

War Child

Report and Financial Statements

Year Ended

31 December 2009

Company number 3610100

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War Child

Report and financial statements for the year ended 31 December 2009

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Trustees

Gill Avis
Martin McCann
James Sully
Ray Longbottom
Neil Fenton
Tom Davis
Richard Butler (appointed March 2009)
Tim Wilson (appointed September 2009)
Lydia Lee (appointed April 2010)
George Woodgate (resigned January 2009)
Stephen Crump (resigned May 2009)
Christopher Sharp (resigned May 2009)

Secretary and registered office

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Charity number

1071659

Company number

3610100

Auditors

BDO LLP, Emerald House, East Street, Epsom, Surrey KT17 1HS

Solicitors

Bates Wells & Braithwaite, 2-6 Cannon Street, London EC4M 6YH

Bankers

The Co-operative Bank plc, 80 Cornhill, London EC3V 3NJ

War Child

Trustees' report

Foreword

2009 was a very good year for War Child. Amongst many other achievements, we

- Increased the number of children we benefited directly¹ by more than 400% vs 2008
- Provided access to legal representation and other services such as health care and education for 191 children in Afghanistan. 91 of these children were re-united with their families as a result of War Child's family liaison work
- Began a child protection project in four communities in Iraq, focusing on life-skills training for 250 children aged 12-18, including training women facilitators in home-based skills to work with 51 girls who are unable to attend school
- Built three youth centres in the Democratic Republic of Congo and set up structures to better protect children in a forgotten camp for internally displaced persons serving up to 1,000 children
- Opened a new office in Northern Uganda in partnership with the Ugandan government to promote access to education for 8,515 orphans and vulnerable children, and livelihoods for 450 of their families in this most marginalised region of Uganda
- Influenced a variety of government departments to put children in conflict states higher up the UK political agenda, including the Department for International Development, Ministry of Defence, Foreign and Commonwealth Office, and National Audit Office
- Achieved over 1.6m views on War Child's official YouTube channel, making it the fourth most viewed non-profit channel in YouTube history
- Grew our monthly web visitors from 13,000 to over 30,000, our Facebook fans from 1,000 to 11,000, and our email newsletter distribution from 15,000 to 30,000
- Increased the number of schools we work with from 110 in 2008 to 250 and reached a total of 5,200 students with global citizenship education
- Won the Third Sector Excellence Award for Charity Trading and the MOBO Award for Social Achievement. We were also shortlisted for the Third Sector Excellence Award for Fundraising Events as well as the Hilton International Humanitarian Award for the third year in a row
- Released a top ten album, a top ten single and put on the "best charity gig of all time" according to The Guardian
- Legally established War Child International with War Child Canada and Holland

We were able to do this by growing our overall income by 92% - even in a recession year.

We achieved this by investing in our capability to raise more funding through large grants as well as through initiatives with the music industry. The projects we delivered with the help of the music industry enabled us to raise funds to cover our running costs. This meant that all other sources of income were used to deliver benefits to children. With this in mind, it was for our work with the music industry that War Child was honoured with the Third Sector Excellence Award for Charity Trading in 2009.

Our focus on raising funding for our programmes during the year has, however, resulted in a decrease of £56,377 in our unrestricted reserves during the year, to £37,022 at the year end. The trustees have mapped out a clear plan of gradually rebuilding the War Child unrestricted reserves by 2012 as part of the five year strategic plan, and additional investment will be made in the fundraising team to build upon our work initiated in 2009. This positive outcome of our focus on programmes has nevertheless resulted in a very significant increase in the restricted reserves to £600,804 at the end of the year (2008: £103,726).

As a result of this success, in 2009 we expanded the reach of our programmes in Iraq, Uganda and the Democratic Republic of Congo, with an emphasis on getting children affected by conflict back into school. We continued our work in Afghanistan with children in prisons, and took our first steps toward setting up a new programme in the Central African Republic where only 8% of secondary school aged girls actually go to school.

But education is not just about the development of children and investment in the future. It can also be life saving by providing

¹ See page 6 for definition of direct beneficiary

- Safe spaces for children with care and supervision by teachers
- Positive alternatives to military recruitment, gangs or drugs
- Knowledge, for example about landmines
- Life skills such as problem solving, conflict resolution or literacy
- Psychological protection by providing a daily routine and sense of the future beyond the immediacy of conflict
- Protection from child labour or sexual exploitation
- Childcare and protection skills for children who have to look after younger siblings, or in some cases their own children

And education responds to the survival interests of children by providing the institutional arrangements through which

- Food can be distributed
- Health checks can be undertaken and mass vaccinations administered
- Vulnerable children can be identified and referred to social service providers
- Peace building can be undertaken between children of opposing factions

Beyond this, the dividends of ensuring children living in conflict affected countries get to go to school can be huge

For each year of primary education a child enjoys, the wages they can earn as an adult increase by 5% to 15% - that's a potential increase in wages of between 30% and 90% (and up to 120% for girls) if they attend 6 full years of primary school. For each year of secondary education a child enjoys, the wages they can earn as an adult increase by 15% to 25% - that's a potential increase in wages of between 75% and 125%.

Children are the majority demographic in nearly all conflict affected fragile states and so getting children into education now not only benefits the largest proportion of the population in the present but also increases the chances of their children having a higher standard of living. This establishes a powerful economic value for money and sustainability argument for investment in education.

War Child

Trustees' report (continued)

Foreword (continued)

No country has ever achieved continuous and rapid growth without first having at least 40% of its adults able to read and write. We know that slow economic growth, stagnation or decline make a country prone to war. Consequently, it is not a stretch to suggest that the indirect benefit of providing education in conflict affected countries can actually reduce the likelihood of war restarting.

During 2010, War Child will continue to increase its efforts in getting children who live with the effects of war back into school. Our work will prioritise addressing the education, protection and livelihoods issues children have a right to. This would not be possible without your continuing help. So on behalf of the children we exist to serve, thank you.



Tom Davis, Chair of Trustees

Consideration of Public Benefit

War Child Trustees ensure that War Child carries out its aims and objectives and that these benefit the public, in doing so the Trustees have had regard to the Charity Commission's guidance on public benefit. War Child's public benefit includes our work with children marginalised by war in Afghanistan, Democratic Republic of Congo, Iraq and Uganda and our work educating young people in the UK about the wider issues of conflict related poverty. In addition, we are aware of our organisation's corporate responsibility and what we can do to minimize our impact on the environment and climate change. In 2009 we developed our Environmental Policy and through our membership of the Camden Climate Change Alliance, we have worked with Camden Council to reduce our carbon footprint through an organisational carbon audit.

War Child

Trustees' report (*continued*)

Introduction

Humanitarian and development assistance have been traditionally framed by need. Populations of the needy have been identified, their needs determined and the response to them imposed.

Yes, people **need** food, yes, they **need** shelter, water, education and protection. But framing our response by need alone has a serious drawback: it addresses the symptoms rather than the root causes of the problems. One of the most significant causes of the problem is the inability and lack of willingness of the international community, state and local communities to provide for their children.

Responding to the symptoms only can lead some charities and humanitarian agencies to define the problem in their own image, that is, shaping the analysis of the problem to fit the gap-filling services that they are able to provide. Consequently, the limitations of the response are defined by the limitations of the charities themselves. Not only does this limit the influence of local people and their organisations to influence change, but most alarmingly, we as charities are making the lack of response to need **OUR** problem and shifting the spotlight off the state, local authorities, and communities to deliver on their duty to provide in the first instance.

Over the past few years, human rights based approaches have evolved, in part, as an attempt to address these issues. The perception of those who live with poverty and the effects of conflict have been transformed from people who are defined as needy to people who have rights, which demand a response.

This better enables us to distinguish between

- Suffering which is a *bad* thing (for example, street children in a conflict affected country not being able to go to school)
- And suffering which is a *wrong* thing (for example, children are on the streets and unable to go to school because they have been accused of witchcraft and thrown out of their families or forced into an armed group and eventually left to fend for themselves)

It is this distinction that has enabled organisations like War Child to position what we do in a way that can begin to influence the structures and arrangements that cause the wrong thing – the root cause of the problem. In doing this, we help ensure children are able to claim their rights.

So while we deliver programmes which provide protection for children on the ground, we also undertake advocacy work to change the attitudes and policies of people and organisations, which are a cause of the protection problem in the first place. It is for this work that War Child was presented with the prestigious BeMOBO Award for social achievement during 2009. Something we're very proud of.

For example, during 2009 in northern Uganda it cost War Child less than 27p per day per child to provide them with a full day's schooling. We were also able to train teachers as well as members of local child protection committees that we set up with this money. But at the same time we have been working closely with like-minded organisations to influence the UK Government's Department for International Development – a major funder of development work in Uganda. Many children have to work or care for siblings and so are unable to go to school even if it's free and even if there are classrooms in their village with trained teachers to run lessons. They might enrol, but they won't be able to actually go to school. So our advocacy work is seeking to ensure that the Department for International Development places more emphasis on working with governments, such as the government of Uganda, to better enable access for children to education and completion of their schooling over mere enrolment.

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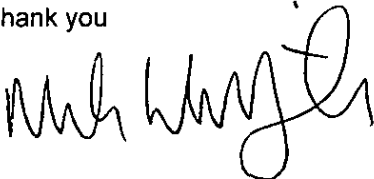
Trustees' report *(continued)*

Introduction *(continued)*

We cap the balance of resources allocated to programmes and advocacy work at 6 to 1, which ensures that our work on the ground is always the priority. But we don't lose sight of the causes of the problem.

Our work demonstrates that despite the catastrophic consequences of war on children, something can actually be done about it. And our supporters share this hope and belief. Together, we are able to make a real difference.

Thank you



Mark Waddington, CEO

War Child is one of the world's most important charities "
Chris Martin, Coldplay

War Child

Trustees' report (*continued*)

Programmes

Introduction

The objective of War Child's programmes work is to improve the protective environment for children who, as a result of conflict, live with a combination of acute poverty, exclusion and insecurity. For these children, the risks and vulnerabilities they face are considerable.

War Child sees this task as a collective responsibility – where everyone from governments, communities and children themselves takes responsibility to ensure that children are protected from violence, abuse and exploitation.

War Child's programmes encompass three areas: creating access to education, protection of children, and improving family livelihoods. Our contribution combines working directly to address gaps in services for children by training those who are responsible for fulfilling these rights with advocating for policy change at national level. We also work to empower children, their families and local organisations to protect the rights of children, while holding to account those who should be protecting them.

In 2009 War Child worked in Afghanistan, Democratic Republic of Congo, Iraq and Uganda, and implemented a fact finding assessment in the Central African Republic. We worked with a coalition of organisations to help improve the situation for children living in the Gaza Strip. 2009 also saw War Child increase the effectiveness and reach of our work with children, reaching 13,349 direct beneficiaries² and 94,917 indirect beneficiaries³ (such as family members of children supported, students of teachers trained in more effective education practices or participants in War Child sponsored events). We are working on our monitoring and evaluation process and will be reviewing how we calculate beneficiary reach, and will report back on this in our next annual report.

Over time we plan to expand our work so that we benefit – directly and indirectly – 10% of marginalised children living in ten of the worst conflict affected locations in the world. Subject to funding, in 2010 we plan to begin a new country programme in the Central African Republic – one of the poorest and least supported conflicted-affected countries in Africa.

Security

In 2009, threats to non-government organisations like War Child globally fell into four main categories: deliberate targeting for political or ideological reasons, deliberate targeting by criminals for economic reasons, incidental threats resulting from improvised explosive devices targeted at fighting forces, unexploded ordnances or crossfire, and accidents. These threats combined with a continuing erosion and lack of respect for humanitarian values in conflict settings resulted in an increase in mortality rates of humanitarian workers.

The security situation is different across all the countries we work in and is changing. War Child has a robust security management framework that has been developed with the input of all staff. We recognise that participation is critical to ensuring this framework is relevant, effective and adhered to by everyone and enables us to fulfil our duty of care to our staff, partners and the children we work with. It also helps us implement our programmes, by enabling our safe access to the most marginalised children. It also contributes to improving the protective environment for the children we work with by equipping them with security knowledge and skills. War Child will continue to invest in security in order to ensure that we are able to respond to local changes in the security environment of our work.

² **Direct Beneficiary** Any person or group members that directly participate in a programme activity organised or implemented by War Child UK or our local partners. For example, the number of children separated from adults in prison, or the number of street children reintegrated with their families. However, we do not double count our direct beneficiaries by claiming that a child who benefits from two or more of our projects (e.g. reintegration and income generating) constitutes 2 beneficiaries as many other organisations do.

³ **Indirect Beneficiaries** Secondary beneficiaries that receive benefits as an indirect result of our work. This includes family members who benefit from the income generating support we offer to mothers. In such cases, we calculate indirect beneficiary reach by multiplying by average family size.

For example, working in Afghanistan during the Afghan presidential election, War Child had to redesign its implementation strategy for street children for one month. Instead of children coming to the Drop-in Centres, War Child partner staff organized community –based schools with local shuras and students' parents.

War Child

Trustees' report (*continued*)

Programmes (*continued*)

Child protection

War Child's Child Protection Policy is central to our work and values, and applies to all of War Child's trustees, staff, volunteers and contractors

The Child Protection Policy outlines our duty of care to the children we work with in regard to how we recruit, what education and training on child protection is provided to our staff and partners, what management structures are necessary to implement the Child Protection Policy, what are appropriate and expected standards of behaviour, the nature of communications about children, how we report and react to child protection incidents, and the ramifications of misconduct if it occurs

The Child Protection Policy includes a set of measurable targets, which are monitored and evaluated on a regular basis. Child Protection training was conducted for all new staff and volunteers as part of their induction. The teams in London and Uganda also participated in workshops to develop a deeper understanding of Child Protection. Country-specific codes of conduct have been developed in Afghanistan and Democratic Republic of Congo and reporting procedures are in place in all offices

In 2010 we will be working to support our partners to develop and implement their own Child Protection Policies

The names of children and their specific locations in the case studies presented in this report have been changed in order to protect their identities

Gender

War Child understands that the lives of girls and boys are affected differently by conflict and that their specific needs for support are very different. We take the specific needs and circumstances of girls into account in all our programmes. In 2009, we took steps to further mainstream gender concerns into all our programmes, and started a number of new initiatives working with girls in all our country programmes

Example War Child's work with former girl child soldiers

An estimated 40% of children conscripted into armed groups have been female, yet they only account for 12% of those going through formal demobilisation programmes. Without access to support, and faced with heavy stigma, many of these girls are unable to return home and are often pushed to the margins of society and forced into survival sex. In 2009, War Child has been working with formerly abducted girls in Northern Uganda. We have offered education, vocational training and support to these girls, many of whom have children themselves. We ensure that the specific needs of girls are taken into account, by, for example, providing child care at our vocational training centres. War Child has secured funding to expand its work with former girl child soldiers into DRC in 2010.

