had a real impact on young people’s lives in countries around the world.

- Over 240 policies and plans have been made or revised supporting young people’s interests in Plan-supported communities
- 300,000 young people in Plan-supported communities in 15 countries now have better livelihood, health, education, water and sanitation or child protection services
- Young people have carried out 2,619 initiatives to monitor the delivery of services, using social audits and community scorecards, where communities give feedback to service providers.

Campaigning

Baroness Kinnock, the former minister for African Affairs, led a delegation of UK MPs who toured Juba Technical High School, the only vocational school in South Sudan, built recently by Plan. The school gives 150 of the poorest young people, including former child soldiers, the chance to learn new skills, from building to mechanics, electronics to hospitality.

"This school is highly innovative. It provides young people with the skills they require to play a part in the new South Sudan," Baroness Kinnock said.

Speaking as chair of the UK Parliamentary group on Sudan, she said: "Women and children in South Sudan want stability, security

Baroness Kinnock visiting Juba Technical High School, South Sudan



Photo: Plan / Peter Martell

and peace. They want to be involved and have a big contribution to make to the country's growth and development."

"Expectations are very high. I met women in Juba, some of whom suffered terrible violence, deprivation and misery during the war, and all they want now is to see peace holding, food on their tables, medicines for their children and for their children to go to school," Baroness Kinnock said.

Rebuilding lives

Over the past five years Plan has been helping to rebuild South Sudan after two decades of civil war killed two million people and displaced four million. Fikru Abebe, Plan's Director for South Sudan, explains that: "Vocational education is a serious priority because it plays an important role in securing peace and recovery in a country ravaged by civil war."

"We asked employers what they needed. We knew there would be young people and former child soldiers needing to make a living, so we put the two needs together," he explains.

"I'm lucky to be one of the selected few at this school. It's equipping me with skills to play a part in my country's reconstruction."

- Isiah, South Sudan

Some of the school's graduates, especially girls, are now employed in the country's fledgling hospitality industry and in the public sector. Students know they're part of something exciting: "I'm lucky to be one of the selected few at this school. It's equipping me with skills to play a part in my country's reconstruction," said Isaah, 21, studying electronics.

Girls like Gloria, 18, are overcoming gender stereotypes: "I'm taking auto mechanics. It's the first time a lady has studied auto mechanics at this school," she says proudly.

For Khamis, aged 20, the school is helping him rebuild his life. "I was a soldier. I was very young – around 14. Life was too miserable – we spent some days without food," he says. "My hope is to finish university and work in a good place. I know everything is going to be possible. I'm not scared of the future now."

Visits by parliamentarians and Ministers to Plan's programmes in developing countries provide an unrivalled opportunity to highlight the issues facing the girls and boys we work with.

Through our wider advocacy work with policy makers and opinion formers Plan UK is able to strengthen policy and influence debates that support many more millions of children to move from a life of poverty to one with opportunity.



Learning mechanics, South Sudan

Photo: Plan / Jiro Ose

Highlights of 2010/11

- We ran a number of events including the launch of the annual 'State of the World's Girls' report at City Hall in London, focusing on the impact of urban living and new technology on girls' prospects – commissioned research comparisons with UK – how safe girls and boys feel in cities
- Launched the Because I am a Girl campaign action 'What's the Sum for Girls?' putting pressure on UK Government's Department for International Development to say how many girls it is going to send to school in the world's poorest countries in the next 3 years. The action included a march on Downing Street with 600 girls from South Hampstead High School who handed in a petition to No.10
- In partnership with the Royal Commonwealth Society we published 'Because You Are a Girl: Growing up in the Commonwealth', a report showing the worst and best places to grow up a girl in the Commonwealth. The research was launched on Commonwealth Observance Day, in front of a congregation of 2,000 at Westminster Abbey including Her Majesty the Queen
- Launched our Blog4Girls competition stimulating discussion across bloggers' networks on issues affecting girls' education in the developing world
- Engaged a range of celebrities, including Esther Freud, Monica Ali, Laura Whitmore and John O'Farrell in support of girls' education.

Working in partnership

“My relationships with family and friends have improved. I interact better with people now.” – Paulo, Brazil

16-year-old Paulo lives in Peritoró, a small town in Maranhão, north-eastern Brazil. Through the Young Health Programme, he's training to become a peer educator so he can help teenagers make responsible choices about their health. A partnership between global biopharmaceutical company AstraZeneca, Plan and Johns Hopkins Bloomberg School of Public Health, the Young Health Programme aims to help young people deal with the health problems they face and improve their chances for a better life in the future. Through research, advocacy, education and health-skills training, the project aims to benefit 500,000 adolescents directly and 1 million indirectly, across 15 countries in the next five years.

Along with 19 other 14-16 year olds, Paulo is going to a three-hour workshop at his school every week for six months. Through debates, drama and videos, they learn about HIV and sexually transmitted diseases, teenage pregnancy, drugs and sexual and reproductive rights. They also talk about gender inequality, sexual diversity and human rights. Sometimes boys and girls work together, and sometimes separately.

At home, Paulo and his family don't talk about sexuality. He started going to the workshops because he was curious; now, he believes he's gained enough knowledge to teach others.

So far, Paulo's favourite topic has been sexual diversity. The Young Health Programme gets young people talking about gender identity and sexual orientation, challenging discrimination. Paulo says that before: “I used to be prejudiced against gays and lesbians; I didn't like them. But now I have learned to accept them and I talk about this with other people.”

A great opportunity

Paulo thinks the project has already helped him improve his relationships with family and friends: “I interact better with people now.” He's also more confident about putting his knowledge into practice. For example, he used to be embarrassed about going to a health centre and asking for condoms. Now he's learned about how important it is to use them, he's not shy any more.

13-year-old João from São Luís, Maranhão, is also training to become a peer educator. At his school, the main challenges are teenage pregnancy and a lack of respect for religious and sexual diversity. Conservative parents and teachers, religious barriers and lack of



Photo: Plan / Leo Drummond

Peer educators, Brazil

training make it difficult for teachers to provide education about sexual and reproductive health. But the school is determined to create an environment where all young people feel comfortable and accepted.

João is excited about the training: "I think it's very important to take part as I'll have more knowledge about adolescent health." João believes this project will change his life and his school: he says he's never taken part in anything like it before. "I feel very happy!"

Partnerships play a vital role in Plan's work. In fact, on the ground they encapsulate our philosophy. We don't impose projects or ways of working – we work with children, their families and communities to identify needs, recognise problems and develop solutions in collaboration with local partners. Last year, we worked with over 16,000 community based organisations and nearly 2,000 local NGOs.

In the UK, partnerships with corporations, foundations and philanthropists allow Plan to harness their resources and expertise and deliver sustainable changes for children living in the poorest countries around the world.

We are part of key networks and alliances working to improve children's lives in developing countries. Plan works in partnership with private donors who, through making a personal contribution, have supported specific programmes and seen the impact of their investments on the lives of children and their families. We also work with charitable trusts and companies like AstraZeneca to build mutually beneficial partnerships that drive sustainable impact for children around the world.



Training on sexual reproductive health, Brazil

Highlights of 2010/11

- Pears Foundation is funding a three-year project leveraging funding and long-lasting change from the Ministry of Education in Honduras. The project is transforming education standards and facilities for over 5,000 children in Lempira, one of the poorest areas of the country
- The Credit Suisse Global Education Initiative supports selected international non-profit organisations with the aim of giving thousands of children and young people better access to education. Plan has been working in partnership with Credit Suisse for the past three years, supporting education projects in Guatemala, Liberia and Cambodia, directly helping over 15,000 boys and girls get quality education
- Following successful careers at Hobsons, a leading recruitment software company, Chris and Natalie Letcher chose to continue their support of Plan UK through funding an education project in Ghana focusing on early childhood care and development. A new centre has been built and equipped with furniture and learning materials, providing 70 three-to-five year-olds with the care and stimulation they need
- Turner Broadcasting, the company behind channels including CNN, Cartoon Network and TCM, has supported a Plan school improvement project for the third time in 2010-11. With contributions from the business and staff members, £40,000 was raised for the Kawiruwiru Primary School in Malawi. The company also kindly donated a six-month global TV campaign on CNN to promote Because I am a Girl.

Plan is working with multinational businesses including Accenture, Beiersdorf, Nokia and Procter & Gamble. In the UK we manage flagship corporate partnerships with Barclays, Credit Suisse, NIVEA, Turner Broadcasting and AstraZeneca as well as foundations such as Pears Foundation, Four Acre Trust and numerous anonymous philanthropists. Plan UK received funds of over £5m for project work from trusts, foundations, and companies, as well as individuals.

