



Making it happen

Worldwide Annual Review 2006



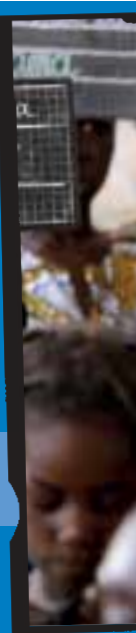
Plan
Be a part of it.

Making it happen

a year in which we made it possible

Achieving our vision of a world in which all children can realise their full potential remains challenging given the hundreds of millions of children who continue to suffer from extreme poverty.

Plan's strength lies in our global presence. During 2006 we were working with over 3.5 million families in 20,000 communities in 46 countries. Operating in close partnership with community-based organisations, local non-governmental organisations and governments, we support programs which give children opportunities for a better life – now and in the future.



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Achievements

Some highlights of our program achievements during the year 2005/2006 include:

- **Learning:** we developed and promoted programs to increase the coverage and quality of basic education. As part of these programs, we supported the construction or repair of 2,500 classrooms and, even more importantly, 40,000 teachers took part in training programs to enhance their skills. These efforts are complemented by encouraging children and parents to take an active role in school governance
- **Growing up healthy:** we supported the training of over 15,000 government health workers and over 50,000 community volunteers on strategies to combat malaria, diarrhoea, acute respiratory infections, malnutrition and measles. We also supported the immunisation of more than a million children
- **Habitat:** to further improve the conditions for the healthy development of their children, we supported 4,000 communities to improve their access to and use of safe water and to improve their environmental sanitation
- **Livelihood:** Plan is working in 45 partnerships with institutions in 24 countries reaching approximately 328,000 households with financial services such as savings, loans and insurance
- **Building relationships:** we brought the reality of life for children in the developing world home to 1.1 million families in developed countries, and provided a bridge between the two communities through sponsorship

Emergencies

During the past year an exceptionally high number of children, families and their communities had to face the challenges of natural and man-made disasters. In October 2005, a major earthquake hit Pakistan, killing approximately 80,000 people and leaving 3.3 million people homeless. In the same period, flooding and landslides in the aftermath of dozens of hurricanes caused devastation across Central America. Simultaneously, people in Malawi, Niger, and Zimbabwe suffered the consequences of profound food crises.

Plan responded to these and other emergencies by:

- providing immediate support, in some cases before other organisations arrived on the scene
- focusing on bringing regularity back to children's lives as soon as possible and especially by re-establishing their opportunities to continue their education
- paying attention to the psychological needs of children affected by disaster
- making a long-term commitment to reconstruct and rehabilitate the community affected



During the year, Plan supported 40,000 teachers through training programs to enhance their skills to deliver a quality education to children



In the weeks following the Pakistan earthquake, Plan provided tents, floor mats, chalkboards and stationery for temporary schools to re-establish opportunities for children to continue their education as soon as possible



Plan works with 45 institutions providing 328,000 households with financial services including savings, loans and insurance

Innovation and sustainability

While the symptoms of poverty are felt most strongly at the local level, the causes are often rooted at national and global levels. Poverty alleviation can only work if problems are addressed at all levels.

During this year we have had success in achieving a wider impact by replicating, extending and expanding some of our programs to provincial or national level.

Three of many examples include:

- **Bolivia:** our program to combat Chagas – a debilitating and fatal disease transmitted by bugs in the roofs and walls of poor housing – has become the basis for government plans to combat the disease
- **Cameroon:** we have worked with the government to introduce a successful primary health care strategy in 12 health districts within three provinces
- **Bangladesh:** the early childhood development program developed by Plan is now being implemented in 2,700 centres across the country reaching 36,000 children. The target is to reach one million children in the coming five years

Our global campaign for universal birth registration is another example of the linkages that we have made between grassroots activities, building sustainable services and changing policies. As a direct result of our efforts, at least five million extra children have been registered, 10 countries have made alterations to their birth registration policies or legislation and a further 21 are working towards such changes.