War Child

Trustees' report (continued)

Afghanistan

Decades of conflict have devastated the lives of millions of Afghan children. Extreme poverty, the breakdown of family networks, and the daily struggle for survival mean that many children are denied access to basic education and instead work at home or on the streets. Anecdotal evidence indicates that the number of children working on city streets has significantly increased in recent years. Many scavenge through garbage, sell low-value goods, carry out menial home-based tasks, or are involved in petty crime. UNICEF estimates that nearly a third of all children aged 5-14 years engage in child labour countrywide. On the streets, children are vulnerable to the risk of abuse and exploitation by the police, drug dealers, traffickers, and sexual predators. School attendance can significantly reduce the risks that working children face, however, a survey undertaken by the Afghan Independent Human Rights Commission found that only 35% of children involved in child labour go to school.

Despite a Juvenile Justice Code being passed by the government in 2005, there are huge issues faced by under-aged defendants because of the law not being implemented in practice. So not only are children generally denied their right to a fair trial, they are often prosecuted for 'crimes' that are not actually illegal (such as running away from home). As a result, many children charged and detained simply should not be. Once they have been detained, they are often stigmatised to such an extent that there can be no return to normal life. This is particularly true for girls.

The majority of girls are arrested for running away from home—often in response to abuse or to avoid a forced marriage. Social attitudes condemn girls who are considered to have dishonoured their families by being arrested or detained and so they are likely to experience severe violence upon release from their families - often extending to 'honour killings' or coerced suicide. War Child's family mediation work is essential to try and change such attitudes and ensure a safe return for these children.

Many children are imprisoned alongside adults in Afghanistan. War Child works with one of the major Juvenile Rehabilitation Centres (JRCs) and supports children we have been able to separate from adults in prison, through vocational training, literacy classes and by providing legal aid.

War Child also works with Drop-in-Centres (DiCs) providing services for street working children, including education, healthcare and dealing with their psychological issues.

No. of people benefiting from War Child programmes in Afghanistan	2009		Plan for 2010	
	Direct	Indirect	Direct	Indirect
Children	1,029	11,460	1,473	14,110
Other community members	1,263	1,104	202	648
TOTAL	2,292	12,564	1,675	14,758

War Child

Trustees' report (*continued*)

Afghanistan (*continued*)

As planned in 2009 we

- Supported 2,292 people directly and 12,564 indirectly
- Continued building the capacity of social workers to protect the children they are responsible for
 - 28 child protection workers completed a training module designed by War Child, including a step-by-step guide on how to manage children's cases. They also received on-the-job training. These child protection workers will in turn work more effectively with hundreds of children.
 - 48 students completed a two-term Social Work course run by War Child at one of Afghanistan's most important universities. This included on-the-job training in government and civil society institutions such as orphanages, the JRC and DiCs. As graduates, these students will go on to benefit hundreds of children.
- Expanded the reach of family tracing and family mediation services for children arrested and in prison, in cooperation with the Department for Labour and Social Affairs. 190 children were supported (141 boys and 49 girls). War Child's work either helped these children avoid custodial sentences or receive a fairer trial, or helped address the barriers to children being able to return to their families.
 - War Child provided support upon children's release from the JRC – a key moment when children are at risk of going onto the streets and being rejected by their families. Family mediation and monitoring led to the reintegration of 91 children with their families.
 - A further 25 children who needed legal aid were provided with referral services to another non-government organisation and the Afghan Independent Human Rights Commission.
 - War Child developed and provided training for JRC staff to prepare reports to present to courts to avoid custodial sentences for underage children.
 - War Child coordinated with the Afghan Independent Human Rights Commission and the Department of Public Health to verify the age of prisoners at the JRC to ensure that children were separated from adults in detention. This is because adults are often placed in the JRC with children. As a result, 8 youths (aged 18 and over) were sent from the JRC to an adult jail.
- Supported the Government to deliver vocational training programmes in the JRC to 150 children. The skills they develop are essential in helping build their self-esteem and confidence as well as enabling an alternative to life back on the streets after their release.
 - Basic literacy and numeracy courses were provided.
 - In addition, life skills training and music were used to support their psychological and emotional needs.
 - Children were provided with textbooks, stationery, hygiene packs (shampoos, soaps, toothbrushes, toothpaste and sanitary products for girls).
 - Materials were given and three trainers were hired to provide skills training in wood carving, tailoring and carpet weaving.

War Child

Trustees' report (continued)

Afghanistan (continued)

As planned in 2009 we: (continued)

- Continued to provide early childhood care and education for 85 children (50 girls and 35 boys) who have been forced to accompany their mothers into prison. By law, children up to the age of six can stay with their mothers in detention. Usually these children are excluded from education and are stigmatised by the community
 - 45 of these children were able to attend kindergarten with children from the wider community and therefore have a sense of normality introduced into their daily lives. Registration fees, transport, clothing, school supplies and a daily snack were provided
 - A music teacher was hired to provide music lessons for all the children in the kindergarten
 - 40 kindergarten teachers were trained on child rights and how to include marginalised children in education (such as children in prison)
 - Mothers in prison usually have no access to services and the negative treatment they receive can have an adverse effect on how they treat their own children. War Child provided mothers with bi-monthly training on child rights, hygiene, swine flu and good parenting behaviour
 - 21 children aged 7 to 10 were supported to leave prison. 19 were reintegrated into their families and two were sent to an orphanage until their mother's release. 15 of these children entered school
- Continued to provide services for children who live or work on the streets including providing basic education and supporting them to integrate into formal schooling, having a safe space to learn and play, and learning to advocate in their communities for improvements for themselves and their families
- Worked with two local organisations running Drop-in Centres (DiCs) for 330 children who live or work on the street. DiCs provide education and life-skills training as well as activities to address children's psychological and emotional needs
- Trained 30 children as peer educators, who trained 130 other street children on life skills and children's rights, enabling us to benefit more children than we could do directly ourselves
- Trained a further 24 children from the Child Action Network to gather information from street children about their needs and problems. Findings are shared at quarterly meetings and bi-annual conferences. Points raised in the meetings so far have led to many positive changes for children, including
 - The World Health Organisation providing them with hygiene kits and medicines
 - The Department of Public Health providing medical services for over 200 street children and their families
 - A reduction in incidents of police abuse of street children
 - A non-government organisation providing lunch for 220 street children for six months, while another provided stationery and clothing
- Benefited 1,160 children due to their parents learning of the dangers of child labour, through an awareness-raising campaign
- Continued building the capacity of local organisations and government bodies to better support children, through a combination of training, one-to-one mentoring and coaching, as well as the exchange of learning between local partners
 - Supported social workers in orphanages and the JRC in conducting intake interviews and case assessments of 250 children. Care plans were developed for 50 of these children, meaning the care they receive is more targeted to their needs and views. Benefits of this training were received more widely by the 750 siblings of these children, with improved social work services for the local community
 - We were not able to develop care plans for 200 children who received assessment interviews at the orphanages and JRC. Gathering data and conducting a home study is challenging due to insecurity in some of the areas where families of the children live

War Child

Trustees' report (*continued*)

Afghanistan (*continued*)

As planned in 2009 we. (*continued*)

- Supported the development and implementation of child protection policies by local organisation and Government bodies responsible for the care and protection of children
 - Technical support was given to the Child Protection Action Network – a coalition of child protection agencies under the auspices of the Ministry of Social Affairs - including expanding the services of the network to a wider area 337 cases were followed and registered to the network, including children who were sexually abused, kidnapped, forced into early marriage, and those without carers
 - Successfully advocated for re-assessment of children's ages at the JRC to prevent children from being detained with adults
 - Provided training and advocated with JRC staff for improved policies for children in prison
- Started work to increase school enrolment, attendance and completion rates amongst street working children, internally displaced children and to reduce the barriers of school attendance for girls 120 of the children War Child worked with in the DiCs were integrated into school
 - 99 of them remained in school throughout the year, which is an important step in protecting these children as well as providing economic opportunities for their future
 - 21 dropped out of school either due to family poverty or beating by teachers War Child worked to raise awareness amongst parents and the community leaders on the right of children to education and the fact that beating is a form of abuse and can exclude them

We also:

- Conducted an advocacy campaign addressing key policymakers and the public at large on the rights and needs of marginalised children, including street children, working children, and those arrested, as well as children in prison 24 children from the Child Action Network were empowered through training to raise their concerns, and 10,000 children and their families were exposed to messages about child rights Activities included
 - Four advocacy training sessions for 160 parents as well as staff working with children in civil society organizations, non-government organisations, police and local government
 - Three round table meetings with a range of organisations and people who are responsible for protecting children e.g the police, human rights commission and the Mayor
 - Two conferences for children to advocate for their rights to the authorities
 - 48 radio programmes broadcast across two local stations to raise awareness and advocate for children's rights
 - Four editions of a magazine published to highlight children's messages to the community
 - 1,000 leaflets distributed on child rights to ministries, non-government organisations, civil society organisations, business centres and villages

War Child

Trustees' report (*continued*)

Afghanistan (*continued*)

Challenges

- High staff turnover of those social workers who were trained in child protection was caused by low levels of pay amongst government workers, leading to them being easily poached by the UN and international non-government organisations once they were trained. This slowed down the progress of case management for children in institutional care. In the future, War Child will ask social workers to give a signed statement of commitment, as well as work with the Department for Labour and Social Affairs to support the profession of social work.
- The contested presidential election in 2009 led to further insecurity. Over 100 children dropped out and then failed to return to the DiCs during the first round of elections. Outreach workers went to individual children's houses to ask parents to send their children back, and this was also encouraged through work with community leaders. Fear of insecurity meant this was not successful. Although new children later joined, there was insufficient time with the project to facilitate their integration into formal education. This learning was built on for the second round of elections with similar security issues. Successful outreach activities were carried out by War Child throughout the second election period, which this time prevented the drop out of any children.
- Lack of government systems and policies for street and working children as well as those arrested and in prison was a challenge. The lack of government capacity meant that War Child constantly had to advocate for the needs of these children. Training and on-the-job coaching was given in addition to advocating for policy improvements.

In 2010 we will:

- Pilot community-based Early Childhood Care and Development centres and community-based schools for children and families in villages where access to formal education is limited.
- Strengthen legal protection for children arrested and in prison. We will also continue to provide family liaison, livelihood, and education services for children in the JRC.
- Continue to provide support and access to a kindergarten for children imprisoned with their mothers.
- Continue providing services for street and working children, with the ultimate aim of their reintegration into formal education.
- Continue advocacy activities targeting government policy-makers and public awareness targeting communities in support of children's rights.
- Train university students, government and non-government organisation workers in social work and child protection.
- Pilot a new method of providing assistance and referrals for children and parents in need of support.

War Child

Trustees' report (continued)

Afghanistan (continued)

Case study Training Street Children

Walid comes from a poor family and when he was 7 years old he was sent out to work on the streets, scavenging garbage and old iron scraps. His mother would sort out what he collected, use what she could for the family and sell the scraps to buy food. Walid and his siblings were fed with whatever food their mother was given by the rich households where she worked as a housekeeper.

His father's disability meant Walid also bore the burden of trying to look after his family when his mother was at work. "Sometimes, when my father or my small brothers and sister were asking for bread or something to eat, I didn't know where to get it for them," he said. "If I found my mother and asked her to give us a loaf and she didn't have anything to give me, I would hide when I got home so I would not be asked for bread. Unfortunately, we have a very sad life and that still hurts me."

When Walid was 12 years old, he was approached while working on the streets by an outreach worker from the Turkmen Youth Association (TYA), a local organisation supported by War Child. He had never been to school, and the outreach worker told him how he could benefit from literacy classes at the drop-in centre.

Walid has been attending the drop-in centre since December 2008 and is now in the second grade. He attends class regularly and TYA staff members say that Walid is one of the best students at the centre. Walid is also one of the Peer Educators and helps other children in their lessons.

War Child and TYA have also provided 8 training courses for him on a range of topics including HIV and landmines. Not only has he been able to share his learning with his peers, Walid has also been able to benefit many hundreds of other children in his role as an announcer on Radio Sahar.

Walid, 13, Turkmen Youth Association Drop-in Centre, Afghanistan

"War Child staff were like sisters to me and provided everything like a notebook, hygiene products, clothes and shoes at a time when my family didn't support me."

Taj Bibi, 15, former resident of a Juvenile Rehabilitation Centre, Afghanistan

"I had to leave school after 3rd grade to work as a domestic servant. I am so fortunate to join the drop-in centre and go back to school next year. Mother took a tailoring course and doesn't work in houses anymore, she makes dresses at home and sells them in the market."

Fariba, 13, Drop-in Centre, Afghanistan

38% of the girls found in detention were there after running away or being lost.

AIHRC and UNICEF (2008), 'The Situation of Children in Conflict with Law in Afghanistan'

30% of Afghan children aged 5 - 14 are involved in child labour.

UNICEF

War Child

Trustees' report (continued)

Democratic Republic of Congo

Violence continued to rage in the DRC throughout 2009, with thousands of civilians killed, families displaced and separated, children recruited to serve in armed groups, and two of the most brutal attacks in the history of the LRA. The year began with the so-called 'Christmas Massacres' in Haut Uele district, in Northern DRC, with more than 865 people slaughtered and 160 children abducted by the Lord's Resistance Army (LRA), according to Human Rights Watch. The year ended with the Makombo Massacre, with Human Rights Watch reporting 321 civilians killed and 250 abducted, including 80 children.

Also in 2009, two military campaigns against rebel groups by the Congolese army with support from MONUC, in the east and in the north of the country, resulted in a massive increase in violence against civilians. An estimated 2,500 civilians were killed (many of them women, children and the elderly), over 7,000 women and girls were raped, and more than 1 million people were displaced from their homes, separating many families. This situation led War Child to join with other agencies operating in the area to call for urgent protection measures to be implemented to stop the unacceptable cost of these operations on civilians. Despite these atrocities, the situation for children in the DRC remains hugely under-reported. The effects of the war on children continue to be disastrous, see below.

- 15% of children are malnourished
- Over 4 million children are orphans
- 6 million children are stunted
- 43,000 children work in mines
- 32,000 children are former child soldiers

UNICEF

In January 2009, the DRC government passed a new national child protection law, which is robust. However, the government lacks the resources and capacity to implement it and most people, including those entrusted to enforce it, are unaware of the law's existence.

Whilst the war rages in the east, Kinshasa remains relatively stable. However, the situation for street children there remains dire. The latest survey in 2006 by Réseau des Educateurs des Enfants et Jeunes de la Rue (REEJER), a War Child local partner that works with street children, suggested in 2006 that there were almost 14,000 children living on the streets in Kinshasa, and anecdotal evidence suggests that this number has risen significantly. War Child is particularly concerned about girls living on the streets. The vast majority of girls over 12 have been forced into sex work after suffering sexual violence at the hands of the police, military, and gangs of street boys known as Kaluna.

War Child's work focuses on protecting street and other vulnerable children, particularly girls.