Development education

Between 2007 and 2011, Plan's School Linking programme set up one-to-one links between 320 UK schools and schools in China, Kenya, Malawi, Senegal and Sierra Leone, bringing development alive in the classroom, and enabling thousands of young people to learn about each others' lives.

Schools worked together on collaborative projects around enterprise, gender, education and culture. Young people talked face to face through video conferencing, and schools in Malawi, Sierra Leone and the UK set up a joint weekly blog. One UK teacher commented: "School linking makes the world a bit smaller".

Young people developed leadership skills and influenced wider issues – when one school in Sierra Leone discovered that UK

schools don't use corporal punishment, they successfully lobbied their head teacher to change their school's discipline policy.

Teachers integrated global perspectives into school activities. Plan's Resource Packs, including lesson plans and country information, were described as 'outstanding' and 'really thought through'. And teachers felt students' work and attitudes changed in a very positive way.

Some teachers in non-UK link schools were influenced by UK teaching methods. Teachers in Senegal reported that: "We have discovered a child-centred approach, resulting in greater student participation and accommodation of their learning needs." Link schools outside the UK received Plan funding; schools in Senegal and Malawi invested this in water supplies, sanitation, building improvements and computers.

Broadening horizons

Young people broadened their horizons and developed cross-cultural understanding. 80 per cent of students in Chinese link schools said the project increased their global awareness. School links highlight the similarities between people from different countries, encouraging mutual respect, and they don't include fundraising. But through seeing the disadvantages experienced by young people in their link school, many UK pupils have more insight into the lack of educational opportunities and resources in other countries and the inequities that result from this. As one UK teacher said: "Our students are more aware of how lucky they are having free education."

Sometimes this inspired action: students from one UK primary school wrote to MPs and the World Food Programme campaigning for the reinstatement of a feeding programme at their link school.

Plan hopes this heightened sensitivity to social justice will stay with young people through their adolescence.

At school in Sierra Leone



Photo: Plan / Mark Read

“Here, school is just another thing we have to do. But students at our link school think “I’m really lucky” – they appreciate how far school will get them in life.” – Year 9 student, UK

Young people are a powerful force for change. Through development education we want to help schools, teachers and young people become more informed and aware of our world, and of development issues.

By understanding the issues and opportunities other young people around the world are facing, and seeing the influences and causes behind situations, young people can judge for themselves how best to create positive change in the world. We support them to express their views and find ways to act.



During a break, Sierra Leone

Highlights of 2010/11

- School Linking: Plan is linking schools in the UK and overseas until December 2011. An excellent evaluation from the Institute of Education found that this has helped learning and whole school development and promoted global citizenship
- Shoot Nations: this year our annual global photography project highlighted the challenges young people face as a result of rapid urbanisation. A group of young people presented the winning photos to Ban-Ki Moon at the United Nations headquarters in New York to celebrate the launch of the International Year of Youth, and the project was nominated for a One World Media Award. Shoot Nations is now part of a permanent exhibition at National Museums Liverpool
- Make the Link – Climate exChange is a three-year project funded by the European Union. It promotes learning, dialogue and action on climate change through linking 11 to 19-year-olds in primary and secondary schools and youth groups in the EU (UK, Netherlands and Bulgaria) with those in Africa (Malawi, Senegal and Kenya). Young people learn about climate change using specifically designed learning resources; through messaging, blogging and group discussions, they exchange their ideas and experiences of climate change, and collaborate on projects and campaigns locally, nationally and internationally. For further information visit the Climate exchange site at www.mtl-cec.org

Sponsorship and Fundraising

13-year-old Bridget lives in Mutare, eastern Zimbabwe, with her grandmother, who has looked after her since her parents died. Bridget is a sponsored child who has been linked to her current sponsor since August 2010. They've already begun to build a relationship: "I have written to my sponsor and she has written to me. I was very happy to receive her letters."

At home, Bridget works hard: "I get up at 4am every day and fetch water. Then I bath, eat, and go to school. It takes me about

40 minutes to walk there." Life is busy, but Bridget still finds time to have fun: "I like reading and playing handball."

School is an important part of her life: "I like going to school. English is my favourite subject."

Helping schools and communities

Of course sponsorship doesn't just help individual children like Bridget, but whole schools and communities. At Bridget's Plan-supported primary school, she's one of 100 sponsored children out of 1,021 students.

Girl playing on swing, Myanmar



Photo: Plan

“I have written letters to the UK, to my sponsor; and she has written to me. I was very happy to receive her letters.” – Bridget, Zimbabwe

Plan sponsor visiting her sponsored child, Zimbabwe



For Bridget, the benefits of sponsorship are clear: “Plan helps a lot in our village. We’ve received a community garden, boreholes, and medicines for the clinic.”

Mr Chikodzi, the school’s head teacher, agrees: “Plan is a great, great help,” he says. “It’s provided uniforms, exercise books, pens, textbooks and built a classroom. Our pass rates have improved.”

Building a relationship

Bridget’s sponsor Susan has been a sponsor since 2000. ‘I enjoy Bridget’s updates. It’s nice to see a child grow up, and to know I’m making a difference.’ Susan is keen for her sponsorship to have a wider impact: “I work in a school and want to introduce Plan and Bridget to the children I work with: it’s good for them to see people who have a completely different way of life to them.”

Children taking responsibility

Sponsorship gives children a voice in their communities. In Ghana, members of the Rights of Children club make a major contribution to sponsorship, introducing the idea to the whole community and talking to families about it. They’re central to the whole process, as club member Abigail explains: “We help sponsored children understand letters from their sponsors; sometimes we translate them into our local dialect. Then we help children write back.”

Thanks to the support provided by sponsors like Susan, Plan will be able to carry on working in communities like Bridget’s and Abigail’s, giving many more children the chance of a better future.

In 2010/11 Plan UK raised over £56 million. This was made possible by the generosity and commitment of child sponsors and many other donors.

Sponsorship

Child sponsorship is central to funding Plan’s work. As Bridget’s story illustrates, contributions from sponsors fund long-term child-centred community projects in the country in which the child they sponsor lives. But that’s by no means the only benefit sponsorship brings.

Sponsorship provides flexible, long-term funding for community development work, meaning that local communities can plan for their future. It keeps us in touch with individual children and their families, not just village leaders and committees, and makes sure that Plan’s work is firmly focused on children. It increases community understanding of issues affecting girls, who account for over 50 per cent of sponsored children, but who are often far less visible.

Sponsorship gets children involved in their community’s development, through clubs like the Rights of Children club in Ghana, and gives them a say. Materials sent to sponsors are often produced by children’s groups, enabling them to express their views and reflect on issues that affect them.

Detailed reports and updates show sponsors how their support makes a lasting difference, and make global development issues real by relating them to individual people and local situations. This personal connection helps to build a worldwide community aware of, involved in and united around the needs and rights of girls and boys.

Fundraising

Plan UK collaborates with institutional bodies in the UK and Europe through grants, contributions and partnerships. We also receive funds and valuable support for particular projects and initiatives from trusts and foundations, companies, individuals and community groups.

And each year, hundreds of Plan's supporters hold or take part in events with their friends and families, raising awareness about our work and raising lots of money.

Accountability

Of every £1 generated, 84 pence was spent delivering our development work and 16 pence on fundraising and administration.

Plan UK is a member of the Institute of Fundraising and our fundraising activities adhere to their codes of practice. Through membership of the Fundraising Standards Board, Plan UK is committed to treating the public with respect, fairness, honesty and clarity in all its money-raising activities.



Highlights of 2010/11

- 45 per cent of Plan UK's income came from sponsorship contributions (including Gift Aid)
- 84 per cent of UK donors gave tax efficiently via Gift Aid, allowing Plan UK to claim over £5m from HM Revenue and Customs
- We took new approaches to attracting new sponsors. For example, members of the public can now sample child sponsorship for a weekend through their mobile phone; and we successfully engaged celebrities, including Fiona Phillips, who appealed for UK sponsors in a TV advertisement
- We were involved in establishing a new child sponsorship charter. In March 2011, the Fundraising Standards Board (FRSB), in collaboration with Plan UK and four other child-focused charities, announced new standards aiming to bring greater transparency and clarity to child sponsorship fundraising in the UK. The 'Child Sponsorship Charter' specifies what 'child sponsorship' means and how it should be portrayed and marketed to the public.

Grants from official bodies

- We strengthened existing partnerships with institutional donors to promote young people's governance in developing countries
- We secured a new Partnership Programme Arrangement (PPA) with the UK Government's Department for International Development (DFID) worth £12m over three years, which focuses on promoting girls' access to education
- We secured funds from the European Commission (EC), European Commission Humanitarian Aid Office (ECHO), DFID, the Isle of Man, Guernsey and Jersey, the Big Lottery Fund and Comic Relief.

Other donations, events and appeals

- We developed the Girls Fund, which enables supporters to help tackle early and forced marriage and give adolescent girls an education. We've been using mobile phone donations and a market-leading facebook application to attract new donors to this
- Plan UK supporters generously supported Plan's work to help communities affected by disasters in response to a number of emergency appeals, raising over £838,000, and over £551,000 was received from legacy bequests.

Corporate partners and fundraisers

- Plan UK received funds of over £5m for project work from trusts, foundations, and companies, as well as individuals
- Supporters taking part in the London Royal Parks Half Marathon raised £41,000
- South Hampstead High School for girls raised £38,000 for the Girls Fund and an individual supporter and her partner climbed Mount Kilimanjaro and raised over £13,000
- We redesigned our website to make it easier for supporters to get to know Plan, find the information they need, get involved and show their support for our work
- We increased our Because I am a Girl facebook fans from 1,089 to 339,000 and increased our brand awareness and followers on all our social media channels
- Larry Lamb and his son George appeared on Channel 4's 'The Million Pound Drop' and raised £50,000.

Looking forwards

Plan UK will continue to work with the world's poorest children so they can move themselves from a life of poverty to a future with opportunity.

We will strengthen the effectiveness of all our work – by ensuring all our projects consider gender equality; building resilience against the risks of disasters and the capacity of young people to demand greater accountability from authorities; and by strengthening the monitoring, evaluation and recording of results.

We will:

Build skills for life

- delivering projects that empower adolescents – especially girls
- completing baseline evaluations for our partnership with the UK Government's Department for International Development (DFID) to make sure our approach will succeed
- setting up a global youth speakers network.

Manage disasters

- continuing to respond to rapid and slow onset emergencies and long-term situations affecting communities in Plan countries, and to work as part of the Disasters Emergency Committee (DEC)
- continuing to get children and young people involved in preparedness, prevention and disaster response and working with ministries of education and local governments to make more schools disaster-proof
- continuing to engage with key institutions and decision makers on disaster-related issues.

Mobilise young people as active citizens

- leading the development of a global participation and governance policy in Plan International's headquarters, to strengthen work on governance within the wider Plan family
- helping Plan UK and Plan country offices to get young people more involved in decision making throughout their work

- sharing learning and information with policy makers, academics, NGOs and Plan supporters
- developing our social accountability and governance work.

Campaign

- growing our Because I am a Girl campaigning force to increase the proportion of girls that complete lower-secondary school in the world's poorest countries
- using our programme expertise to influence development and the issues facing the world's poorest children
- helping more people than ever before to know who we are, what we do and how they can join with us by: driving up our social media presence, launching a new advertisement with CNN International, harnessing celebrity support and ensuring Plan's work is featured in the news across print, online, radio and broadcast media.

Work with partners

- building our partnership reputation and profile to secure strategic partnerships. Such partnerships will harness the resources and expertise of the private sector and philanthropists and deliver sustainable impact
- continuing our successful partnerships with institutional bodies, including DFID, the EC and the European Commission Humanitarian Aid Office (ECHO), and with the private sector, including Banking on Change and the Youth Health Programme
- establishing a Because I am a Girl Ambassador's Network, bringing key leaders, influencers and generous individuals together in partnership to invest in the lives of girls and support them to change their lives.

Fundraise

- continuing to evolve and promote our child-centred version of child sponsorship
- building on ways supporters can engage with Plan UK.

Governance and management of Plan UK

How Plan UK is managed

A Board of Directors governs Plan UK. The Board is responsible for determining the policies and the strategic directions of the Charity. It meets regularly and delegates Plan's day-to-day operations to the Chief Executive and a team of senior officers (detailed on page 50).

The members of the Board of Directors are shown on page 50. New Directors are chosen in consultation with the full UK Board and with a view to ensuring that all the skills and experience needed to govern an organisation like Plan UK are fully represented. It has become the practice for Director appointments to be advertised nationally and be subject to a formal selection and interview process. New Directors are invited to attend a comprehensive induction with a full agenda covering all areas of the charity's activities.

Plan UK has an Audit Committee currently comprising three Directors. In accordance with its terms of reference, it reviews internal financial control, the financial reporting process, the audit process, the risk management process and the management and statutory accounts. The Committee has approved the appointment of Plan's Global Assurance function to undertake an internal audit programme. This programme is based principally on risks identified by management but also includes compliance risks. As part of this programme two reviews were undertaken in the year; a review of the major partnership strategy, and a review of grant management procedures. The implementation of recommendations from these and previous audits are monitored by management and reported to the Audit Committee.

Plan Inc is composed of Members, and the Members are the National Organisations. The Members' Assembly is Plan Inc's highest decision-making authority with respect to all matters. The business of Plan Inc is managed by its Board of Directors, which is accountable to the Members' Assembly for the performance of its functions. The Board of Directors is composed of not more than eleven (11) individual directors elected by the Members' Assembly of which a majority plus one (7) shall serve on the Board of Directors or equivalent bodies of the Members of Plan Inc. Not more than one person may be appointed a Director from any one Member. A minimum of two (2) Directors shall come from developing countries and shall not serve on the Board of Directors or equivalent bodies of any National Organisation.

One Director on the International Board of Plan Inc throughout the year was also a Plan UK Director.

The members of Plan UK are the current Board of Directors whose liability is limited to £10 each. No Director has any interest in the Company's contracts or any interest in the Company's funds.

Responsibilities of Plan UK's Directors

The Directors – who are also the trustees of Plan UK for the purposes of charity law – are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year that give a true and fair view of the state of 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 group for that period. In preparing these financial statements, the Directors are required to:

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

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

In so far as the Directors are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware, and
- The Directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Risk management

Key risks within Plan UK have been reviewed by management and the Directors. Plan UK has been running a risk register for several years listing all current identified risks. Each item is analysed according to its perceived potential impact together with actions that either have or will be taken in mitigation. It is reviewed quarterly by management and by Directors at each meeting of the Audit Committee, and is amended following these discussions. The internal audit programme has been designed to provide assurance over the procedures in place to manage the identified risks. The risk register is also updated to reflect the results of these audits. The risk management process has resulted in a high priority being placed upon the following:

- Continued investment in programme capacity to ensure our grant funded activities are effectively managed and compliant with donor terms and conditions
- Continued focus on ensuring and monitoring the security of Plan UK staff particularly when travelling overseas
- Child protection processes being continuously strengthened and prioritised on a global basis
- Income continuing to grow in line with Plan UK's strategy of providing more support to our programmes
- Maximising awareness amongst current supporters, key decision-makers and the wider public of the impact of Plan UK
- Effective influence in order to achieve our objectives, such as poverty reduction and improved health care and education for children in poorer countries
- Continued focus on core themes and activities, while ensuring Plan UK is positioned to undertake new initiatives where they increase the impact of our work
- Investment in our operational infrastructure to ensure we are able to maximise the impact of the funding we receive
- Continuing to ensure Plan UK has the right staff in the right place with the right expertise to achieve its objectives.

The following statements summarise the Charity's position in managing identified forms of financial risk:

Plan UK swiftly passes surplus funds to Plan Inc in line with the reserves policy on page 48, except for EC funds, where the cash is held by Plan UK until it is passed directly to the programme countries. Plan Inc actively assesses changes within the banking and financial services sector and constantly monitors the credit risk of its banking counterparties. Plan Inc advises Plan UK on these risks and suitable mitigations. Plan UK is able to place any surplus funds on short-term deposit account with the Company's bankers. Cash placed on deposit attracts interest at a variable rate of interest.

Plan UK has no exposure to investment price risk as it currently holds no listed or other equity investments. Prices of materials and services purchased are subject to contracts with suppliers, based on current market prices. Other price risks are not considered to be significant to Plan UK due to the nature of its activities.

The majority of the Charity's income has derived from long-term committed giving, which results in a strong predictable positive cashflow (see description of reserves policy on page 58). Most donors give by direct debit and as a consequence, Plan UK has immaterial arrears of contributions. Plan UK receives the majority of its funds on a monthly basis, and therefore debts can be met as they fall due. The Charity also receives grants awarded to finance Plan's activities and incorporates this information into its business plans.

The credit rating of the Company's banker is AA, which is viewed as acceptable.