No of people benefiting from War Child programmes in the Democratic Republic of Congo	2009		Plan for 2010	
	Direct	Indirect	Direct	Indirect
Children	1,661	19,643	3,650	12,600
Other community members	3,222	14,857	739	8,000
TOTAL	4,883	34,500	4,389	20,800

War Child

Trustees' report (*continued*)

Democratic Republic of Congo (*continued*)

As planned in 2009 we

- Supported 4,883 people directly and 34,500 indirectly
- Handed back management of five street child centres to local organisations and provided further training in income generation to help them be more sustainable. We continued our work with street children in Kinshasa, reunifying 56 children with their families following family tracing and mediation work. This had the additional benefit of increasing income for their families as a result of the vocational training received by the children.
- Planned to adapt our work in Kinshasa to target girls specifically and increase our reach by building on learning from our evaluation in 2008. Although our new programme had not yet begun in 2009, we did conduct research with 315 street girls as planned by working with REJEER, a local network of street children's organisations. The research, which included focus groups, was aimed at better understanding their needs and identifying the services required. We identified a new local partner, OSEPER (Congregation for the Servants of Charity) to take this work forward and designed a programme offering a night-bus to conduct outreach, first aid, support to deal with emotional and psychological needs, education, and a drop-in centre with a safe space to wash, eat and leave belongings. We have recently secured funding for this work, which will commence by the middle of 2010.

War Child's survey of more than 300 street girls revealed

- 100% were involved in sex work to earn a living
- Some girls were forced to sleep with 8 clients a night to earn enough for food
- 57% have been victims of rape
- Only 20% of girls interviewed used condoms
- Highly vulnerable to sexually transmitted infections and other health threats, 50% of the girls rely on self-medication to treat problems, with the majority receiving no services whatsoever from government or other non-government organisations
- Conducted two research assessments in Goma, eastern DRC, in order to design a new programme working with children affected by armed conflict. We found a big gap in provision for girls who were associated with armed groups and those at risk of recruitment by armed groups. We secured funding to begin a new project providing services for these girls from the European Commission and Comic Relief, which started in March 2010.
- Concluded our work with children and young people formerly associated with armed forces/groups in Northern Equateur, to enable us to focus on children in the east of the country where the need is greater. Cash grants were given to 90 of these young people and other vulnerable youth to help them start their own income-generating activities. In addition to education support, they received support from four trained Child Protection Committees and vocational training with local artisans. A plan was prepared for the phase-out of War Child's involvement. Meetings were held with all stakeholders including government, local authorities, local non-governmental organisations and UN bodies, and our office was closed at the end of April.

War Child

Trustees' report (*continued*)

Democratic Republic of Congo (*continued*)

We also

- Conducted two Rap Battles by engaging local hip hop artist Didjak Munya to work with street children to write songs about issues they face, particularly protection issues on the street. The events were attended by over 700 people but the messages reached tens of thousands more after a song about the new DRC Child Protection law was recorded, made into a video and broadcast on 10 different TV channels across the DRC.
- Secured a grant from the United Nations Development Programme's Pooled Fund to work in the 'City of Hope', a camp on the outskirts of Kinshasa for people displaced following a flood in 2007. Through this project, we reached 8,000 children and community members. We directly supported 1,000 young people and 250 parents and community leaders by
 - Constructing three youth centres and two football pitches, which were important in providing safe spaces for young people. Through the youth centres we offer sport and recreational activities for children and youth including a drama club, football club, music activities and literacy and vocational training. We have also run workshops to raise awareness of issues such as HIV/AIDS and child protection, and we have provided training in women's rights, social worker training, and first aid.
 - Setting up three child protection committees with 24 members as well as three youth committees with 24 members. During 2009, 41 cases were referred to the committees for assistance. Most of these cases were about abuse, family breakdown, accusations of witchcraft and family rejection.
 - Improving protection for 638 children and youth through awareness raising projects.
- Professionally recorded two songs with Didjak Munya (see point above) and a group of girl mothers raising awareness about issues such as HIV/AIDS and gender based violence. These songs have been aired on five different radio stations, including the national MONUC station Radio Okapi. A video about the making of the songs was broadcast on national TV.

Challenges

- The ongoing violence in eastern DRC means greater focus is required there. However, this has impacted other parts of the country, which are also in need of assistance.
- The low capacity of project partners caused delays in project implementation and the reunification of children with their families in Kinshasa. To overcome this we supported our partners with repeated training and close monitoring, and provided work shadowing opportunities. In the future we will ensure a more thorough partner capacity assessment is conducted so that their capacity building needs can be more effectively built into the project design.

In 2010 we will:

- Secure new funding for our work with street children in the Kinshasa Programme, benefiting a further 400 children through outreach work with street children by
 - Providing a night-bus to facilitate counselling and referral services for girls as well as providing them with safe spaces and other services.
 - Benefitting 84 community members with greater awareness about the rights and needs of street girls, and start training for 15 police officers on their responsibilities to protect vulnerable street girls.
 - Reuniting at least 10 girls with their families, which means 60 members of their families will benefit from having them back home as they will generate additional income.

War Child

Trustees' report (continued)

Democratic Republic of Congo (continued)

In 2010 we will (continued)

- Responsibly phase out our assistance in the City of Hope, passing on the management to both the local community as well as the Association Femme Action Développement (AFAD), our local partner. Our activities will include
 - Continuing to support the capacity building of AFAD
 - Completing our work in the City of Hope, with youth centres and child protection committees being able to continue to run in a sustainable way
 - Delivering vocational training for 150 youth (including 56 girl mothers)
 - Conducting literacy and numeracy training to benefit 250 youth
 - Starting two income generating activities for the youth centres so they are able to continue to run after the project has finished
 - Continuing conducting workshops on HIV, contraception and child protection
 - Producing and launching a music video and song on sexual violence with Congolese rap artist Didjak Munya and City of Hope youth band on national TV to raise awareness about sexual violence
- Set up a new office in Goma, North Kivu by April 2010
- Begin implementing a new project with local partner Don Bosco in Goma to work with girls formerly associated with armed forces/groups and girls at risk of recruitment. This will include
 - Setting up and training 10 Community Based Child Protection Committees throughout the city
 - Providing support including shelter, counselling, referral, literacy and vocational training
 - Supporting family tracing and mediation for these girls. Where this is not possible we will support durable independent living arrangements
 - Working in collaboration with MONUC to prevent and reduce grave violations of the rights of children in armed conflict including the recruitment and enlistment of girls into armed forces/groups

Case study *Family Reunification*

When Sebastian's father died, he took on responsibility for looking after his family, as is customary in DRC for the eldest son. When his mother remarried, Sebastian's stepfather saw him as a threat to his authority and began to beat him. He had no choice but to leave home.

So at 14 years old, Sebastian found himself living on the street and working as a porter in the market. Every day he struggled to find enough to eat and lived with the constant threat of being arrested by the police.

Thankfully, Sebastian was found by staff from COPET, a local organisation supported by War Child. Determined to get himself off the streets, Sebastian decided to stay at their drop-in centre, where War Child funded his food, bed and social worker stipend. COPET organised family mediations and Sebastian was finally accepted back into his home in March 2009, happy to be reunited with his brothers and sisters.

In April 2009, a grant from War Child Ireland gave Sebastian the opportunity to start a 9-month mechanics training course and provided him with his own tool-kit. As well as boosting Sebastian's job prospects and self-esteem, the training has also given him the chance to prove himself to his family, which is crucial for successful reunification.

Sebastian, 16, COPET Drop-in Centre

War Child

Trustees' report (continued)

Democratic Republic of Congo (continued)

"Because I could not go to school and there is nothing for young people to do, I started taking drugs with other young boys. The social worker spent a lot of time with me, talking to me about my problems and encouraging me to get involved in activities at the youth centre. She showed me that some people do care about the children here. I spend a lot of time here now and have new friends who also help me a lot. I have completely changed since War Child came here. I value my life. My relationship with my family has really improved and I contribute and help at home."

Christian, 16, War Child supported Youth Centre in DRC

"I want to thank War Child for all they have done for vulnerable children in my country. It has been a great honour to work with you to produce songs and videos to raise awareness of issues affecting children in the DRC."

Didjak Munya, Congolese Rap Artist

27% of girls who had been raped identified their perpetrator as a member of the police

War Child survey of Kinshasa street girls

"An estimated 7,000 cases of sexual violence were registered at health centres in North and South Kivu in the first seven months of 2009, nearly double the number of cases in 2008."

Human Rights Watch

"A typical Congolese family earns a salary of around \$140. Sending one child to school costs \$65. More than half of Congolese children never go to school."

UNICEF

War Child

Trustees' report (continued)

Iraq

Improvements in Iraq's security situation and the positive results of the 2009 provincial elections have created a perception that the armed conflict and humanitarian crisis in Iraq are over. The reality, however, is very different. The International Committee of the Red Cross reported that mass explosions and indiscriminate attacks killed approximately 500 people per month and wounded another 2,000 in the first eight months of 2009. The fact that such a high monthly death toll can be considered 'a return to calm' underscores Iraq's fragility. Decades of oppression, foreign invasion and internal conflict has devastated rule of law in Iraq, severely undermining human rights and the rights of children in particular. Family breakdown has spiralled, as have corruption, impunity and criminality, fuelled by unemployment, a proliferation of small arms, and a law and order vacuum.

Social services, healthcare, and schools are over-stretched as a result of under-investment, destruction of infrastructure, and brain-drain. Insufficient investment by the Government of Iraq in social services is in part due to falling oil prices which led the 2009 budget to be cut from \$79 billion to \$53.7 billion. These cuts mean delays in reconstruction efforts and less investment in public services. The negative impact of deteriorating services is compounded by the erosion of livelihoods, undermining the capacity of caregivers to meet their children's basic survival requirements. Meanwhile, the number of female-headed households is growing, while conflict has led to the breakdown of the extended family structure, leaving women and their children with limited social protection.

Conflict has also impacted social attitudes. Strong traditions of education are deteriorating and gender disparities are widening. For instance, in the Southern provinces, the ratio of female/male enrolment dropped from 2.3 in the 2005-6 school year to 1.4 in 2006-7. Early marriage is rampant with nearly 20% of young women married by age 19. Reports indicate that domestic violence and so-called 'honour killings' are increasing. Violence within marriage is widespread, and, according to UNICEF, a majority of women believe that a husband is justified in beating his wife. The Penal Code does not criminalise this violence.

Education can provide life-saving and life-sustaining protection to vulnerable children, which is the basis of War Child's work in Iraq. As well as providing safe spaces for learning and play, school offers children protection from the effects of trauma by providing a resumption of normality into their lives.

No of people benefiting from War Child programmes in Iraq	2009		Plan for 2010	
	Direct	Indirect	Direct	Indirect
Children	183	0	5,575	18,080
Other community members	116	0	3,320	720
TOTAL	299	0	8,895	18,800

As planned in 2009 we:

- Supported 299 people directly
- Began laying the foundations for our work to increase access to education for children
 - Working with 183 children, we provided life-skills training through 19 small protection groups. While 79 of these children already attended school, 104 of them were unable to go to school at all. This training, which develops skills in critical thinking and decision-making, is vital for these children to help them manage the risks they face in their lives.
 - Four of the groups were for adolescent girls who had never attended school and most of whom are illiterate. In addition to developing life-skills, they received basic literacy training, as well as group activities addressing their psychological and emotional needs.
- Developed our work to increase access to education for children in and released from detention, by holding meetings with the Juvenile Reform Centre to research the quality of services offered currently. The results of these will be shared with four Child Protection Committees and government stakeholders to form the basis for our future work providing educational and other support for children arrested and in prison.

War Child

Trustees' report (*continued*)

Iraq (*continued*)

We also.

- Raised £96,000 to fund community-based child protection initiatives and access to education projects, to be implemented in 2009. This involved
 - Expanding our team in Iraq and growing our impact from virtually no beneficiaries at the start of 2009 to 183 by the end of the year
 - Preparing for the establishment of Child Protection Committees in 4 communities in 2010 to prevent, monitor and respond to violence, abuse and exploitation. They will form the basis for community action to address both social attitudes and quality of education issues, which prevent children from attending school

Challenges:

- Raising funds for Iraq is very difficult, which has significantly impacted our ability to support the number of children we had planned to
- The focus of donor funding on 'life-saving' projects meant a severe lack of funding for access to education projects in Iraq. The Department for International Development has significantly reduced funding for Iraq and there is no investment in primary or secondary education
- This situation was compounded by a funder delaying payment
- Our concerted efforts to seek new funding have positioned us well to secure new income for 2010. Moving forward, we will pool together funding from different sources in order to deliver our education project and directly benefit a minimum of 5,575 people during 2010
- The considerable security problem has created a situation in which we have had to rely on remote management of programmes. The cost of operating in Iraq due to security issues has meant reaching fewer children and lessening the impact of interventions. To overcome this, we formed a strategic alliance with Save the Children US, which has generously supported the visits of our staff to Iraq, in return for cooperation in programmes and Arabic-language child protection training of their staff. The security, residence and office they have provided have allowed direct management of the Iraq team and allowed our staff to have a presence on the ground, enabling them to secure more funding

In 2010 we will:

- Reduce risks to children's physical protection by rehabilitating six schools, adding classrooms, and providing access to safe water and sanitation facilities, thereby increasing attendance with greater gender parity
- Continue to support Child Protection Committees in four communities (rural marshland and urban slum areas) equipped to prevent, detect and address cases of violence, abuse, and exploitation of children in their communities through public awareness raising, community mobilisation, lobbying, and referral
- Build the capacity of child protection service providers to ensure higher quality and more accessible services
- Continue to provide life-skills education to 19 groups of in-school and out-of-school boys and girls to improve their ability to self-protect
- Continue to provide psychosocial support and basic literacy activities to out-of-school adolescent girls

War Child

Trustees' report (continued)

Iraq (continued)

Case study Child labour

Noor, an only child, grew up with her divorced mother and her grandfather. When she turned 12, her impoverished father (who lost one of his legs in the war) decided to reunite the family. The family now lives in an urban slum quarter and depends on fishing to survive. She works with her father, leaving the house very early in the mornings to fish in the nearby river. She then goes back to the quarter or to the market to sell their catch. Noor's days continued this way until War Child found her and began giving her emotional and psychological support.

In one of the sessions she attended with War Child, Noor drew a picture showing how happy she was that she had finally found people with whom she can sit and talk, away from fishing and the market, and away from her mother who drags her by her hair and forces her to go fishing every day. She said, "I love Sunday because I meet you, and I wish that you will teach me to read and write."

Noor, 17, War Child education project, Iraq

"Before, I was not alive. I knew nothing about life. I did not know there were people who wanted to know me nor what my life was like, and I had no idea about life outside of home."

Sahar, 16, group session for out-of-school girls, Iraq

"We wish you had visited us a long time ago in order to have this change on the girls. I have noticed that the girls look forward to the session days and we also noticed that they began taking care of themselves more than before. You are the first organisation to spend such a period of time working with the girls."

Headmaster of a rural school supported by War Child, Iraq

"23% of the population lives below the poverty line (\$2.2 per person per day)."

Iraq 2010 Humanitarian Action Plan, OCHA

War Child

Trustees' report (continued)

Uganda

Following decades of conflict, Northern Uganda experienced a generally stable security environment during 2009. However, reports of the emergence of a new rebel movement and the arrest and detention of several of its alleged members ignited political tension between opposition politicians and the Government, causing anxiety amongst the public.

For many years, communities had to leave their homes and live in displacement camps. Today more than half the population of Northern Uganda has been able to move back to their villages of origin. However they still face a severe lack of basic services, such as education.