Over 80 per cent by value of the Charity's transactions are denominated in sterling and therefore it does not have significant currency risks. However, the purchasing power of the funds passed to Plan Inc is affected by the strength of the currencies in the countries in which those funds are spent. This currency risk is managed by Plan Inc.

Plan UK receives about €10m of annual income denominated in euros from the European Commission and the European Commission Humanitarian Aid Office (ECHO), and transfers this money in euros to countries for programme purposes. As a result there is no risk of exchange rate losses on these funds but there is some risk of translation losses. Due to fluctuations of the pound sterling against the euro during the financial year under review there have been net translation gains amounting to £432,447 (2010 £410,008 losses).

The Company does not use derivatives to hedge any of the risks it faces.

Financial review

Year to 30 June 2011

Incoming resources for the year totalled £56.4m, which is an increase of £6.7m or 13.6 per cent on 2010 (2010: £49.7m). Sponsorship income has decreased 5.3 per cent in accordance with a gradual reduction in the overall number of sponsors over the past three years. Both Grants from Official Bodies and Other Donations have increased (by 50.1 per cent and 13.1 per cent respectively). These areas have continued to benefit from further investment in staff and diversification of the ways in which supporters can contribute.

There has been a significant increase in funding for disasters and emergencies work, which represents a key area of growth for Plan, and funding from the UK Government's Department for International Development (DFID) for both emergencies and other programmes has been a major contributor to the growth of grant income. The existing DFID Programme Partnership Arrangement (PPA) ended in March 2011, however funding has continued with an initial £4.1m per annum awarded under a second PPA. The European Commission (including ECHO) has continued to represent a major funding source providing £9.9m (2010: £8.2m).

Group five year history

	2007	2008	2009	2010	2011
Sponsors in the UK	118,149	118,299	114,128	112,254	107,746
Increase / (decrease) %	(2.4)%	0.1%	(3.5)%	(1.6)%	(4.0)%
INCOME	£'000	£'000	£'000	£'000	£'000
Sponsor pledges	26,009	26,003	25,359	26,746	25,318
Grants from official bodies	6,624	6,827	7,934	13,946	20,931
Other donations, appeals, trading income and interest	5,518	7,571	8,422	8,991	10,169
Total income	38,151	40,401	41,715	49,683	56,418
EXPENDITURE					
Costs of generating voluntary income	6,183	6,969	7,105	7,874	8,930
Trading subsidiary costs	156	203	145	32	6
Governance costs and exceptional item*	286	90	81	144	191
Direct charitable expenditure	29,179	30,817	30,906	41,266	44,658
Total expenditure	35,804	38,079	38,237	49,316	53,785
Net (outgoing)/ incoming resources	2,347	2,322	3,478	367	2,633
Increase / (decrease) in incoming resources (%)	(1)%	6%	3%	19%	14%
Increase / (decrease) in expenditure on charitable activities (%)	(11)%	6%	0%	33%	8%

*The exceptional item (only applying to 2007) relates to Plan Ireland and represents a disposal of assets of £200,000 previously consolidated by Plan UK.

The percentage of voluntary income spent by Plan UK on the costs of generating those funds and governance is 16.17%

(2010: 16.2%). This ratio remains well within our aspiration of spending at least 80p in every pound we raise on programme activities.

Department for International Development (DFID) grants to the Group totalled £7,904,778 (2010: £3,744,017)

Project Name	Country	DFID	Plan contribution	Total
		£	£	£
Plan UK				
Disaster risk reduction	Various	344,413	-	344,413
Education in emergencies	Pakistan	2,309,721	-	2,309,721
Governance (PPA1)	Various	1,852,500	-	1,852,500
Building skills for life (PPA2)	Various	1,025,264	-	1,025,264
Health and water intervention	Haiti	972,344	-	972,344
Economic empowerment (Shiree project)	Bangladesh	25,370	-	25,370
Governance	Malawi	193,627	-	193,627
Water and sanitation	Sierra Leone	377,098	-	377,098
Total (Plan UK)		7,100,337	-	7,100,337
Interact				
HIV/AIDS among fishing communities	Africa (regional)	17,181	-	17,181
Building capacity of people living with HIV	India	88,844	-	88,844
Young people's sexual reproductive health & rights	India	69,045	-	69,045
Empowering vulnerable communities	Malawi	137,364	-	137,364
HIV prevention & impact mitigation among prisoners	Kenya	126,669	-	126,669
Social protection for safe motherhood	Africa (regional)	365,338	-	365,338
Total (Interact)		804,441	-	804,441
Total DFID		7,904,778	-	7,904,778

European Commission Humanitarian Aid Office (ECHO) grants totalled £1,508,516 (2010: £1,358,187)

	Country	ECHO	Plan contribution	Total
		£	£	£
Plan UK				
Emergency response	Bangladesh	256,404	-	256,404
Emergency response	Dominican Republic	244,935	-	244,935
Emergency response	El Salvador	218,459	-	218,459
Emergency response	Vietnam	99,829	-	99,829
Emergency response	India	136,356	-	136,356
Emergency response	Sudan	138,744	-	138,744
Emergency response	Vietnam	413,788	-	413,788
Total ECHO		1,508,516	-	1,508,516

European Commission (EC) grants (excluding ECHO – see previous page) totalled £8,431,547
(2010: £6,843,951)

Project Name	Country	EC	Plan contribution	Total
		£	£	£
Education	Bangladesh	242,064	82,527	324,591
Water and sanitation	Burkina Faso	1,637,091	43,009	1,680,100
Water and sanitation	Benin	615,142	-	615,142
Sexual and reproductive health & rights	Bolivia	368,199	109,744	477,943
Climate change	Cambodia	253,866	-	253,866
Child protection	Ecuador	5,432	-	5,432
Child labour	El Salvador	152,332	-	152,332
Water and sanitation	Kenya	417,143	92,104	509,247
Water and sanitation	Mali	27,266	-	27,266
Food security	Pakistan	692,381	45,593	737,974
Food security	Philippines	1,000,376	-	1,000,376
Protection	Rwanda	101,291	-	101,291
Education	Senegal	59,893	34,804	94,696
Health	Sierra Leone	320,415	-	320,415
Food security	Sudan	200,289	-	200,289
Water and sanitation	Togo	313,691	85,161	398,853
Education	Uganda	158,734	-	158,734
Water and sanitation	Uganda	563,649	-	563,649
Education	Various	256,735	-	256,735
Governance	Vietnam	166,392	-	166,392
Water and sanitation	Zambia	160,149	-	160,149
Health and food security	Zimbabwe	211,888	-	211,888
Total Plan UK		7,924,417	492,942	8,417,359
Interact				
Sexual & reproductive health in urban slums	India	143,361	103,604	246,965
Youth sexual & reproductive health	India	108,184	-	108,184
Prevention, care and support	Pakistan	139,948	-	139,948
Improving RH&R of marginalised communities	Pakistan	119,445	-	119,445
Prevention, care & support	Pakistan	(3,808)	-	(3,808)
Total Interact		507,130	103,604	610,734
Total EC (excluding ECHO)		8,431,547	596,546	8,924,489
Total EC (including ECHO)		9,940,063	-	10,433,005

Big Lottery Fund grants totalled £478,691 (2010: £1,051,721)

Project Name	Country	BLF	Plan contribution	Total
Plan UK		£	£	£
HIV/AIDS	Guatemala	8,094	-	8,094
Total Plan UK		8,094	-	8,094
Interact				
Maternal & neonatal health in poor, marginalised communities	Africa (regional)	344,293	-	344,293
Young People in Action	Ethiopia	126,304	-	126,304
Total Interact		470,597	-	470,597
Total Big Lottery Fund		478,691	-	478,691

Comic Relief grants totalled £754,292 (2010: £79,190)

Project Name	Country	Comic Relief	Plan contribution	Total
Interact		£	£	£
Positive action programme	Africa (regional)	459,726	-	459,726
Positive stories	Malawi	294,566	-	294,566
Total		754,292	-	754,292

Small Islands Grants (from Jersey Overseas Aid Commission, Guernsey Overseas Aid Commission and Isle of Man) totalled £568,683 (2010: £414,951)

Project Name	Country	Small Islands	Plan contribution	Total
		£	£	£
Disaster relief	Benin	30,000	-	30,000
Water and sanitation	Benin	93,570	-	93,570
Health	Cambodia	39,698	-	39,698
Disaster response	Indonesia	30,000	-	30,000
Cholera outbreak response	Haiti	20,000	-	20,000
Protection	Laos	62,620	-	62,620
Protection	Liberia	30,000	-	30,000
Water and sanitation	Philippines	65,000	-	65,000
Emergency response	Niger	50,000	-	50,000
Youth empowerment	Rwanda	64,789	-	64,789
Water and sanitation	Uganda	53,006	-	53,006
Emergency response (flooding)	Vietnam	30,000	-	30,000
Total		568,683	-	568,683

Other grant income totalled £1,284,445

Donor	Country	Total
		£
Save the Children (Plan UK)	Bangladesh	12,524
Avaaz (Plan UK)	Pakistan	193,368
Force of Nature (Plan UK)	Various	10,594
UNICEF (Plan UK)	Bangladesh	228,003
Commission for British Humanitarian Agencies – Emergency Response Fund (Plan UK)	Pakistan	90,000
Commission for British Humanitarian Agencies – Surge capacity (Plan UK)	UK	110,000
UNDP (Plan UK)	Sudan	439,056
Global Learning (Plan UK)	UK	2,908
Multi-agency (Plan UK)	Various	8,000
Scottish Executive (Interact)	Malawi	57,256
UNFPA (Interact)		12,050
IPPF (Interact)	Various	78,008
European Network (Interact)	Various	41,678
Other (Interact)		1,000
Total		1,284,445

Plan worldwide results

The table below analyses the percentage split of global expenditure between programme categories and other expenditure for the financial period under review. Plan worldwide total expenditure for the year to 30 June 2011 was €561m (2010: €456m).

Total worldwide expenditure split	2011	2010
Healthy start in life	12.6%	13.5%
Sexual and reproductive health	2.1%	3.2%
Education	14.4%	14.8%
Water and sanitation	7.9%	8.3%
Economic security	7.0%	7.2%
Protection	2.9%	3.0%
Participate as citizens	10.1%	10.2%
Disaster risk management	8.2%	9.8%
Sponsorship communications	9.2%	10.5%
Total programme expenditure	74.4%	80.5%
Fundraising costs	13.1%	13.5%
Other operating costs	8.8%	9.5%
Trading expenditure	0.6%	0.7%
Net losses/(gains) on foreign exchange	3.0%	(4.2%)
Total expenditure	100.0%	100.0%

Examples of the types of expenditure included within each of the above categories are:

Healthy start in life: training health workers, preventative health education, childhood illness prevention, building and equipping pre-school infrastructure and clinics, programmes and advocacy for universal birth registration.

Sexual and reproductive health: sex education, family planning, HIV/AIDS and sexual reproductive health programmes.

Education: teacher training, building and equipping classrooms, child media, advocacy for educational policy improvements (including the Learn Without Fear campaign) and other recreational activities.

Water and sanitation: installing latrines and sewer systems, provision of affordable drinking water, hygiene promotion and health education and training.

Economic security: farming resources, irrigation system development, microfinance, business development and vocational training and training communities in natural resource management.

Protection from exploitation, neglect, abuse & violence: training of children and parents, capacity building of government and civil society organisations in child protection issues, child protection and promotion of child rights.

Participate as citizens: education through child media, life skills training for adolescents, Because I am a Girl campaign, child and youth group activities, activities to increase public knowledge and understanding of poverty and vulnerability issues which prevent children from realising their full potential.

Disaster risk management: disaster risk reduction training, disaster relief activities including food distribution and the provision of shelter facilities, water and sanitation and health activities.

Sponsorship communications: organising communications between sponsors and sponsored children including associated logistical costs and cost of software to digitise communication materials.

Fundraising costs: marketing costs associated with attracting new sponsors and other donors.

Other operating costs: general management, finance, human resource and information technology costs of administrative systems and the cost of handling funds received.

Trading expenditure: cost of merchandise and operations associated with on-line shops and service subsidiaries of NOs.

Net losses / (gains) on foreign exchange: net losses / gains arising on the retranslation of monetary items denominated in currencies other than the functional currency of the relevant entity. This principally reflects the changes in the value of the euro.

Where applicable, each of the above categories includes salaries, project management and supervision and advocacy. Each category also includes an appropriate allocation of general management and administration overheads.

Global expenditure figures mentioned in this section come from Plan's combined accounts for the year ended 30 June 2011, which are prepared in accordance with International Financial Reporting Standards and can be downloaded at: www.plan-international.org/about-plan/finance. As the combined results represent the aggregation of Plan Inc and the 20 National Organisations, the resulting income and expenditure profile and ratios are not necessarily applicable to any of the individual entities.

For sponsorship funds, the formula for allocating funds to each programme country is based on the net amount of money each National Organisation is able to raise per sponsored child and the number of sponsorship links between that National Organisation and each programme country. A maximum of 10 per cent of funds can be spent on non-country specific programmes and operations. This provides a strong link between the amount each supporter donates and the amount going to the country in which their sponsored child lives.

Reserves

The Directors review annually the reserves policy and the level of free reserves, which are shown in the financial statements as

general reserves. The term 'reserve' (unless otherwise indicated) is used to describe that part of the Charity's Consolidated funds that is freely available for its general purposes. These were £1.6m at 30 June 2011 (2010: £0.9m).

As a child sponsorship organisation, Plan UK is able to predict a large proportion of its total monthly income with a high degree of confidence. The reserves policy is based on maintaining sufficient working capital to cover its anticipated needs for at least two months. The remaining funds are passed across to Plan Inc where the treasury function controls the flow of funds to the programme countries.

Under this policy, reserves are expected to be in the range of £1m to £2m with the most significant fluctuations around the start and the end of each calendar month due to significant volumes of receipts and payments.

Any reserves above or below this operating level arise from a timing difference between receiving the cash and passing it to Plan Inc. In the unlikely event that unanticipated expenditure was to occur for which funds were insufficient, cash could be called back from Plan Inc. Such action has never been required.

The financial position of Plan UK is sound. Net current assets at year end were £11.6m, which means Plan UK has sufficient liquidity to continue to manage its operations efficiently whilst maintaining a continuous and sizable flow of funds to Plan Inc.

Reserves that are restricted for specific purposes have increased from £8.2m in 2010 to £10.0m in 2011, which is due to several large grant balances being due from donors at year end as well as an increase in monies not yet spent.

Subsidiary companies

Foster Parents Plan International (UK) Limited

Plan UK has a subsidiary (note 12) to deal with some of the trading activities of the Charity. The results are consolidated in accordance with the requirements of the SORP. Plan UK owns 100 per cent of the issued share capital (£2).

The main activity of the trading subsidiary has been the sale of the Plan trademark to third parties, primarily corporate partners of the Charity. Turnover of the trading subsidiary in 2011 was £42,000 (2010: £75,000). It is the policy of the subsidiary to make a charitable donation of any financial surplus to Plan UK (2011:

£36,000, 2010: £14,595). Following the decision in 2009 that the trading company would no longer offer sponsors the opportunity to buy gifts directly for their sponsored children, the activity of the trading company has significantly reduced in 2010 and 2011. The Directors will maintain the trading company for the foreseeable future as a going concern as it has entered into contracts with corporate partners for the provision of services. The expenses of the company are limited, and contracted income from Barclays and other corporate partners will provide a source of income in 2012, which will ensure that the company's future income will cover its expenditure, such that the company will be able to meet its liabilities as they fall due.

Interact Worldwide Ltd

On 1 October 2009, the charitable company Interact Worldwide ('Interact') became part of the Plan UK Group. As sole member of Interact, Plan UK has the power to appoint and remove directors, and has the sole vote at general meetings. Accordingly, as a subsidiary of Plan UK, the activities of Interact for the 9 months ending 30 June 2010 are reported in Plan UK's 2010 figures, and activities of Interact for the full year ending 30 June 2011 are reported in Plan's 2011 consolidated accounts (note 12).

The principal objects of Interact Worldwide are to advance the education of the public about the interrelated issues of population, environment, resources and development, with particular reference to the consequences of population growth, and to preserve and protect the good health of parents, young people and children and to alleviate poverty, hardship and distress caused by unwanted pregnancies.

The reasons for the merger were to deepen expertise in sexual and reproductive health and advocacy, create a specialist health unit, increase influence with key health policy actors, and improve Plan UK's expertise in relation to key funding agencies.

Over 2011, gains from the merger have been realised resulting in significant overhead savings for Interact that, together with an increase in voluntary income through fundraising activities, have increased the Charity's unrestricted surplus to £51,000. Incoming resources received from institutional donors over the year to 30 June 2011 were £2.73m.

At 30 June 2011, Interact had net assets of £720,000 (2010: £145,607) and liabilities of £350,000 (2010: £341,033).

Total reserves stood at £720,000 (2010: £203,970), which are classified as restricted funds in the group accounts.