Two areas in the North of Uganda have been particularly affected:

- Northern Uganda (including Pader District, Acholi) - which was severely affected during the conflict, with the majority of children being abducted by armed groups and having their lives and education interrupted. Today, the quality of education remains a key challenge. Children have to walk long distances to their schools – some up to 10km, the lack of accommodation continues to constrain the return of teachers, and there is an urgent need to develop other infrastructure such as classrooms, latrines and safe water provision.
- North-Eastern Uganda (including Kaabong District, Karamoja) – one of the most impoverished areas of Uganda, which has lacked investment and also suffers security threats from cross-border incursions, cattle raids, ambushes, kidnapping and murder. Children have had to sleep in their primary schools to avoid being caught up in the cross fire.

War Child works in both of these areas addressing issues of education, as well as protection and livelihoods.

No. of people benefiting from War Child programmes in Uganda	2009		Plan for 2010	
	Direct	Indirect	Direct	Indirect
Children	9,759	38,829	24,709	40,506
Other community members	3,520	9,128	5,585	22,269
TOTAL	13,279	47,957	30,294	62,775

War Child

Trustees' report (continued)

Uganda (continued)

As planned in 2009 we

- Supported 13,279 people directly and 47,957 indirectly
- Continued the access to education programmes for children in Pader to help excluded groups of young people back into mainstream education. We were able to expand the programme to span primary, secondary and tertiary education as well as functional literacy for adults
 - War Child provided school materials to 1,200 socially excluded children in 30 Pader primary schools. This included children who had lost one or both parents, had been part of armed groups, are disabled, or those from the poorest households. These children also benefited from 300 teachers being trained in child rights and trained in undertaking family visits to encourage parents to keep their children in school. Their training also aimed to reduce corporal punishment, which is a cause of school drop-out. We estimate that the work of these teachers has benefited a further 3,600 younger siblings by paving the way for their own enrolment when they come of age.
 - We enrolled 94% of those completing the accelerated learning programme we established in 2008 into further training. We planned to enrol 200 disadvantaged young people and actually enrolled 240, with only 14 dropping out.
 - 109 of them went on to secondary school to sit their O-levels, with 95% of them passing. One of these students became the best female student in Lira Palwo Secondary School, proving that giving a chance to disadvantaged young people, especially girls, does pay off.
 - 117 were enrolled onto skills training programmes such as welding, metal fabrication, catering, hotel management, auto-mechanics, and computing.
 - The 14 who dropped out did so because of relocating far from the training centres or due to other responsibilities at home.
 - All these young people have two years of training remaining. Once completed, they will be given support to help them set up their own business or find a job. Home visits are also conducted to raise awareness with the families of these young people of the importance of education, which will benefit around 960 of their younger siblings.
- Set up 30 child rights clubs with a total membership of 900 children
 - The club leaders received training in communication and public speaking, rights and responsibilities, issues such as abuse, neglect and exploitation, and local advocacy.
 - The clubs carried out peer research led by the children themselves in their school and local area to find out which security and safety issues affect children. The results were presented to the district authorities and as a result of the report, changes were made to improve school safety and respond to their concerns.
 - Children from the clubs run a regular local radio show called "Kids Live" where they interview local leaders and raise awareness about issues facing them. The show on Luo FM was listened to by over 7,000 local community members. Monitoring by War Child indicated that their communication skills had improved, self-esteem had increased, and they were enabled to express their needs and those of their peers in a more informed way.
- Continued supporting and strengthening community-based protection structures to ensure local communities are able to identify and respond to cases of abuse and exploitation of children
 - Members of the Child Protection Committees were given child protection training in partnership with UNICEF and the District Local Government.
 - Relationships with other organisations were set up in all communities where we work, to ensure children are linked into other service providers that can support them.
 - While these committees have been set up for the Pader area, we also introduced an innovative equivalent set up at the village level, bringing parents, youth, and local leaders together to address key issues. Children in villages are therefore better able to report cases and receive immediate support because of the greater number of committee members within reach. 400 cases were identified and dealt with, providing counselling, family mediation and referrals for children that needed

it The response time for child protection cases has significantly improved from around 144 hours to 72 hours

War Child

Trustees' report (*continued*)

Uganda (*continued*)

As planned in 2009 we

- Secured funding to equip a Science lab at Pader Girls Academy, which enabled 35 girls to pass their practical science exam and a further 200 to benefit from using the facilities. This enabled some of these girls to progress to nursing college following completion of their secondary education
- Started working with children living with disabilities at Paipir Primary School, which is the only primary school in Pader District with a special educational needs unit
 - 33 children, many of whom are deaf, received food and boarding fees, clothing, sanitation products, and support to visit their families regularly. They were taught sign language and are now able to communicate effectively for the first time. In addition, many of these children had experienced abuse and now have the means to report it, empowered by their new communication skills
 - War Child also trained teachers in child protection and case management, which has indirectly benefited a further 667 children
- Began working in North-Eastern Uganda, where insecurity remains a constant threat, to strengthen community level protection for orphans and vulnerable children and increase their access to education. An office was opened in late 2009 and we were fully operational in early 2010

We also:

- Provided Food Aid during the extended hunger season for 215 students at secondary school and vocational training, as well as for the 101 babies and young children of these students. There was a great risk of children dropping out of education and babies falling sick. However our work meant no students dropped out and in fact girl mothers reported an increase in their breast milk production and a noticeable increase in the health of their babies
- Conducted research commissioned by UNICEF on the situation of children arrested and in prison as well as child victims of crime, in Pader and Kitgum Districts. This provided baseline information on which to base advocacy with the national government to improve conditions for these children to meet international standards as well as data that can be used in funding appeals
- Worked in partnership with three communities to construct early childhood education centres. 240 children under the age of six benefited from this in a number of ways, including birth registration, nutrition, reducing the number of children left alone at home facing risk of abuse or exploitation, education, and play. 300 older siblings benefited from not having to stay at home to look after these children, which meant they could also go to school. There is potential for these centres to benefit an extra 600 children, which is something we are working on in 2010

Challenges.

- We were unable to start our partnership with the Ugandan Society for Disabled Children as planned due to a lack of funding. Although we did support 33 children, our target was 100 for the year. The quality of our work was also affected as we could not provide improved boarding facilities, disability learning equipment or physiotherapy services. We will continue to fundraise for this project in order to improve facilities for disabled children and expand the capacity of the unit to cater for more children during 2010
- The fragile security situation in North-Eastern Uganda had an impact on our work because our team was unable to spend as much time in communities as they hoped due to safety concerns. We are putting in place new security procedures to deal with the situation and will continue to build on this during 2010 in order to enable increased access to these communities

War Child

Trustees' report (*continued*)

Uganda (*continued*)

In 2010 we will

- Expand our work on education to incorporate early childhood development centres for children under six
- Continue providing primary education for the 1,200 children in Pader and an additional 2,500 orphans and vulnerable children in Kaabong
- Provide secondary education and vocational training for 196 marginalised young people including 62 girl mothers
- Enrol 22 graduates in teacher training college
- Provide functional adult literacy for parents of socially excluded children and young people
- Create employment opportunities for marginalised young people in Kaabong and Pader in welding, catering, sewing, computers, and motor vehicle repair
- Provide livelihoods support to 700 families of vulnerable young people in Kaabong to enable them to sustain themselves and support the education of their children
- Develop child protection committees in 30 villages in Kaabong to identify and protect vulnerable children in need of assistance
- Develop School Management Committees and Orphans and Vulnerable Children Management Committees in 30 schools and villages in Kaabong
- Expand our work with child rights clubs and youth/adolescent groups

Subject to funding, in 2010 we also plan to:

- Expand our work in North-Eastern Uganda to at least one more district
- Develop social work training for government workers and citizens in North-Eastern Uganda to provide trained social workers in a region with few university graduates
- Pilot a radio education initiative in North-Eastern Uganda to reach children who live too far away from a school to attend
- Ensure 100 additional schools have active Parent Teacher Associations and Child Rights Clubs to advocate for improvements in access to and quality of education
- Improve security management to ensure the quality of project implementation is not halted by insecurity as a result of cattle raiding or fighting between government troops and raiders

War Child

Trustees' report (continued)

Uganda (continued)

Case study Living with disabilities

Janet lives with her parents and five siblings, surviving on basic farming with almost no source of income. Primary education is free for children in Uganda, but while her siblings benefited from this Janet reached 16 years old without ever having gone to school. Janet is disabled and her family could not afford to spend time away from working in the fields to help her get to and from school.

In May 2009 a member of the Child Protection Committee, formed with War Child support, identified Janet as a child not attending school and referred her to a War Child field officer. Janet was enrolled at Paipir Primary School, the only school in Pader with a special needs unit. War Child helped secure a wheelchair for her and has provided her with school fees, uniform, school materials, clothing, and medication.

Janet now hopes to complete her education, get a good job and use her experience as an example to help change the attitude of many families about the care and protection of children with disabilities.

Janet, 16, 1st year at Paipir Primary School in Pader, Uganda

"I would have been dead by now. My parents wanted me to walk just like all other children in the village. People said my family would fall apart because of me and that I should be sacrificed. When I was 8, my brother died and they said I killed him. They locked me away for three months and I was fed through a tiny hole in the door.

When I came to Paipir Primary School and realised that there are other children like me, it was like entering a football field and playing in a team. For the first time in my life, I have friends and can play as part of a team."

Moses, 9, child attending Paipir Primary School, Uganda

"I came to this meeting to see some children sing and dance, but they challenged me about how safe they feel in their communities. It's a concern for me and I will follow up."

Resident District Commissioner, Uganda

93% children feel unsafe due to being beaten at home

82% children feel unsafe due to being overworked

92% children felt threatened by negative cultural practices such as forced marriage and child abduction for sacrifice

Child-led Peer Research, facilitated by War Child

War Child

Trustees' report (*continued*)

Campaigning in the UK

War Child campaigns for policy changes to help many more children than we could possibly hope to work with ourselves. Our aim is to contribute to the conditions in which decision makers are enabled and compelled to benefit those children marginalised by conflict that War Child is unable to help. This change will mean that the protective environment is stronger for children and that fewer children's lives will be adversely affected by war.

We directly influence decision makers through our advocacy work, which engages a diverse range of politicians and other influential groups, enabling them to champion the interests of children affected by war.

We indirectly influence decision makers by engaging the support and passion of the public. We raise awareness and public understanding of how war affects children through our events, music projects, schools programme, website and a variety of communications including social networking sites. In addition to empowering supporters to become more involved in the cause, their involvement helps influence decision makers by demonstrating the extent of public concern for taking urgent action to mitigate the effects of war on children.

Awareness raising events/activities

As planned in 2009, we.

- Delivered another War Child space at the Underage Festival in Victoria Park, London which enabled us to talk to young people about the work we do.

We also:

- Gave a live TV interview on Al Jazeera about the issue of child soldiers, which reached millions of viewers worldwide.
- Reached many millions of the UK public with messages about the impact of war on children, in particular through our Music, Events and Entertainment Fundraising.
- Achieved over 1.6m views on War Child's official YouTube channel, making it the fourth most viewed non-profit channel in YouTube history (see online section).
- Piloted a new method of engaging supporters at events and building a relationship with them through Facebook. This was successful at getting new audiences to learn about the issue of child soldiers (see advocacy section).

We didn't manage to.

- Work with the British Film Institute on screenings this year, due to a lack of relevant subject matter at their screenings, but we did present at other film festivals and screenings. This included conducting a talk for the Coventry Heritage and Arts Trust, as part of the Children in Conflict exhibition.

In 2010, we will:

- Help educate the public further about the effects of war on children, reaching a minimum audience of several million. Activities will include
 - Building on our music and events projects to share our messages with new audiences.
 - Beginning to use the media as a channel for communicating the issues War Child cares about.
 - Further developing our relationship with the Underage Festival to engage young audiences.
 - Partnering with arts and community projects to take the issue of conflict-related poverty to the public.

War Child

Trustees' report (continued)

Schools programme

Now in the last year of a three-year schools programme funded by the Department for International Development, War Child has positioned itself as a leading provider of lesson support relating to the global citizenship curriculum. As war is reported daily in the media and UK communities continue to become more diverse for many reasons, including embracing those from war-torn countries, it becomes even more essential for schools to teach their students about conflict related issues.

While global citizenship is an ideal slot for this in the curriculum, the non-specialist teachers who deliver the subject often lack confidence and support. War Child's ready-to-use physical and online resources enable teachers to deliver a series of lessons, which meet several requirements of the curriculum.

With its existing credibility among young people due to its strong music industry links, War Child is ideally placed to help teachers bring to life key citizenship issues relating to young people – and topics such as child soldiers, children's rights and the importance of active citizenship and campaigning continue to engage and stimulate both secondary and primary school students.

As planned in 2009, we:

- Enrolled and supported an additional 140 schools, a huge over-achievement on our original target of 50 extra schools for 2009. We also conducted 26 school visits, reaching an estimated 5,200 students. This increased the number of schools we work with from 110 last year to 250.
- Raised £9,520 through school fundraising. We received a further donation of £8,712.45 in December 2009, which was not processed in time to be included in our financial reporting for 2009. Donations received in 2009 exceeded our target of £15,000 by 15%.
- Promoted the Angry Mob web and social networking site to schools and young people during school visits, and sent a mail-out to schools. War Child is linked with all humanities specialist colleges in the country. There are 16 school groups actively involved with the website so far.
- Developed a plan for the continuation of the schools programme, in light of the financial implications due to not securing continued funding from the Department for International Development.

We also:

- Delivered an exciting and engaging school workshop with Ironik, one of the stars of War Child's single 'I Got Soul'. Ironik visited Kingsbury High School in North London and ran a two-hour workshop with War Child, encouraging students to explore conflict-related poverty through lyrics and music.
- Delivered a lecture to trainee teachers at Newman College in Birmingham on the importance of teaching about conflict and the global dimension within citizenship. This helped us build relationships with 40 new schools.
- Published War Child's teaching resources on the Times Educational Supplement website, resulting in 1,403 downloads to date and an average teacher rating of '5 stars', the highest rating permitted by the site.
- Partnered with the Anne Frank Trust to deliver a presentation for its Youth Ambassadors programme. We also established relationships with The Commonwealth Youth Exchange Council, WE MAKE PEACE, The Citizenship Foundation, and The Herbert Gallery, among others, in order to reach a wider number of young people already involved in citizenship projects and engage them with the issue of conflict-related poverty.