Taxation status

The Company is a registered charity within the definition of Section 505 of the Income and Corporation Taxes Act 1988. The Company's income is accordingly exempt from taxation on its charitable activities. No taxable profit arises on FPPI Ltd (trading subsidiary) due to the fact that all taxable profits are gifted to Plan UK.

Human resources

The number of staff employed by Plan UK changed from 124 full-time and 5 part-time employees at the start of the financial year to 133 full-time and 9 part-time employees at the end.

Plan UK is also fortunate to benefit from the support of a number of volunteers, interns and work placements, who provided approximately 12,010 working hours based on recorded attendance (2010: 12,165 hours). Their dedication has enabled Plan UK to carry out research, improve its administration systems and provide essential support to the Operations function, which in turn enhances the relationship between the Charity, its supporters and beneficiaries.

Both staff and volunteers are valued by Plan UK, which is keen to involve them in its work as much as possible, by holding regular communication events, including discussions and presentations, and by offering training and work placements.

We rely heavily on community volunteers in the programme countries where Plan works. There are about 10 volunteers for each paid worker. They perform an invaluable role in liaising with families, helping to plan and manage projects, delivering gifts and helping with correspondence. In return they receive training in issues such as project management, child participation and administration. The Board of Directors is grateful to all staff and volunteers for their commitment to Plan UK and their efforts over the last year.

Legal and administrative information

Patrons:

Michael Aspel OBE
Baroness Gardner of Parkes
Marie Helvin
Virginia McKenna
The Lord Paul
Dr Miriam Stoppard
Baroness Warnock of Weeke
Len Woodley QC
Baroness Rendell of Babergh
Julie Pankhurst
Baroness Morris of Yardley
Sir John Holmes

Directors:

Sir David Bell (resigned 15 September 2011)
Ian Buist CB
Peter J Drissell*
Dora Dixon-Fyle (resigned 17 February 2011)
Anne Grant
Thomas C Hoegh
Charlotte Imbert
Javaid S Khan*
Richard Laing*
Surina Narula
Janet Paraskeva – Chair
Angela M Penrose
Andrew Rogerson
Leon Ward

* *Members of the Audit Committee*

Registered office:

Finsgate, 5 – 7 Cranwood Street, London EC1V 9LH
Tel: 0300 777 9777 (UK) +(44) 20 7608 1311 (Non-UK)
Fax: 0300 777 9778 (UK) +(44) 20 7253 9989 (Non-UK)
Email: mail@plan-uk.org

Principal officers:

Marie Staunton	Chief Executive
John Pinchard	Company Secretary and Director of Finance
Leigh Daynes	Director of Campaigns, Advocacy and Communications
Jeremy Cooper	Director of Fundraising
Angela Beerman	Director of Human Resources
Stuart Mulholland	Director of Programmes
Cathy Diver	Director of IT (joined September 2011)

Auditors:

PricewaterhouseCoopers LLP
7 More London Riverside
London SE1 2RT

Solicitors:

Russell-Cooke
2 Putney Hill
London SW15 6AB

Bankers:

Barclays Bank
Church Street East
Woking GU21 1AE

Auditors

The auditors, PricewaterhouseCoopers LLP, have expressed their willingness to be re-appointed and a resolution concerning their re-appointment will be proposed at the annual general meeting.

By order of the Board



John Pinchard
Company Secretary



Janet Paraskeva
Chair of Board of Trustees

12 December 2011

Independent Auditors' Report to the Members and Trustees of Plan International (UK)

We have audited the financial statements of Plan International (UK) for the year ended which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees' Responsibilities set out on page 40, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditors under the Companies Act 2006 and section 43 of the Charities Act 1993 and report in accordance with those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for the charity's members and trustees as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and with Regulation 30 of The Charities (Accounts and Reports) Regulations 2008 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.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 30 June 2011, and of the group's incoming resources and application of resources, including its income and expenditure and group's cash flows, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 1993.

Opinion on other matter prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 1993 require us to report to you if, in our opinion:

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



Kevin Lowe (Senior Statutory Auditor)

for and on behalf of PricewaterhouseCoopers LLP,
Chartered Accountants and Statutory Auditors,
London

13 December 2011

PricewaterhouseCoopers LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Notes:

- (a) The maintenance and integrity of the Plan International (UK) website is the responsibility of the trustees; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.
- (b) Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Consolidated statement of financial activities

(Incorporating the Income and Expenditure Account) for the year ended 30 June 2011

Plan UK – registered company number 1364201

	Unrestricted funds £'000	Restricted funds £'000	2011 Total £'000	2010 Total £'000
INCOMING RESOURCES				
Incoming resources from generated funds				
Voluntary income				
Sponsor pledges	25,318	-	25,318	26,746
Contributions from official bodies	Note 3(a) 9	20,922	20,931	13,946
Other donations and appeals	Note 3(b) 2,865	6,963	9,828	8,687
Negative Goodwill	-	-	-	58
Activities for generating funds				
Trading subsidiary income	Note 12 42	-	42	75
Investment income				
Interest income	70	-	70	69
Rentals	229	-	229	102
Total incoming resources	28,533	27,885	56,418	49,683
RESOURCES EXPENDED				
Cost of generating funds				
Voluntary income				
Sponsor pledges	(4,578)	-	(4,578)	(4,335)
Contributions from official bodies	(1,911)	(117)	(2,028)	(1,588)
Other donations and appeals	(2,324)	-	(2,324)	(1,951)
Trading subsidiary costs	Note 12 (6)	-	(6)	(32)
Charitable activities				
Development education, advocacy and communications	(1,209)	(1,317)	(2,526)	(2,142)
Programme activities	(17,475)	(24,657)	(42,132)	(39,124)
Governance	(162)	(29)	(191)	(144)
Total resources expended	Note 4 (27,665)	(26,120)	(53,785)	(49,316)
Net income and net movement in funds	868	1,765	2,633	367
Total funds brought forward	2,433	8,263	10,696	10,329
Total funds carried forward	Note 10 3,301	10,028	13,329	10,696

All income and expenditure relate to continuing activities. There are no recognised gains or losses other than those included above and therefore no separate statement of total recognised gains and losses has been presented.

Consolidated and Charity balance sheet

As at 30 June 2011

		Group 2011	Group 2010	Charity 2011	Charity 2010
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	Note 7	1,661	1,538	1,661	1,538
Investments: shares in subsidiary undertakings	Note 12	-	-	-	-
Current assets					
Debtors	Note 8	5,386	5,189	5,491	4,885
Cash at bank and in hand		8,244	6,400	7,156	6,091
Total current assets		13,630	11,589	12,647	10,976
Liabilities					
Creditors: amounts falling due within one year	Note 9	(1,962)	(2,431)	(1,744)	(2,037)
Net current assets		11,668	9,158	10,903	8,939
Total assets less current liabilities		13,329	10,696	12,564	10,477
Funds					
	Note 10				
Unrestricted funds					
General		1,640	895	1,604	880
Designated: tangible fixed asset fund		1,661	1,538	1,661	1,538
Restricted funds		10,028	8,263	9,299	8,059
Total funds		13,329	10,696	12,564	10,477

The notes on pages 56 to 66 form part of the financial statements.

Approved by the Board and signed on their behalf by:



Richard Laing
Director

12 December 2011



Janet Paraskeva
Director (Chair)

Plan International (UK) – registered company no. 1364201

Consolidated statement of cash flows

For the year ended 30 June 2011

		2011	2010
		£'000	£'000
Net cash inflow from operating activities	(Note A)	2,083	2,295
Returns on investment and servicing of finance – interest received		70	69
Capital expenditure:			
Payments to acquire tangible fixed assets		(309)	(1,513)
Acquisition of investment in subsidiaries		-	58
Increase in cash and cash equivalents	(Note B)	1,844	909

Notes to the Cash Flow Statement

A) Reconciliation of changes in resources to net inflow from operating activities

Net income for the year	2,633	367
Interest income	(70)	(69)
Depreciation charges	186	205
(Increase) in tangible fixed assets (Interact)	-	(3)
Disposal of assets	-	23
Amortisation of purchased goodwill	-	(58)
(Increase)/decrease in debtors	(197)	1,024
Decrease in stock	-	13
(Decrease)/increase in creditors	(469)	793
Net cash inflow from operating activities	2,083	2,295

B) Analysis of changes in cash and cash equivalents during the year

Balance brought forward	6,400	5,491
Net cash inflow	1,844	909
Balance carried forward	8,244	6,400

Notes forming part of the financial statements

For the year ended 30 June 2011

1. Organisation and purpose

Plan is an association of global not-for-profit organisations (“Plan”) formed for the purpose of providing material aid and services to needy families and their communities in the developing world. To accomplish this purpose it is organised into a number of separate legal entities which, in the year ended 30 June 2011, included Plan International Inc (“Plan Inc”), a not-for-profit organisation incorporated in the United States of America, Plan Ltd. and 20 National Organisations. The latter represent the work of Plan in their country, fundraise and contribute to the management of Plan. Plan International (UK) (“Plan UK”) is one such National Organisation. Funds raised by the National Organisations are used for programmes to benefit sponsored children, their families and communities through Plan Inc, which operates field offices in fifty countries. The results of Plan UK are included in the worldwide combined accounts prepared by Plan Inc, which are publicly available.