War Child

Trustees' report (continued)

Schools programme (continued)

Challenges

- Due to negative media attention surrounding the use of social media sites in schools and with most schools showing caution towards the use of youth websites, we found it harder to engage teachers and students with the Angry Mob website than we had envisaged

We didn't manage to

- Develop a youth board, due to resource restraints

In 2010, we will:

- Continue to build strong relationships with schools, raising awareness among young people and teachers of the key issues surrounding conflict-affected states
- Organise an advocacy event in Westminster for school children who have been involved with War Child's Schools Programme, to build on and consolidate their learning, and capture their ideas on video to share with others
- Seek funding to further develop the Schools Programme to engage students to become ambassadors for War Child and to encourage young people to become active citizens
- Develop a partnership with 'Memory for Teachers' to raise nationwide awareness amongst teaching professionals of the resources War Child has to offer
- Raise £18,000 for further investment for our work with schools in the UK
- Look for opportunities to partner with like-minded educational organisations and events, to reach a wider audience of young people
- Create a short educational film about the challenges faced by children in the DRC, and how War Child is addressing the problems, to use as a tool to inform and engage young people

"To meet DJ Ironik was amazing, and for him to come into school to help us get involved was a great pleasure War Child is a serious topic and has touched the hearts of everyone in Kingsbury High School Learning more and more about War Child and understanding more about the issues has made me aware of how lucky we are to be where we are It has made me see things more clearly "

Jaiina, 16, student from Kingsbury High School Taken from a blog on War Child's Angry Mob website

War Child

Trustees' report (continued)

Online

The online landscape is continually evolving and 2009 was very much the year of social media. Hence 'online' entails more than just 'our website' as we seek to take our content and messaging out to where our audience already is, rather than expecting or relying on people to come to us.

As planned, in 2009 we:

- Used the launch of our 'Heroes' album in February as a springboard to increase people's online interaction with War Child in 2009. We were particularly successful in taking advantage of the Coldplay/Killers gig and related media attention to convert this to online interaction.
- Exceeded all our quantitative targets for the year. In particular:
 - Our average monthly web visits rose from 13,000 to over 30,000 (including over 100,000 in February alone) vs. our target of 26,000.
 - Our target was to double our number of Facebook fans from 1,000 to 2,000 - but our music projects enabled us to achieve 11,000 by year end.
 - Our email newsletter distribution list doubled from 15,000 to 30,000 - thanks almost entirely to the Coldplay/Killers gig.
- Began to create some more compelling content about our programmes. In particular, we have used some great photos and videos from our project in DRC. This is an area we are seeking to build on in 2010.
- Reached a new audience through our social networking sites and greatly increased our fan-base thanks to our music projects, especially the 'I Got Soul' single. We were successfully able to use our fans' love of music as a stepping stone to becoming more involved with the issues affecting the children we work with - while music is the draw for them to join, it is content about our programmes work that people 'like' and share the most on Facebook and Twitter.
- Developed our profile on Twitter and grew our fan-base from around 400 followers in January to 5,000 by the end of the year. It has been a great tool for us to engage in a 1:1 dialogue with many of our supporters and has been extremely valuable in creating new relationships with other charities and creative professionals offering to work with us pro-bono.

We also:

- Secured a Google grant which gave us over \$11,000 worth of free Google ads in 2009.
- Featured on the homepage of MySpace, Bebo and YouTube thanks to our music projects.
- Became the 4th most watched UK NGO YouTube channel in history - thanks to over a million views of our 'I Got Soul' video. We also received 40,000 views of a film featuring a hard-hitting case study of a war child presented by Ashley Walters, which also featured on the homepage of YouTube.
- Installed a more secure, user-friendly online donations system, which has greatly increased our number of both one-off and regular donations through the website.

Challenges:

- Tight budgets across the organisation mean that we have been unable to invest in updating our site technology or developing a Customer Relationship Manager system that will enable us to maximise the donations we could be receiving.
- We have also had less funding to enable content-gathering trips to our projects, which means we have been less able to source new photos, videos, and stories from the field.
- We hope to be able to focus on these two areas when additional funding becomes available and are also looking at creative ways to obtain strong content at very low cost.

War Child

Trustees' report (*continued*)

Online (*continued*)

In 2010 we will.

- Further increase the number of fans on our social networks By the end of the year we hope to have 20,000 Facebook fans and 10,000 Twitter followers
- Strengthen the programmes content on our site and add some information about the issues facing children in conflict as well as War Child's work
- Increase the number of visits to our website and the average number of pages viewed per visitor by adding more engaging, search-engine-friendly content to it
- Revamp our music section to better reflect our musical history and heritage

Subject to funding, in 2010 we also plan to:

- Further improve our donations system and install a better Customer Relationship Manager system

"With over 300 million members, if Facebook was a country it would be the fourth most populated in the world "

Facebook/CIA, December 2009

War Child

Trustees' report (*continued*)

Advocacy

While politicians, decision makers and the media often discuss and engage with issues of war, rarely are the effects of war on children high on the agenda. In order for meaningful action to be taken by those in power to better protect and support children in the world's worst conflict zones, War Child and its partners must continue to help educate and inspire decision makers, by explaining how children are affected by conflict. In turn, we must validate the instrumental importance of putting children in conflict affected countries high up on the policy agenda, by sharing learning from our work on the ground. This learning can be used as a basis for recommending new ways in which the effects of war on children can be addressed.

As planned, in 2009 we

- Further developed our research on the effects of war on children, to feed into our evolving advocacy strategy
- Developed a short term advocacy strategy to provide a framework to guide our advocacy work until after the 2010 election
- Worked together with several like-minded organisations to advocate for the rights of conflict-affected children in order to maximise the collective impact of our shared agenda. We
 - Presented alongside Save the Children and Invisible Children in parliament on the rights of children in conflict. A policy paper was distributed to members of the Department for International Development (DFID), Ministry of Defence, and Foreign and Commonwealth Office, in addition to members of the Houses of Commons and Lords
 - Inputted to the running of a workshop with 25 DFID staff and members of the two civil society groups that lobby DFID on child rights and youth issues. The event was successful at gaining senior DFID endorsement for the importance of including young people in development policy
 - Worked with several other coalitions of organisations, such as the All Party Parliamentary Group for the Great Lakes Region of Africa, British Agencies Afghanistan Group, Iraq Advocacy Group, and Crisis Action, as well as using our leadership positions in the civil society groups for child rights and youth that lobby DFID
- Developed two key routes for engaging the public with campaigning for war-affected children by
 - Using the launch of the 'Heroes' album to engage new audiences with the issue, by raising awareness of how war affects children and encouraging them to take further action. A high profile event in parliament was successfully planned to use the album launch to raise senior level awareness across the three main political parties. Unfortunately this event was unable to go ahead in the end, but the planning process was useful in terms of building relationships
 - Developing the 'I Got Soul' campaign to help spread awareness of the issue of child soldiers, by asking the public to take a photo of themselves saluting and add it to our Facebook page. This was a successful way of engaging new audiences at events and generating word-of-mouth endorsement from them to their peers. We took photos of supporters at 3 events, uploaded them onto Facebook and anticipated 10% of them tagging themselves. We achieved 97% tagging, which illustrated the huge success of this technique
- Fed into government consultation of their 'White Paper' on development, meeting several senior DFID ministers and writing policy recommendations. In addition to a War Child project being used as a case study in the final paper, War Child and its partners were successful at significantly raising the profile of children compared to the previous White Paper, as well as emphasising the importance of focusing on fragile states

War Child

Trustees' report (*continued*)

Advocacy (*continued*)

We also

- Were invited to give feedback and evidence to the National Audit Office's review of the 'Comprehensive Approach' - a process that aims for military and non-military agencies to work together effectively for favourable and enduring outcomes. War Child's submission will be published in full when the NAO paper is made public in 2010.
- Submitted written recommendations to DFID's new global education strategy, with a particular focus on marginalised children in conflict affected countries.
- Joined the steering group of the civil society group, which works with DFID to influence development policy to better cater for and engage youth.
- Submitted a recommendation to the Public Accounts Committee for an enquiry into how the UK's development spending is meeting the needs of children in the world's most fragile states.
- Fed in policy recommendations to the FCO for their new 'children in conflict' strategy.

Challenges

- War Child took advantage of a significant number of opportunities to raise our issues with politicians and civil servants throughout 2009. The time required to maximise the potential of these opportunities meant less time was available to develop our research on the effects of war on children. Our new advocacy strategy will help guide how we best utilise our limited capacity for advocacy work.

We didn't manage to.

- Publish our research on the effects of war on children – although we did publish briefing notes on the issue of child soldiers.

In 2010 we will:

- Develop a new long-term advocacy strategy to significantly raise the issues of children and conflict higher up the policy agenda in a way that will help to address some of the root causes of the direct and indirect effects of war on children.
- Begin to establish War Child as a credible and well informed authority regarding the acute effects of conflict on the most marginalised children, and thereby position ourselves as an important partner for policy makers.
- Formulate policy briefs based on the work that we carry out in the field, providing evidence and recommendations for the benefit of policy and decision makers. We will also publish these on our website to help inform our supporters of our recommendations.
- Together with our partners, put pressure on the world leaders engaging in military action in Afghanistan to put the rights and needs of civilians before military interests.
- Raise awareness of the importance of marginalised children in conflict affected countries and how focusing on them will speed up the achievement of the UN Millennium Development Goals (MDGs), while the MDGs are being reviewed by world leaders in September 2010.
- Further develop partnerships with non-government organisations, academic institutions, and politicians to help increase awareness of the issues facing war-affected children and ensure that these issues are included on the policy agenda.
- Host a student from Pader Girls Academy to talk about her experiences as a former LRA abductee to audiences including schools and politicians.

War Child

Trustees' report (continued)

Advocacy (continued)

"[War Child's] submission had a substantial impact on the content of the NAO's capping paper. We make a large number of specific references to War Child to support key points made in the section of the capping paper which covered individual themes. We were impressed by the range and depth of the research you had undertaken in preparing your paper, and the conclusions you set out under the last theme covering lessons learned."

National Audit Office

"War Child handles these issues at the grittiest end of the spectrum."

Andrew Mitchell, Secretary for International Development (2009)

War Child

Trustees' report (continued)

Fundraising

During 2009 War Child invested in its ability to raise funds and undertook a 3 pronged approach to fundraising

- Corporate & Donor Fundraising
- Music, Events and Entertainment Fundraising
- Institutional and Trust Fundraising

War Child had one of its most successful fundraising years to date, in large part due to our strategy of diversifying our fundraising streams to include music. This happened despite the adverse impact of the global recession on fundraising across the UK

TARGET INCOME 2009 = £1,785,333

ACTUAL INCOME 2009 = £2,485,141

TARGET INCOME 2010 = £2,830,247

Corporate & Donor Fundraising

In 2009, our strategy was to make use of our amplified brand awareness to increase the number of individuals undertaking challenge events, recruit more regular supporters, and develop new corporate partnerships. This strategy paid off for War Child during what was a challenging year for the fundraising sector

TARGET INCOME 2009 = £250,800

ACTUAL INCOME 2009 = £338,664

TARGET INCOME 2010 = £437,835

"The economic downturn has coincided with an 11% decrease in the total amount given in the UK. A noticeable fall in average donations by higher-income earners and those in professional occupations has accounted for some of this decline."

Charities Aid Foundation's UK Giving 2009 guide (an overview of charitable giving in 2008/09)

As planned in 2009 we:

- Recruited a second fundraiser, who helped contribute to our growth in income
- Developed new corporate partnerships worth £32,000, vs our income target of £25,000, though some of this income will be received during the 2010 financial year. We used our increased brand awareness to increase our attractiveness to companies and undertook a number of activities including
 - A limited edition range of T-shirts produced by ethical clothing company Edun in collaboration with Dazed & Confused magazine and sold in aid of War Child at Selfridges stores in the UK and online at Saks and Edun websites. The partnership was launched at a high profile party in London and raised more than £5,000
 - Dr. Bronner's Magic Soaps sold in aid of War Child over a short period, raising awareness of the brand through an on pack promotion and raising £2,500

War Child

Trustees' report (*continued*)

Fundraising (*continued*)

As planned in 2009 we. (*continued*)

- Although we have not yet written and signed off a strategy for engaging major donors, we further developed our relationship with existing major supporters via our Ambassadors Club. An additional six Ambassadors were recruited during 2009, giving money to War Child as well as utilising their wider network for the benefit of the charity's wider aims.
- Undertook further online auctions to raise income from items donated to War Child. Due to our increased activity with the music industry, we had a number of high value and interesting items which we sold through eBay. Highlights include
 - A sale of signed memorabilia from our post Brit Awards gig with The Killers, Coldplay, Bono and Gary Barlow, including signed Heroes box sets, t-shirts and CDs, raised more than £10,000
 - An art and music memorabilia sale including a Gibson Les Paul guitar signed by winners of the 2009 Mojo awards and original art pieces by Damien Hirst and Patrick Hughes raised a further £6,000
- Increased the number of individuals who raise money for War Child through undertaking challenges, runs and treks. Challenge events were an area of growth for our fundraising in 2009. Additional promotion of activities and support for our fundraisers meant that we raised well over our target income of £39,000. War Child had more than 40 individuals undertake personal challenges to raise more than £70,000, from shaving their heads to conquering Kilimanjaro, and we plan to build on this success in 2010.

We also.

- Developed a new relationship with Celtic Football Club. The Celtic Charity Trust made a donation of £10,000 to War Child in October 2009, providing a fantastic opportunity to raise additional money whilst raising awareness with a new audience.

In 2010 we will:

- Develop new corporate partnerships worth £45,000
- Continue to increase the number of individuals undertaking challenge events for War Child and raise £50,000
- Recruit more individuals to the War Child Ambassadors Club and raise at least £30,000 from their support
- Establish ongoing donations of money-can't-buy and high value items which can be auctioned
- Develop a new strategy for engaging major donors
- Work with War Child Ireland and Australia to raise £70,000 in co-funding for War Child UK projects

Challenges:

- The impact of the recession on fundraising in the UK was still being felt in 2009, especially in relation to corporate giving, with more than 166,000 UK charities needing to raise money in difficult economic times. The Charity Aid Foundation's UK Giving 2009 report states that children and young people are one of the top three causes to support in the UK, an exact fit for War Child, but as a small charity we are up against some of the biggest and most popular charities, which have greater promotional and engagement resources. Our challenge is to continually find new and innovative ways to meet our fundraising requirements. War Child's increased brand awareness over the past year helped us offer business benefits to companies, making the prospect of working with us more attractive. Though corporate fundraising was a challenge this year, we did create new and valuable partnerships and feel that this is, in some part, tied to our successful relationship with the music industry.

War Child

Trustees' report (continued)

Fundraising (continued)

"We are delighted to support the excellent work of War Child, a charitable cause which is most deserving of our backing "

Celtic Football Club

"War devastates communities in ways no one wants to think about, and children are always innocent victims In the Congo, war has been part of everyday life for millions during the past 5 years It's a horrific reality that War Child works hard to alleviate Edun is proud to help their efforts "

Ali Hewson, EDUN Owner and Founder

In October 2009 a group of four intrepid men, headed by War Child trustee James Sully, climbed Kilimanjaro and raised an amazing £25,490 99

After more than 10 years together Doy and James decided to get married – but instead of the usual wedding gift list they asked guests to give a donation to War Child through the JustGiving website They raised more than £4,500 and said "What better way to mark a new chapter in our lives than by helping to ensure a new chapter for a child?"

Music, events and entertainment fundraising

War Child's Music, Events and Entertainment team built on the success, learning and relationships built through the development of the Heroes project throughout 2008 With each opportunity we aimed for greater fundraising innovation, including newspaper cover-mounts, exclusive artwork auctions, designer t-shirts and sponsorship models These efforts won the War Child fundraising team the 'Charity Trading' award at the 2009 Third Sector Awards Central to our success was the extensive recruitment of leading companies and individuals to provide pro bono support, valued at £1 89m in 2009 Building a strong supporter network across the breadth of the music business has helped ensure that awareness of War Child's work has never been higher among key figures in the music and entertainment worlds Vitally, the team is guaranteeing the sustainability of this work by ensuring their models are replicable and long-term The post-Brits event is an annual landmark, and 2009's event with Coldplay and The Killers was repeated in 2010 with Kasabian, La Roux and Calvin Harris

TARGET INCOME 2009 = £875,000

ACTUAL INCOME 2009 = £938,030

TARGET INCOME 2010 = £1,061,625

War Child

Trustees' report (*continued*)

Fundraising (*continued*)

Music, events and entertainment fundraising (*continued*)

As planned in 2009 we.

- Delivered £938,030 from music products and events – exceeding our target of £875,000
 - War Child released a top ten compilation album actively supported by traditional likes of Sir Paul McCartney, Bob Dylan, Lily Allen, and Elbow, Released a top ten single highlighting the plight of child soldiers featuring leading young acts including Pixie Lott, Tinchy Stryder, Chipmunk and N-Dubz, developed a unique concert immediately following the Brit Awards, described by the Guardian as "the charity gig to end all charity gigs"
 - War Child's post-Brits event has become an annual landmark 2009's event with Coldplay and The Killers was one of the year's most talked about concerts, and plans were set in place to repeat the event in 2010 with Kasabian, La Roux and Calvin Harris
 - War Child's influence was recognised with the BeMOBO Award at the 2009 MOBO Awards, broadcast live on BBC television, and being selected as 2010 Brit Awards charity partner
- Hosted a third Army of You gig at the Tabernacle, Notting Hill with yet another fantastic line up of hotly tipped acts Artists included Filthy Dukes, Phenomenal Handclap Band, and We Have Band The event was sponsored by Guitar Hero, which was a new relationship we developed in 2009
- Worked in partnership with the New Music Express UK-wide tour, taking a percentage of ticket prices and using their platforms to promote our work In partnership with Shelter, War Child raised nearly £12,000 (against a target of £10,000 – though the final amount was shared between the two causes) The initiative reached an audience of 265,000 against our target of 100,000
- Due to timings and resourcing, War Child's stated plans to host two further music events in 2009 were postponed The opportunities arising from other work took priority (see below)
- Further extended our reach into the entertainment world, building strong links with the computer game industry Our relationships with Sports Interactive and Sega continued in 2009 A series of partnerships with Activision helped to generate a considerable profile and funds of over £300,000 – setting a UK record for the biggest single donation made from computer gaming

We also

- Put on a launch event for the Camden Crawl after we were chosen as charity partner for the festival in 2010 The event raised funds and was a chance to meet local bands at a new Camden venue
- Raised money and awareness when Lily Allen kindly asked everyone on her UK tour guest-list to donate £10 to War Child As artists become more familiar with the work we do they sometimes contact us with their own generous offers of support This raised us nearly £14,000
- Won an award for 'Charity Trading' at the 2009 Third Sector Awards for the innovative fundraising work around the Heroes album The Music & Entertainment Team were also shortlisted for 'Best Fundraising Team of the Year' by The Institute of Fundraising for work carried out in 2009 The awards take place in July 2010

War Child

Trustees' report (continued)

Fundraising (continued)

Music, events and entertainment fundraising (continued)

In 2010 we will.

- Generate a total unrestricted income of £1,061,625
- Develop new revenue streams from music
- Extend reach into other entertainment sectors
- Continue to build sustainability of our events calendar and relationships
- Develop strategic relationships - working to maintain and strengthen existing relations and use them to plug gaps in areas of support and capability We will develop War Child's artist support network and pursue time-efficient income generating relationships that best utilise and magnify War Child's limited resources
- Build the team to increase capacity, recruiting expertise in key areas

Challenges:

- The music industry remained a challenging environment in 2009, with traditional revenue areas being hit hard by both the effects of illegal downloading and the recession Problems were faced by all creative industries, films, books, TV, and games, not just music

"Digital sales grew 940% since 2004, but the overall music market fell by around 30% in that period Sales were down 12% in the first half of 2009 and the full year figure is likely to show a similar trend"

IFPI Digital Music Report 2010

"If the Young Soul Rebels 'I Got Soul' single encourages just a handful of teenagers in the UK to think about the struggle their peers face across the world, it will be worth it"

Kanya King, CEO and founder of the MOBO Awards

"We believe war should have an 18 certificate"

GAME for Good

War Child

Trustees' report (continued)

Fundraising (continued)

Music, events and entertainment fundraising (continued)

I Got Soul – Reaching A New Audience

War Child's first single, 'I Got Soul', aimed to raise awareness about the work we do with child soldiers. The track gave War Child a unique way to talk to and engage with a huge, diverse group of young people in Britain - an audience of teenagers who War Child can't reach through our usual media outlets.

The idea sparked after what The Sun described as "the greatest encore of all time" at our Brits event with Coldplay, The Killers, Gary Barlow and Bono earlier in the year. We were quick to approach Fraser T Smith, the UK's number one pop producer, who was excited to be involved and was vital to the single's success. We handpicked an incredibly talented cross-section from the UK urban music scene including Tinchy Stryder, Pixie Lott and N-Dubz (all of whom had recently had number one hits). It was also the first time that War Child had worked on any recorded urban music, which opened up our reach even further. The single was recorded in one day at Metropolis Studios and the artists, inspired by learning about War Child, made up raps on the spot that were used in the single.

We signed a deal with Island Records shortly afterwards. The team at Island made the project a priority and their expertise in marketing and promotion was invaluable. The single was released on October 19th and reached no 10 in the charts. As with previous music projects we were keen to maximise all areas of potential revenue and communications including:

- Chris Cowey (Top of The Pops) directing a music video for us which allowed War Child to become the fourth most viewed not for profit channel on YouTube of all time*
- Henry Holland (prestigious UK fashion designer) designing an exclusive range of 'I GOT SOUL' T-shirts for us*
- Selling these T-shirts on Tinchy Stryder's successful online 'Star in The Hood' shop*
- Being awarded a MOBO award off the back of our life changing work with music. The single was performed at the ceremony, which was broadcast to 4.1 million viewers*
- DJ Ironik (one of the artists involved) visiting a London School as part of War Child's award winning schools programme, which was very exciting for the children involved*
- Ashley Walters (award winning British actor) being filmed reciting a War Child case study that was put up on YouTube alongside our music video*
- All artists engaging their fans on social networks which helped our Facebook and Twitter users grow by thousands - both of which are very important marketing tools for us*
- 'I Got Soul' being licensed to the biggest selling compilation 'Now That's What I Call Music' and also to RnB hits - both of which radically increased our revenue*
- Working with London's best pop music PR agencies across all media platforms to help us maximise the promotion of both the single and War Child*

War Child

Trustees' report (continued)

Fundraising (continued)

Music, events and entertainment fundraising (continued)

Computer Games – Breaking Fundraising Ground

In 2009, War Child not only successfully continued its existing relationships in the computer games industry but also developed new ones, leading to innovations in raising awareness and funds

Sports Interactive, the company behind 'Football Manager', have been long-standing supporters of War Child and generously donate a percentage of each game sold. On top of this, they actively promote our work throughout the year, such as placing in-game advertising on football shirts and around the pitch so players can click on our logo, sending vast amounts of traffic to our website

Guitar Hero also worked with us throughout 2009. They supported us with joint radio and online advertising alongside the launch of Heroes, covered production costs for 'Army of You' and gave us invaluable visibility on their festival stages throughout the summer

DJ Hero (from the makers of Guitar Hero) sponsored the recording of our 'I Got Soul' single and, like Guitar Hero, have offered a great deal of online advertising and cross promotion across their network

One of the year's biggest media campaigns in both the computer games and third sector industries was with Activision's 'GAME for Good' weekend, in association with the " 'Call of Duty' game, which

- Raised over £300,000

- Led to a £250,000 donation pledge from Activision following the success of its GAME for Good campaign in conjunction with GAME (the retailer) and Microsoft

- Collected a percentage of each game sold over the weekend at GAME stores across the UK. GAME also sold War Child wristbands

- Saw 1,019,088 gamers log on to play over the weekend on Xbox Live - between them they racked up 4.2m hours of game-play

Institutional and Trust fundraising

The investment made in institutional and trust fundraising in 2009 has proved highly successful. The increase in income, diversity of donors, size of grants, and cost-recovery has enabled War Child to increase the scale, reach and effectiveness of its work, and lay a strong foundation for the future.

TARGET INCOME 2009 = £659,533

ACTUAL INCOME 2009 = £1,206,794

TARGET INCOME 2010 = £1,330,786

War Child

Trustees' report (*continued*)

Fundraising (*continued*)

Institutional and Trust fundraising (*continued*)

As planned in 2009 we.

- Restructured the Programmes team to increase the resources committed to institutional donor prospecting, proposal writing and grant management
- Committed more resources to writing trust and foundation proposals
- Diversified the donor portfolio, increased the average size of grants, increased cost-recovery and strengthened relationships with existing donors
- Exceeded our target income by around 83%
- Raised £35,811 from DFID for our schools programme
- Raised over £70,000 from other War Child International affiliates (see page 53 for more details)

We also

- Secured grants from new donors such as European Commission's European Instrument for Democracy and Human Rights (EIDHR) funding stream, the DRC Pooled Fund, and Uganda Government Civil Society Fund
- Secured new grants from existing donors such as Comic Relief and UNICEF
- Doubled income from trusts and foundations
- Expanded our Iraq programme with the support of UNICEF and others

In 2010 we will.

- Continue growing institutional income, to at least £1,300,786
- Continue working to diversify our donor portfolio, increase the average size of grants, increase cost-recovery and strengthen relationships with existing donors
- Work to increase the number of multi-year grants, to improve planning and effectiveness
- Continue to recoup War Child's direct project costs and expenditure from trust fund and institutional donors to contribute to our target for unrestricted funding

Challenges

- Despite increasing recognition of the need to boost funding for work in fragile states and commitments to protect overseas development aid from the government's budgetary cuts, donors demonstrate an increasing preference for direct budgetary support (given directly to governments of poor countries), working with fewer but larger charities in order to reduce transaction costs and channelling funding through international organisations like the UN and World Bank. These challenges will continue into 2010 and beyond, meaning War Child will have to continue adapting as well as promoting the role of and lobbying for funding for small and medium size organisations. One way in which we will seek to address this is by developing consortia with other organisations to enable us to access larger grants

War Child

Trustees' report (*continued*)

War Child's International family

War Child International is a family of independent organisations, comprising of War Child UK, War Child Holland, and War Child Canada. Together we help children affected by conflict in a total of 14 countries. Our partnership ensures we benefit from cost sharing office space, the submission of joint proposals, sharing learning and expertise and undertaking joint fundraising initiatives.

All three War Child organisations have won prestigious awards for their work and bring well-established expertise to working in conflict affected areas with children.

www.warchild.org

War Child Canada

War Child Canada provides opportunities and long-term solutions for war-affected children, focusing on education, strengthening children's rights, reducing poverty and fostering self-reliance. War Child Canada works in partnership with local people and organisations to build sustainable programmes that empower children and their communities.

War Child Canada supports children and their families in some of the most devastated regions of the world, including Afghanistan, Congo, Sri Lanka, and Darfur, Sudan. Through dynamic youth-engagement and innovative communications strategies, War Child Canada empowers young people to advocate for child rights everywhere.

War Child Canada is also the focal point for War Child International in the USA. It receives significant support from young people across the United States. In 2010, War Child Canada will be looking to expand on its US presence and significantly increase engagement with the War Child cause.

www.warchild.ca
www.warchild.us
www.helpchildsoldiers.com

War Child Holland

In 2009, War Child Holland reconfirmed its vision, mission and approach in response to constantly changing local developments, security situations, organisational developments, the varying presence of other aid organisations and the increasing capacity of and possibility for cooperation with others. War Child Holland works with children and young people to develop the strength they need to change their future and environment, using a creative approach to reunite families in post conflict areas, rebuild trust, and connect with children's ways of looking at the world.

Throughout the year, War Child Holland reached a total of 972,018 children and young people, and 420,526 adults in 12 project countries. €9.6 million was spent on project activities. War Child Holland focused on improving existing country programmes, which became more efficient with local management and advisory and support teams running larger programmes. More effort has also been focused on advocacy activities. The Dutch Minister of Development Cooperation, Bert Koenders, visited projects in Colombia with War Child ambassador Marco Borsato. As a follow up, War Child Holland attended the Open Debate of the Third Committee of the General Assembly of the United Nations in New York.

www.warchildholland.org
www.warchild.nl/strategy

War Child

Trustees' report (*continued*)

War Child's International family (*continued*)

War Child Affiliates

In addition to the three members of War Child International, the War Child family has two additional affiliates – War Child Australia and War Child Ireland - which work closely with War Child UK as their focal point to War Child International

War Child Australia and Ireland raise money to co-fund projects delivered by War Child UK, and raise awareness of the effects of war on children. Both War Child Australia and Ireland were formed in 2002 and are staffed entirely by volunteers, so administration expenditure is very low

War Child Australia

In 2009, War Child Australia raised AUD\$150,000 for War Child's projects in the Democratic Republic of Congo. The income received was used to support five street child centres in Kinshasa. With War Child Australia's support, these centres were able to provide street children with care, protection and development opportunities.

War Child Australia also continued to raise money through the sale of a series of books called 'Girls Night In' and 'Kids Night In', a donation for every book sold has been made to War Child Australia since 2002. The books also raise vital awareness for War Child's work.

2009 also saw War Child Australia recruiting fundraisers for its first ever challenge event. The Cambodia Challenge. To raise money for War Child UK projects, participants will cycle through stunning Cambodian countryside, visit the magnificent Angkor Wat. They will also spend three days volunteering at the Cambodian Land Mine Museum Relief Fund, which provides educational facilities, programming and rehabilitation facilities for survivors of landmine injury.

www.warchild.org.au

War Child Ireland

War Child Ireland, which is operated by a voluntary board of directors, had a busy 2009. Throughout the year money was raised by War Child Ireland through a variety of events. These included sponsored runs, quizzes and the first War Child music gig in Ireland, which included three up-and-coming bands. War Child Ireland also continued its successful association with Ireland's premier music festival Electric Picnic, which took place in August. Over 50,000 people attended the weekend of high profile musical acts. War Child Ireland generated significant publicity at the event and raised over €10,000 with its unique 'Pimp my Tent' competition.

In 2010, War Child Ireland will continue to support projects on the ground and a series of fund-raising events are already planned.

www.warchild.ie

War Child

Trustees' report (*continued*)

War Child staff

Trustees

Chair: Gill Avis (Tom Davis from July 2010)

James Sully
Martin McCann
Neil Fenton
Ray Longbottom
Tom Davis
Richard Butler (appointed March 2009)
Tim Wilson (appointed September 2009)
Lydia Lee (appointed April 2010)
George Woodgate (resigned January 2009)
Christopher Sharp (resigned May 2009)
Stephen Crump (resigned May 2009)

Headquarters Staff.