2. Accounting policies

(a) Basis of preparation and consolidation

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice, “Accounting and Reporting by Charities” published in March 2005 (“The 2005 SORP”), Companies Act 2006 and applicable United Kingdom accounting standards. The Charity has adapted the Companies Act formats to reflect the Charities SORP and the special nature of the Charity’s activities. The statement of financial activities (SOFA), group balance sheet and cash flow statement consolidate the financial statements of the Charity and its wholly owned subsidiary undertakings, Interact Worldwide and Foster Parents Plan International Ltd. No separate SOFA has been presented for the Charity alone as permitted by Section 407 of the Companies Act 2006 and paragraph 397 of the 2005 SORP. The turnover of the Charity for the year was £53,211,000 (2010: £46,826,000) and its net result was a surplus of £2,087,000 (2010: £119,576).

(b) Subsidiary undertakings

The accounts of subsidiaries are consolidated with the Charity on a line-by-line basis. Transactions and balances between the entities are eliminated on consolidation. Details on subsidiaries are given in note 12.

(c) Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the Directors 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 Directors for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements. 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. The use of each restricted fund is set out in the notes to the financial statements.

(d) Incoming resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income, there is reasonable certainty of receipt and the amount can be quantified with reasonable accuracy.

Income from sponsors is accounted for on a receipts basis except that the portion of annual sponsorship contributions that relates to future periods is carried forward in the balance sheet as deferred income.

Income tax refunds on donations are recognised as income on an accruals basis for all payments covered under a deed of covenant or Gift Aid certificate. Grants and other income are recognised when the agreed conditions for receipt have been met and there is reasonable certainty of receipt.

Trading subsidiary income represents the amounts invoiced to customers for goods and services supplied, excluding VAT.

Interest income includes interest earned by Plan Inc on funds remitted to it by Plan UK, which is subsequently passed back to Plan UK by Plan Inc.

No amounts are included in the financial statements for services donated by volunteers. Other gifts in kind are recognised at a reasonable estimate of their gross value to the charity.

(e) Resources expended

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 salaries, are allocated on an actual basis to the key strategic areas of activity. Irrecoverable VAT is applied to the cost from which it arises. Support costs, which include central functions such as general management, accounting, general post and communications, information technology and human resources, are allocated between activities on the basis of staff numbers employed during the period. Governance costs are the costs associated with the governance arrangements of the Charity and include an estimate of management time spent on strategic activities as well as direct costs associated with governance.

(f) Tangible fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation. Items costing less than £200 are not capitalised. The carrying value of fixed assets is reviewed for impairment if events or changes in circumstances suggest that their carrying amount may not be recoverable.

Depreciation for all fixed assets except computer software is calculated on a straight-line basis at a rate of 20 per cent to write off the cost of the assets over their estimated useful lives. Depreciation of computer software is calculated on a straight-line basis at a rate of 33 per cent. Computer software under development is not depreciated until it is available for its intended use.

(g) Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value.

(h) Pension costs

Pension contributions paid by the Company in respect of employees to a defined contribution scheme are charged to the SOFA as they become payable.

(i) Operating leases

Operating lease rentals are charged to the SOFA in the period in which they are incurred.

(j) Foreign exchange transactions

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

(k) Company status

The Charity is a company limited by guarantee. The members of the Company are the Directors named on page 50. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

3. Income analysis

(a) Contributions from official bodies

'Contributions from official bodies' is defined as any income from governments and agencies of governments, supra-national governmental organisations (such as European Community and United Nations) and their agencies, and grant givers who organise within a broad-ranging institutional framework that is intrinsically linked to governments or agencies of governments. This classification also includes Comic Relief, the Big Lottery Fund and Save the Children.

	Unrestricted	Restricted	2011 Total	2010 Total
	£'000	£'000	£'000	£'000
DFID	-	7,905	7,905	3,744
European Commission	-	9,940	9,940	8,202
Other public funding	9	1,844	1,853	868
Big Lottery Fund	-	479	479	1,052
Comic Relief	-	754	754	79
Total	9	20,922	20,931	13,946

(b) Other donations and appeals

Other donations and appeals includes income from private individuals, companies and private trusts and any income that does not fall within other classifications.

	Unrestricted	Restricted	2011 Total	2010 Total
	£'000	£'000	£'000	£'000
Plan Ltd	2,200	-	2,200	2,800
Trusts and major donors	31	1,637	1,668	1,345
Corporations	80	3,288	3,368	1,572
Emergency appeals	-	838	838	933
Legacies*	322	229	551	614
Trading donations	10	5	15	216
Other donations	222	966	1,188	1,207
Total	2,865	6,963	9,828	8,687

The donation from Plan Ltd of £2.2m (2010: £2.8m) is a donation received under deed of covenant in order to support the Company's charitable activities.

*Within 2010 Annual Accounts this was reported within 'Other donations'

4. Resources expended

a) Analysis of total resources expended

	Support	Staff costs	Direct other	2011	2010
	£'000	£'000	£'000	£'000	£'000
Costs of generating funds					
Sponsorship	847	800	2,931	4,578	4,335
Official bodies	759	836	433	2,028	1,588
Other donations	479	664	1,181	2,324	1,951
Trading	-	-	6	6	32
Charitable activities					
Development education, advocacy and communications	569	1,046	911	2,526	2,142
Programme activities	302	450	41,380	42,132	39,124
Governance costs	77	-	114	191	144
Grand total	3,033	3,796	46,956	53,785	49,316
Re-allocate salaries within support costs	(1,721)	1,721	-	-	-
Grand total	1,312	5,517	46,956	53,785	49,316

Staff costs initially included within support are reallocated to staff costs.

'Programme activities' includes amounts passed to Plan Inc that are used to cover programme costs and related programme support costs, the costs of the central services for the programme countries and Plan Inc's administrative costs.

	2011	2010
	£'000	£'000
Net income/expenditure is stated after charging:		
Audit fee of consolidated financial statements		
£30k for Charity (2010: £28k)	53	55*
Non-audit fees paid to our auditors:		
Taxation	21	15
Other	5	-
Depreciation	186	205
Operating lease rentals – buildings	486	395

*Restated to include VAT

b) Analysis of support costs

	Sponsorship	Official bodies	Other donations	Charitable activities	Governance	2011 Total	2010 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs	469	429	266	508	49	1,721	1,294
Communication	30	26	17	23	-	96	87
Depreciation	58	50	33	45	-	186	205
Travel and meetings	8	7	5	7	-	27	29
Office and premises costs	282	247	158	288	28	1,003	1,231
Grand total	847	759	479	871	77	3,033	2,846

Support costs have been allocated to each of the above activities on the basis of the number of staff employed during the period by the relevant activity. Governance staff costs are an estimate of time spent by management on clearly identified governance matters.

ANALYSIS OF SUPPORT STAFF COSTS

	2011	2010
	£'000	£'000
Head office and central support	1,036	834
IT	270	212
Finance	415	248
	1,721	1,294

c) Analysis of governance costs

	2011	2010
	£'000	£'000
Audit and professional fees	142	104
Apportionment of staff costs	49	40
	191	144

5. Staff costs

STAFF COSTS

	2011	2010
	£'000	£'000
Wages and salaries	4,467	3,793
Social security	458	378
Pension costs	120	94
Sub total	5,045	4,265
Other staff costs	472	442
Total	5,517	4,707

Plan UK has a defined contribution pension scheme, which matches employee contributions up to a maximum of 5 per cent of pensionable salary. The resulting fund belongs to the employee and can be transported when leaving Plan. No employees receive benefits under a defined benefit pension scheme.

The number of employees whose emoluments, as defined for taxation purposes, amounted to over £60,000 in the year was as follows:

	2011	2010
£90,001 – £100,000	1	1
£80,001 – £90,000	-	-
£70,001 – £80,000	1	1
£60,001 – £70,000	3	-

The pension contributions for these higher paid employees to defined contribution schemes were £15,960 (2010: £15,837).