Chief Executive: Mark Waddington

Campaigns Director: Nivi Narang
Deputy Programmes Director: Matthew Wilson
Director of Music and Entertainment: Ben Knowles
Finance Director: Florian Maehler (Helen Ord from May 2010)
Programmes Director: Wayne Bleier

Finance Officer: Adewale Ajadi
HR & Office Manager: Erika Hamer

International Programme Manager for Afghanistan: Helen Guillermo
Programme Development & Grants Coordinator (Iraq/Afghanistan): Katie Taylor
Programme Development and Grants Coordinator (Uganda & DRC): Claudia Seymour/ Sophie Hug Williams
Security Manager: Amy Price

'Acting' Head of Events: Ellie Evans
Fundraising Officer: Charlotte Minvielle
Head of Corporate & Donor Fundraising: Sara Bowcutt
Head of Events: Wendy Aldridge
Head of Music: Catherine Gledhill
Media & Celebrity Manager: Trudy Stone

Acting Online Campaigns Manager: Chris Anderson
Online Campaigns Manager: Ben Blankley
Online Assistant: Chris Mirza
Schools Manager: Caroline Nicholson

War Child

Trustees' report (*continued*)

War Child staff (*continued*)

Field Directors and Country Representatives

Afghanistan: Padmavathi Yedla / Mohammad Aslam

Democratic Republic of Congo: Jean-Marc Page

Iraq: Saud Saad

Uganda: Ebrima Sady

We would like to express our special thanks to the interns and volunteers who help in the office in London and who are unpaid but dedicated, enthusiastic and highly competent. We could not do without you.

Antonia Charlesworth

Charlotte Minvielle

Claas Beecken

Clare O'Reilly

Courtney Towner

Elisabeth Little

Gary Davis

Harriet Holder

Jessica Sutton

Julia Parke

Julie Tarasi

Kate O'Grady

Katrina Munir

Kirsty Benton

Lindsay Iversen

Louise Jordan

Mafalda Marchioro

Marieke Hounjet

Matt Browne

Nikki Morgan

Sarah Azia

Sonny Malhotra

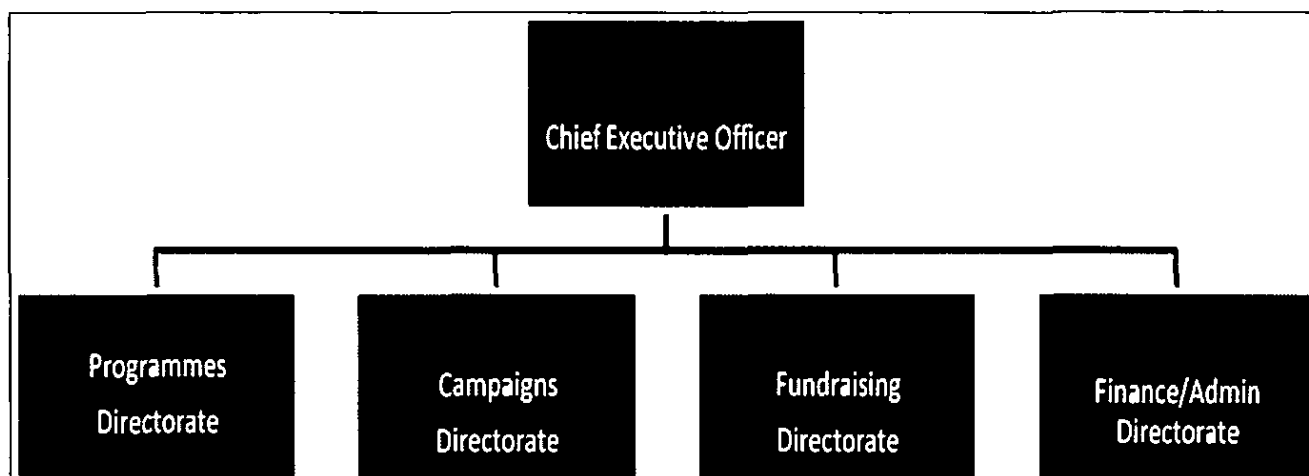
Tim Grover

Thank you

War Child

Trustees' report (continued)

Organisational structure



War Child is organised into four directorates as shown, with directors of the Programmes, Campaigns and Finance/Admin teams, and managers in the Fundraising team, reporting to the Chief Executive Officer

War Child

Trustees' report (*continued*)

Thanks

Accountancy for International Development (Uganda)
Action de Développement aux plus Démunis (DRC)
Activision
Afghanistan Independent Human Rights Commission (Afghanistan)
Afghanistan NGO Safety Office (Afghanistan)
Allan and Nesta Ferguson Charitable Trust (Afghanistan)
Ashley Walters
Association des mamans encadreur des enfants malnourris et abandonnés (DRC)
Association Femme Action Développement (DRC)
Backstreet Merchandise
Bally Ames
Bashy
British Embassy
Calthorpe Park School
Camden Crawl
CampBarBossa
Carole Matthews
Celtic Football Club
The Celtic Foundation
Centre d'Orientation Professionnelle des Enfants Travailleurs (DRC)
Charity Champions
Charlotte Ross
Child Protection Action Network (Afghanistan)
Chipmunk
Chris Cowey
Chris Manby
Chris O'Donnell
Christian Counselling Foundation (Uganda)
Claire O'Brien
Comic Relief (Uganda)
Congregation for the Servants of Charity (DRC)
Curtis Brown
Daiwa Capital Markets Europe Ltd
David Boyd
David Reilly
Dazed & Confused
Debenhams
Department for International Development
The Design Corporation
Dhuwarakha Dayaladev Shiram (Afghanistan)
Didier Bonyenga
Didjak Munya & Groupe Munya (DRC)
Dodoth Agro-pastoral development Association (Uganda)
Dodoth Friends of Charity (Uganda)
Domino Go
Don Bosco (DRC)
Dr Bronner Soaps
Edun
Egypt
Emma Fairhurst (Uganda)
EMI
Fiona Walker
Frankmusik
Fraser T Smith
Frère Maino (DRC)
Friends of Orphans (Uganda)

War Child

Trustees' report (*continued*)

Thanks (*continued*)

GAME
George Oliver
Good Gifts Catalogue
Hannah Hamill
HarperCollins
Helen Basini
HELP International (Afghanistan)
Henry Holland
Herakut
Herat University (Afghanistan)
Imogen Edwards-Jones
Ironik
Island Records
James Sully
Jasmine Skee
Jeremy Thomas
Jessica Adams
Juliet Partridge
Karamoja Dioceses Development Society (Uganda)
Kid British
Kos Kreativ
Laura Harris
Live Nation
London Community Gospel Choir
Maggie Alderson
McLean
Miles Jacobson
Mpho
N-Dubz
Nick Earls
Nikki Comber
O2
Parlophone Records
Paul Smith
Père Monti (DRC)
Phillips de Pury
Piotrek Szczepaniak (Uganda)
Pixie Lott
ProxyCensus
Racefit Ltd
Radio Okapi (DRC)
Raffle It
Raising Angels
Reseau des Educateurs des Enfants et Jeunes de la Rue (DRC)
Ritch Ames
Robin Hammond
Rwanda Citizens Network Justice & Democratie (DRC)
Sara Foster
Sarah Mlynowski
Save the Children US (Iraq)
SEGA
Selfridges
Simon Ashby-Rudd
Simon Gilchrist
Simon Gooden
Sports Interactive

War Child

Trustees' report (*continued*)

Thanks (*continued*)

Stirling Global
StudioThomson
Tamara Sheward
Terry Felgate
Tim Husain
Tim Sunnucks
Tinchy Stryder
Todd Grondona
Tony Wadsworth
Turkmen Youth Association (Afghanistan)
TV Digital Congo (DRC)
UN
UNICEF
Weber Shandwick
WeGotTickets
V V Brown
Women Activities and Social Services Association (Afghanistan)
Youth Journalist Association (Afghanistan)
Youth Social Work Association (Uganda)

With special thanks to the late Toby Elliott

War Child

Trustees' responsibilities

Financial review

Total income for 2009 was £2,485,141, which was 92% higher than in 2008. One of the main reasons for this year's stronger income is due to the success of War Child's five-year strategic plan, which came into effect during the fourth quarter of 2008. Our strategic review envisaged investment in War Child's fundraising capabilities via extra staff, resources and a concentrated effort in both restricted and unrestricted fundraising streams. This has seen an increase in our restricted income from £498,931 in 2008 to £1,185,495 in 2009, and in our unrestricted income from £792,818 in 2008 to £1,299,646 in 2009. While doing so, War Child managed to build strategic alliances with donors such as the European Commission and Comic Relief, but also business and music partners which will ensure that our income stream will reach, if not exceed, similar levels in 2010.

Total expenditure for 2009 amounted to £2,044,440, which is 25% higher than 2008. This increase derives from two areas – direct project costs and fundraising. Our project costs increased by £201,823, thanks largely to successful expansion in programme activities in the DRC and Uganda, which was itself enabled by the increased income for the year. Fundraising costs increased by £215,198 as we invested in our capacity in terms of additional employees and fundraising events and activities, in line with our five-year strategic plan.

War Child's wholly owned subsidiary trading company War Child Music Limited also stepped up its performance in 2009. Trading income consisted mainly of commercial sales such as the sale of donated art work and concert tickets, in addition to income from royalties and other licensing agreements with corporate partners. Total income achieved through War Child Music Limited amounted to £938,030 in 2009 (£428,529 in 2008) with associated expenses of £113,570 (2008 £108,352), with the doubling of return on investment to 8.3 (4.0 in 2008) reflecting the implementation of the new strategic plan. The net profit of £824,460 will be gift aided to the War Child charity before the end of the tax year.

In conclusion, War Child had one of its best years in recent history and is very positive about its future prospects. Recent successes will be built upon with a clear commitment to rebuild unrestricted reserves to an adequate level by 2012.

Reserves policy

War Child aims to hold at least three months operating costs at any given time. The reserves are an essential component of strategic financial management, ensuring that War Child meets the needs of the beneficiaries and the organisation. War Child's total reserves at the yearend were £637,826 which is a very significant increase compared to prior year (£197,125 in 2008). Of this figure, however, £600,804 related to restricted funds whilst the balance of unrestricted funds remained at a level below our reserve policy.

The trustees have therefore mapped out a clear plan of gradually rebuilding War Child unrestricted reserves by 2012 as part of the five-year strategic plan.

Grant making policy

Grants are only considered if the non-governmental organisation or other charity meets the following criteria:

- It has registered with the relevant government authorities
- The objectives of the proposal are compatible with the War Child mission statement and objectives
- The last financial annual report is produced with full accounts
- A formal agreement is signed with War Child

Investment policy

The Trustees' investment policy is to hold cash reserves on money market deposits so as to safeguard the capital value of the reserves.

War Child

Trustees' responsibilities (*continued*)

Risk management

All significant activities undertaken are subject to a risk review as part of the initial project assessment and implementation. Major risks are identified and ranked in terms of their potential impact and likelihood. Major risks, for this purpose, are those that may have a significant effect on

- Operational performance, including risks to our personnel and volunteers
- Achievement of our aims and objectives
- Meeting the expectations of our beneficiaries or supporters

The trustees review these risks through monthly, quarterly and annual cycles. Within this they assess whether adequate systems and procedures are in place to manage the risks identified. Where appropriate, risks are covered by insurance. The following framework is central to ensuring adequate risk assurance

- Monthly, quarterly and annual identification and monitoring of major risks and development of action plans to prevent risk and ensure an effective response
- A structure of delegated authority and control that ensures clear responsibility for the direct management of risks on a programme by programme as well as broader organisational basis
- A review of key systems and procedures through internal audit arrangements
- Maintaining reserves in line with set policies

In assessing risk the trustees recognise that some areas of our work require the acceptance and management of risk if our key objectives are to be achieved, not least in terms of security. With this in mind War Child has developed a clear organisational security plan as well as programme-specific security plans. Considerable investment is also made in security training and awareness.

Trustee recruitment and training

War Child's trustees are recruited based on particular key skills to ensure effective governance. Key roles amongst trustees are the Chair, secretary and treasurer, while other skills sought are in the areas of programmes, management, legal, media, and fundraising. A successful manner of attracting new Trustees has been to use an independent agency to screen candidates based on the skill gaps amongst existing trustees. All trustees screen CVs and then interviews are conducted by the Chair, another trustee, and the Chief Executive Officer. War Child operates an equal opportunities policy and encourages applications from diverse backgrounds.

As part of trustee inductions, they receive War Child's governance document and relevant publications from the Charity Commission. They will also be briefed on child protection, the organisational strategy and key issues facing the organisation. Training is provided where necessary.

War Child

Trustees' responsibilities (*continued*)

Trustees' responsibilities

The Board of Trustees agrees that the Chief Executive Officer and senior staff are authorised to represent the Trust and act on its behalf on all matters of day to day management of affairs, substantive work, external relations and staff. Control over these powers is exercised by the Board of Trustees through its regular oversight of the work of the charity including through regular processes of reporting at Board meetings, agreement of the budget, and appropriate consultation. The trustees remain collectively responsible for the charity. Therefore all powers delegated under this policy are exercised at all times in good faith and based on the understanding of the final authority of the Board of Trustees as a whole.

The Trustees who are also directors for the purposes of company law are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to

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

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

Security

War Child operates in conflict and post-conflict environments. By virtue of our presence in these areas we influence the nature of the threats posed to the children we work with. We have a duty of care to these children as well as to our staff and the staff of our local partner organisations.

Security is a major responsibility that War Child accepts. In recognition of this responsibility War Child undertakes its commitment to the safety of the children, our staff and partners in the following ways:

- Emergency and incident management planning and response
- Organisation-wide security planning and monitoring
- Operational security training
- Training in first-aid and security awareness,
- Provision of security equipment
- Benchmarking and assessment of our security management

War Child

Independent auditor's report

To the members of War Child

We have audited the financial statements of War Child for the year ended 31 December 2009 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets and the related notes. These financial statements have been prepared under the accounting policies set out therein.

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

Respective responsibilities of trustees and auditors

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

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

We report to you our opinion as to whether the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, have been prepared in accordance with the Companies Act 2006 and give a true and fair view. We also report to you whether in our opinion the information given in the Trustees' Report is consistent with those financial statements.