The average number of employees, calculated on a full-time equivalent basis, analysed by activity was:

	2011	2010
Sponsorship activities	27	26
Official bodies and grants	26	22
Other donation activities	24	26
Support activities	30	27
Other activities	28	28
Total	135	129

6. Directors' remuneration

None of the Directors received any remuneration during the year for services to the Company (2010: nil). Expenses reimbursed to Directors (where claimed) were £2,050 (2010: £549). These expenses related to travel.

7. Tangible fixed assets

	Computer software	Alterations to premises	Furniture, fixtures and fittings	Computer and other office equipment	Computer software under construction	Total
GROUP AND CHARITY	£'000	£'000	£'000	£'000	£'000	£'000
Cost						
At 1 July 2010	616	972	5	572	-	2,165
Additions	12	-	2	70	225	309
Disposals	-	-	-	-	-	-
Transfers	(168)	-	-	-	168	-
At 30 June 2011	460	972	7	642	393	2,474
Accumulated depreciation						
At 1 July 2010	445	9	1	172	-	627
Charge for the year	5	65	1	115	-	186
Disposals	-	-	-	-	-	-
At 30 June 2011	450	74	2	287	-	813
Net book amount						
At 30 June 2010	171	963	4	400	-	1,538
At 30 June 2011	10	898	5	355	393	1,661

8. Debtors

	Group 2011	Group 2010	Charity 2011	Charity 2010
	£'000	£'000	£'000	£'000
Official Bodies	4,145	960	4,145	769
Income tax recoverable	382	830	382	830
Prepayments and accrued income	603	204	542	204
Plan Inc	19	23	19	23
Intercompany debtor with Interact	-	-	219	-
Other debtors	237	3,172	184	3,059
	5,386	5,189	5,491	4,885

9. Creditors

a) Analysis of creditors

	Group 2011	Group 2010	Charity 2011	Charity 2010
	£'000	£'000	£'000	£'000
Trade creditors	681	907	682	898
VAT payable	10	-	3	-
Social security creditor	11	22	-	9
Deferred income	774	719	675	682
Accruals	247	241	145	227
Overseas project creditors	-	305	-	-
Other creditors	239	237	239	221
	1,962	2,431	1,744	2,037

b) Deferred income

The movements in deferred income are analysed below:

GROUP	2011	2010
	£'000	£'000
Deferred income at 1 July	719	721
Amounts released from previous years	(600)	(542)
Incoming resources deferred in the year	655	540
	774	719
CHARITY	2011	2010
	£'000	£'000
Deferred income at 1 July	682	683
Amounts released from previous years	(563)	(540)
Incoming resources deferred in the year	556	539
	675	682

c) Commitments under operating leases

Commitments under operating leases in respect of land and buildings in the following financial year are as follows:

	2011	2010
	£'000	£'000
Operating lease expiring:		
Within two to five years	485	485

10. Statement of funds

	Balance 1 July 2010	Total incoming resources	Total resources expended	Transfers	Balance 30 June 2011
GROUP					
Unrestricted funds:	£'000	£'000	£'000	£'000	£'000
General reserve	895	28,533	27,665	(123)	1,640
Designated funds					
Tangible fixed asset fund	1,538	-	-	123	1,661
	2,433	28,533	27,665	-	3,301
Restricted funds	8,263	27,885	26,120	-	10,028
Total funds	10,696	56,418	53,785	-	13,329

	Balance 1 July 2010	Total incoming resources	Total resources expended	Transfers	Balance 30 June 2011
CHARITY					
Unrestricted funds:	£'000	£'000	£'000	£'000	£'000
General reserve	880	28,506	27,659	(123)	1,604
Designated funds					
Tangible fixed asset fund	1,538	-	-	123	1,661
	2,418	28,506	27,659	-	3,265
Restricted funds	8,059	24,705	23,465	-	9,299
Total funds	10,477	53,211	51,124	-	12,564

The transfer made between general and designated funds is effected to match the net book value of fixed assets with a designated fund (see note 7).

Restricted funds comprise the following unexpended balances on donations and grants given for specific purposes:

CHARITY AND GROUP	Balance 1 July 2010	Incoming resources	Resources expended	Balance 30 June 2011
RESTRICTED FUNDS	£'000	£'000	£'000	£'000
DFID	2,813	7,905	9,708	1,010
European Community	5,158	9,940	7,102	7,996
Other Official Bodies	292	3,077	2,746	623
Other Donations and Appeals	-	6,963	6,564	399
Total	8,263	27,885	26,120	10,028

11. Analysis of assets and liabilities between funds

GROUP	Unrestricted funds		Restricted	Total
	General	Designated	funds	funds
	£'000	£'000	£'000	£'000
Fund balances at 30 June 2011 are represented by:				
Tangible fixed assets	-	1,661	-	1,661
Current assets	3,432	-	10,198	13,630
Current liabilities	(1,792)	-	(170)	(1,962)
	1,640	1,661	10,028	13,329
Fund balances at 30 June 2010	895	1,538	8,263	10,696

CHARITY	Unrestricted funds		Restricted	Total
	General	Designated	funds	funds
	£'000	£'000	£'000	£'000
Fund balances at 30 June 2011 are represented by:				
Fixed assets	-	1,661	-	1,661
Current assets	3,348	-	9,299	12,647
Current liabilities	(1,744)	-	-	(1,744)
	1,604	1,661	9,299	12,564
Fund balances at 30 June 2010	880	1,538	8,059	10,477

The designated fund comprises amounts set aside to finance the future depreciation on fixed assets. Restricted funds are those subject to specific restrictions imposed by donors or which have been raised by the Charity for particular purposes, and the tables above show those net assets at year-end that can be attributed to restricted activities.

12. Investments – subsidiary undertakings

CHARITY	2011	2010
	£	£
Shares in subsidiary undertakings	2	2

Plan UK owns the entire issued share capital of Foster Parents Plan International (UK) Ltd, a trading company whose main activity is the sale of the use of the Plan trademark to third parties. It is the policy of the subsidiary to make a charitable donation of any financial surplus to Plan UK.

SUBSIDIARY – FPPI	2011	2010
	£'000	£'000
Total turnover ¹⁾	42	77
Total expenditure	(6)	(34)
Donation to Plan UK	(36)	(15)
Net income/(expenditure) for the year	-	28
Deficit brought forward	-	(28)
Total net assets	-	-

1) Turnover includes £20 of interest (2010: £88)

Interact summarised accounts for the year ending 30 June 2011:

SUBSIDIARY – INTERACT	2011	2010
Statement of financial activities	£'000	£'000
Incoming resources	3,364	4,334
Resources expended	(2,838)	(4,576)
Net incoming/(outgoing) resources for the year	526	(242)
Funds brought forward at the start of the period	204	446
Funds carried forward at the end of the period	730	204

13. Related parties

Plan Inc allocates back to the National Organisations the interest it earns on the funds transmitted to it by the National Organisations. This allocation is based on the timing and size of the remittances from each National Organisation during the fiscal year in which the interest is earned. The accompanying statements of activities include allocated interest income of £67,631 and £65,153 for the years ended 30 June 2011 and 2010, respectively. Note 3b above

describes the income received under a deed of covenant from Plan Ltd, Plan Inc's central service organisation.

No Directors received fees during the year ended 30 June 2011.

The charity has taken advantage of the exemption provided by Financial Reporting Standard No. 8 to not disclose balances with or transactions between related parties eliminated on consolidation.

Thank you

Plan UK would like to thank the following trusts, statutory funders, corporate and individual donors who have supported our work over the past financial year:

Institutions:

Department for International Development (DFID)
European Commission
European Commission Humanitarian Aid Office (ECHO)
Disaster Preparedness Programme of ECHO (DIPECHO)
UNICEF
The Big Lottery Fund
Comic Relief
Force of Nature Aid Foundation
Isle of Man Overseas Aid Committee
Jersey Overseas Aid Commission
Guernsey Overseas Aid Commission

Trusts and Foundations, including:

The Band Aid Charitable Trust
The Four Acre Charitable Trust
The Freemasons' Grand Charity
The Christina Goodall Charitable Trust
Ernest Ingham Charitable Trust
The Stanley Thomas Johnson Foundation
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Mr and Mrs Lintott
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Tony and Anusha Stewart
Ms Van Almsick
Jo Windsor
Mr and Mrs Witter
And several other anonymous donors



Photo: Plan

Children going to learning camp, Bangladesh



the Plan: to work with the world's poorest children so they can move themselves from a life of poverty to a future with opportunity

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Photo: Harvest time in Benin





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