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

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

Basis of audit opinion

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

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

War Child

Independent auditor's report (continued)

Opinion

In our opinion

- The financial statements give a true and fair view of the state of the charity's affairs as at 31 December 2009 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended,
- The financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice,
- The financial statements have been prepared in accordance with the Companies Act 2006,
- The information given in the Trustees' Annual Report is consistent with the financial statements



James Aston (senior statutory auditor)
For and on behalf of BDO LLP, statutory auditor
Epsom
United Kingdom

Date 25 August 2010

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127)

War Child

Consolidated statement of financial activities for the year ended 31 December 2009

	Note	Unrestricted funds £	Restricted funds £	2009 Total £	2008 Total £
Incoming resources					
Donations and similar incoming resources					
Donations		84,084	70,858	154,942	120,885
Grants		92,157	1,114,637	1,206,794	639,244
Income from activities for generating funds					
Fundraising events		183,722	-	183,722	92,741
Other income					
Bank interest		93	-	93	7,750
Rental income		1,560	-	1,560	2,600
Income from subsidiary		938,030	-	938,030	428,529
Total incoming resources		1,299,646	1,185,495	2,485,141	1,291,749
Resources expended					
Costs of generating funds					
Fundraising costs	3	539,454	-	539,454	324,256
Charitable expenditure					
Project costs	3	549,012	643,494	1,192,506	990,683
Information and campaigns	3	215,696	44,923	260,619	271,437
Governance costs	3	51,861	-	51,861	52,055
Total resources expended	3	1,356,023	688,417	2,044,440	1,638,431
Net incoming resources		(56,377)	497,078	440,701	(346,682)
Transfer between funds		-	-	-	-
Net movement in funds		(56,377)	497,078	440,701	(346,682)
Funds balances at 31 December 2008		93,399	103,726	197,125	543,807
Funds carried forward 31 December 2009		37,022	600,804	637,826	197,125

The notes on pages 60 to 67 form part of these financial statements

War Child

Balance sheet at 31 December 2009

Company number: 3610100

		Group		Charity	
	Note	2009 £	2008 £	2009 £	2008 £
Fixed assets					
Tangible assets	5	15,175	13,713	15,175	13,713
Investments	6	-	-	1	1
		<u>15,175</u>	<u>13,713</u>	<u>15,176</u>	<u>13,714</u>
Current assets					
Debtors	7	606,109	150,996	619,319	144,883
Cash at bank		218,741	133,426	189,288	115,068
		<u>824,850</u>	<u>284,422</u>	<u>808,607</u>	<u>259,951</u>
Creditors, amounts falling due within one year	8	(202,199)	(101,010)	(185,956)	(76,539)
Net current assets		<u>622,651</u>	<u>183,412</u>	<u>622,651</u>	<u>183,412</u>
Net assets	9	<u>637,826</u>	<u>197,125</u>	<u>637,827</u>	<u>197,126</u>
Income funds					
Restricted funds	10	600,804	103,726	600,804	103,726
Unrestricted funds	10	37,022	93,399	37,023	93,400
		<u>637,826</u>	<u>197,125</u>	<u>637,827</u>	<u>197,126</u>

These financial statements were approved by the Trustees, authorised for issue on 28 July 2010 and signed on their behalf by



Tom Davis
Trustee

The notes on pages 60 to 67 form part of these financial statements

War Child

Notes forming part of the financial statements for the year ended 31 December 2009

1 Accounting policies

Basis of accounting

The financial statements have been prepared under the historical cost convention and are in accordance with applicable accounting standards and the Statement of Recommended Practice, Accounting and Reporting by Charities (The SORP) published in March 2005

The consolidated accounts incorporate the financial statements of the charity and all of its subsidiary undertakings

Income

Donations received for current and future revenue expenditure are treated as the income of the year in which they are received

Grants are recognised in the statement of financial activities when conditions attached to them are met

Income from fundraising events is accounted for on an accruals basis

Royalties income is accounted for on a receivable basis

Donations in kind are credited to income when received on the basis of market price valuation

Investment income

Bank interest is accounted for on a receivable basis

Expenditure

All expenditure, other than that which has been capitalised, is included in the statement of financial activities. Expenses are accounted for on an accruals basis

Charitable expenditure includes the direct costs of the activities and depreciation on related assets. Where such costs relate to more than one functional cost category, they have been split on an estimated time basis. Support costs have been split based on staff numbers that work in these areas

Grants payable are recognised as expenditure when the commitment is entered into. Grants paid to institutions totalling over £1,000 during the year have been listed in note 2 to the accounts

Governance costs

Governance costs are the costs associated with the governance arrangements of the charity which relate to the general running of the charity as opposed to those costs associated with fundraising or charitable activity

Allocation /apportionment of expenses

Staff costs are allocated directly when staff are employed in one activity and apportioned on a time basis in other cases

Other costs are apportioned on a staff time basis where appropriate with the remaining costs directly chargeable to the expense headings shown on the income and expenditure account

War Child

Notes forming part of the financial statements for the year ended 31 December 2009 (continued)

1 Accounting policies (continued)

Depreciation

Depreciation is provided to write off the cost or valuation less estimated residual values over their expected useful lives. It is calculated at the following rates:

Motor vehicles	-	25% reducing balance
Fixtures and fittings	-	25% reducing balance

Assets acquired specifically for overseas projects are capitalised and are written off in the year of acquisition.

Funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each fund is set out in the notes to the financial statements.

Unrestricted funds comprise the accumulated surplus or deficit on the income and expenditure account. They are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Leased assets

All leases are treated as operating leases. Their annual rentals are charged to the profit and loss account on a straight-line basis over the term of the lease.

2 Grants payable

The following individual grants to institutions were made in excess of £1,000:

	2009 £	2008 £
APPG – Great Lakes Genocide Prevention Group	3,000	-
MUSERS Music Therapy Programme, Bosnia Herzegovina	-	5,990
	<u>3,000</u>	<u>5,990</u>

War Child

Notes forming part of the financial statements for the year ended 31 December 2009 (continued)

3 Analysis of resources expended

	Staff £	Grants payable £	Other £	2009 £	2008 £
Costs of generating funds	203,591	-	220,824	424,415	223,839
Charitable expenditure					
Projects	173,388	-	842,651	1,016,039	807,706
Support costs	273,678	3,726	89,633	367,037	358,632
Campaigns	150,047	-	59,515	209,562	221,303
Governance costs					
Payments to auditors					
- Audit services	-	-	9,250	9,250	12,650
- Non audit services	-	-	4,250	4,250	13,869
- Relating to prior year	-	-	8,338	8,338	-
Trustees indemnity insurance	-	-	-	-	-
Costs of trustees meetings	-	-	108	108	410
Tax	-	-	100	100	22
Consultancy	-	-	5,341	5,341	-
	800,704	3,726	1,240,010	2,044,440	1,638,431

Support costs of £367,037 are allocated to the SOFA expenditure headings, based on staff numbers, as follows: Cost of generating funds £115,039, Projects £176,467, Campaigns £51,057 and Governance costs £24,474

4 Employee emoluments

	2009 £	2008 £
Staff costs include the following		
Wages and salaries	648,684	452,145
Social security costs	70,923	48,595
Aid workers	81,097	11,713
	800,704	512,453

The average number of persons employed by War Child during the year was 22 in the UK (2008 - 14)

	2009 Number	2008 Number
Charitable expenditure	14	8
Fundraising	6	4
Management and administration	2	2

None of the trustees received any emoluments. Expenses of £61 (2008 - £1,020) were reimbursed to trustees during the year. No employees earned the annual equivalent of £60,000 or more.

War Child

Notes forming part of the financial statements for the year ended 31 December 2009 (continued)

5 Tangible fixed assets - Group and Charity

	Motor vehicles £	Fixtures and fittings £	Total £
<i>Cost or valuation</i>			
At 1 January 2009	68,007	41,948	109,955
Additions	-	7,638	7,638
At 31 December 2009	68,007	49,586	117,593
<i>Accumulated depreciation</i>			
At 1 January 2009	68,007	28,235	96,242
Charge for the year	-	6,177	6,177
At 31 December 2009	68,007	34,411	102,418
<i>Net book value</i>			
At 31 December 2009	-	15,175	15,175
At 31 December 2008	-	13,713	13,713

All the fixed assets are used for charitable purposes

6 Investments in subsidiary companies

Name	Country of Incorporation	Class of shares	% held	Nature of business	Year end
War Child Music Limited	UK	Ordinary	100%	Online music sales	31 December

Details of the net assets and profit for the year of the subsidiary companies are as follows

	Net assets/(liabilities)		Profit/(loss) for the year	
	2009 £	2008 £	2009 £	2008 £
War Child Music Limited	1	1	-	-

War Child

Notes forming part of the financial statements for the year ended 31 December 2009 (continued)

7 Debtors

	Group		Charity	
	2009 £	2008 £	2009 £	2008 £
Due within one year				
Other debtors	602,397	146,281	198,792	-
Inter group balances	-	-	416,815	140,168
Prepayments	3,712	4,715	3,712	4,715
	<u>606,109</u>	<u>150,996</u>	<u>619,319</u>	<u>144,883</u>

8 Creditors: amounts falling due within one year

	Group		Charity	
	2009 £	2008 £	2009 £	2008 £
Taxation and social security	58,620	19,091	43,728	19,091
Other creditors	70,861	6,650	70,861	6,650
Accruals and deferred income	72,718	75,269	71,367	50,798
	<u>202,199</u>	<u>101,010</u>	<u>185,956</u>	<u>76,539</u>

9 Analysis of group net assets between funds

Fund balances at 31 December 2009 are represented by

	Unrestricted Funds £	Restricted funds £	2009 Total £	2008 Total £
Tangible fixed assets	15,175	-	15,175	13,713
Net current assets	21,847	600,804	622,651	183,412
	<u>37,022</u>	<u>600,804</u>	<u>637,826</u>	<u>197,125</u>

War Child

Notes forming part of the financial statements
for the year ended 31 December 2009 (continued)

10 Restricted funds

	2008 £	Income £	Expenditure £	2009 £
Palestine donations	502	-	-	502
Afghanistan Good Gifts	-	15,580	8,623	6,957
Afghanistan Donation	-	1,000	1,000	-
Afghanistan UNICEF	-	16,367	16,367	-
Afghanistan Wellspring	-	46,987	27,445	19,542
Afghanistan SAVE	-	1,232	1,232	-
Afghanistan Anonymous	-	34,223	20,345	13,878
Afghanistan Bryann Guinness	-	5,000	5,000	-
Afghanistan Alex Ferguson Charitable Trust	-	30,000	-	30,000
Afghanistan DFID	-	101,787	81,215	20,572
Iraq War Holland	-	11,101	11,101	-
Iraq UNICEF	-	53,962	20,570	33,392
Iraq Wellspring	-	31,324	18,304	13,020
DRC Comic Relief	16,542	20,664	37,206	-
DRC War Ireland Centres	915	4,372	5,287	-
DRC Anonymous Trust	4,887	-	4,887	-
DRC Donation	-	1,000	1,000	-
DRC Good Gifts	-	20,400	-	20,400
DRC War Australia	90	66,978	39,165	27,903
DRC Wellspring	-	46,982	27,450	19,532
DRC Brilling Charitable Trust	-	37,671	27,991	9,680
DRC Pooled Fund	-	55,217	55,217	-
DRC EIDHR	-	172,545	-	172,545
Uganda Donation	-	12,258	12,258	-
Uganda Comic Relief	32,555	80,426	76,775	36,206
Uganda UNICEF x 2	27,328	144,863	121,753	50,438
Uganda Wellspring	-	31,324	18,303	13,021
Uganda The Zochonis Charitable Trust for Uganda	-	5,000	5,000	-
Uganda BNP Jersey Trust	-	15,000	-	15,000
Uganda The Band Aid Charitable Trust Grant	-	45,577	-	45,577
New CP Wellspring	-	31,324	4,433	26,891
UK School Programme	20,907	9,520	16,454	13,973
UK School Programme DFID	-	35,811	24,036	11,775
Total	103,726	1,185,495	688,417	600,804

- The Afghanistan DFID programme is Building a National Protective Environment for Children Vulnerable to Conflict with the Law through a Co-ordinated Civil Society Action Network
- Afghanistan UNICEF is Enhancing Social Work Capacity in Heart through supporting the Government of Afghanistan and non-governmental agencies in the region with the technical and management support needed to establish and strengthen social work capacity

War Child

Notes forming part of the financial statements for the year ended 31 December 2009 (*continued*)

10 Restricted funds (*continued*)

- Afghanistan Anonymous, Bryan Guinness and Alex Ferguson Trust, Wellspring, Good Gifts, Donations are supporting the DFID and UNICEF project through three components 1) Capacity building of local authorities/partners/stakeholders and children, 2) Family Liaison, and 3) Women's prison building support and Building extension of War Child kindergarten
- Iraq UNICEF's project goal is to contribute to strengthening the protective environment for children and young people in acutely vulnerable communities throughout Iraq The projective objective is to pilot community-based prevention and response strategies and services for children affected by violence in four acutely vulnerable communities in Thi Qar Governorate
- Iraq Wellspring and War Child Holland funding are supporting Iraq UNICEF project goal and objective through increasing access to education and strengthening community based protection systems in marginalised communities in Thi Qar Governorate, southern Iraq
- DRC Comic Relief Fund Since 2003 War Child has worked with Children's Centres in Kinshasa These centres are among the few places that children can find support once they have come onto the street The aim is to provide rehabilitation reintegration and training of street children in Kinshasa Comic Relief Fund for DRC provides funds for reintegrating marginalised street children into mainstream society and enabling them to access a life free from poverty
- War Child Ireland, General Donation, Good Gifts and Wellspring provided a) grants for the rehabilitation of health and hygiene facilities for drop in centres supporting street children, b) the capacity building of local staff and educators at centres to improve their outreach work with children, c) the establishment of community-based committees which include the participation of children in order to promote information exchange, referrals, best practice and learning in the support of socially excluded children's needs
- DRC War Child Australia provided grants to support War Child's Drop-In Centres programme in DRC thereby increasing the protection and development opportunities available to street children in Kinshasa
- DRC Brilling Trust provides capacity building and technical support to increase the reach and effectiveness of children centres work This included a specific focus on increasing outreach work, family reunification, community reintegration and supervised independent living
- DRC Pooled Fund is financing War Child's work in the City of Hope outside Kinshasa War Child's objectives are 1) The establishment and strengthening of community monitoring and protection of child rights, 2) Offering educational opportunities, professional and complementary services to education for young, 3) The reporting and referral mechanisms for violations of child rights
- DRC EIDHR is funding War Child's work in Goma, eastern DRC Its overall objective is to support and strengthen the protective environment for girls formerly associated with armed forces and armed groups, and girls at risk of being recruited or enlisted into armed forces or armed groups
- Uganda Comic Relief's overall project objective is to bring about lasting, protective improvements in the lives of war-affected children, young people and their communities
- Uganda UNICEF projects are to contribute to strengthening community based child protection mechanisms in Pader and Karamoja district to enable a coordinated and sustainable response to abuse, violence and exploitation
- Uganda Donation, Wellspring, and Zochonis Trust are supporting the objectives of Uganda UNICEF project
- Uganda BNP Jersey Trust aims to ensure access to education and livelihood support for 500 orphans and other vulnerable children and their families in Kaabong District, Karamoja, Uganda

War Child

Notes forming part of the financial statements for the year ended 31 December 2009 (*continued*)

10 Restricted funds (*continued*)

- Uganda Band Aid Charitable Trust aims to provide food to War Childs beneficiaries in Pader district
- New Country Programme Wellspring provides funding for assessment and set up costs of one new country programme
- The UK schools programme and DFID are encouraging British school children to take an active part in global citizenship. In particular exploring the affects of conflict on fellow children around the world and how these affects can be addressed from the UK

11 Connected Charities

War Child has had transactions with other organisations overseas which use the War Child name under a licence agreement. These organisations are considered separate from War Child UK as they have their own constitution, their own board of trustees and are subject to the laws of their respective countries.

War Child regularly monitors the use of its name by these organisations to ensure their charitable objectives are broadly in line with its own.