In 11 countries, the fee for parents to register their children's births has been eliminated or reduced.

Impact

Our contributions should be judged by the impact that we have on the lives and future of children. Each of our program countries conducts an external evaluation of its program every five years; in between this, other evaluations are done on specific projects to help improve the design and implementation of our programs.

Examples of impact include:

- in Peru, an evaluation showed our food security programs¹ have contributed to an increase of disposable income among participating families
- the positive impact of our school improvement programs on the enrolment of girls into primary education was found in an external evaluation in four African countries²
- in Nepal, an external evaluation³ concluded that improved access to credit linked with education has had positive impacts on women and children. As more boys and girls were sent to school, they had better health care and the incidence of child labour decreased

1. Kraft-Inversen, K. and Vilca, T.C. (2005) Final Evaluation of the Food Security Project in CUSCO and PIURA, Peru: Sid.

2. Chisholm, L. (2006) Regional End-Term Evaluation Report of the Pilots of the School Improvement Program Framework in Albania, Ethiopia, Malawi, Sudan and Zambia. Pretoria: Human Sciences Research Council.

3. Pyakuryal, K., Archarya, B., and Shrestha, S. (2005) Impact Evaluation of Women Empowerment Project, Final Report. Nepal: Socio-economic and Ethno-political research and training consultancy (SEEP/ORT).

Making it happen

addressing issues on the world's agenda



Plan is emphatically not limited to one culture or one religion or one political ideology: this is fundamental for us in our globalised, interdependent world. This allows our principles, practices and communication to transcend all communities and borders. Our strength also lies in our size and our large scale of focused activities, our seven decades of grassroots experience, and the fact that we try to be a listening and learning organisation.

One of the messages that I want to get across is how much better decisions and policies are when you can base them soundly and solidly on children's perspectives. I have seen for myself the passion with which Plan uses the knowledge and preferences of children themselves. It is at the heart of the unique way that we work. And it is the way for the future.

Like our CEO Tom Miller, I have been a Plan sponsor for several decades. I am committed to and driven by Plan's goals, and its integrity and credibility as an organisation that listens and learns. That is why I am happy to serve as the elected Chairman of Plan's International Board.

Our core business takes a rights-based approach in which children, families and communities are active and leading participants in their own development – what we call child-centred community development. As Chairman, it is my role to keep us focused on this core work and facilitate its global implementation, so that it is embedded deeply in all our work. This is a key priority for the coming year.

A second priority is to focus on our effectiveness. If we want to make an impact globally, we have to have an effective global organisation. I celebrate the increasingly greater diversity of Plan's workforce and can see how beneficial it is for the children globally when Plan's people around the world pool and share their best thinking, views and values to focus on the needs and rights of children.

Broadening our appeal is a third priority for me. Traditionally, our funding constituency has been and will continue to be individual donors. Today we are looking to enlarge our funding base to include wealthy individuals and corporations. In the past, many corporations paid scant attention to the environment, to women and children, and to socially responsible and ethical investing. Sustainability was not a determining factor. But that situation has changed dramatically for the better. We need to tap into this mindset change and recognise that the market for funds is now variable and diverse and be open to various modalities of cooperation with our sources of funds.

As part of this, and because Plan is and wants to remain accountable, we are making significant improvements to our global financial processes. In addition, Plan is an organisation which has zero tolerance for fraud and corruption. We remain cautious about the sources of our funding, and we will never accept money that comes with conditions that would cause us to compromise our core business.

Plan does not have a prescription to solve all the world's problems but, by working in its own way at grassroots level, we do address the issues on the world's agenda. We always talk about children, and we always talk about the future. And we find it important to remind people that the world – now and in the future – is in the hands of children.



Paul Arlman
Chairman



Making it happen

one united team in the quest for one goal

As a responsible humanitarian organisation, Plan is constantly questioning itself and evolving. Everything we do is subject to three searching questions: Will this help children? What is the most effective approach? Can we work more efficiently?

Hand in hand with that responsibility comes accountability. Plan is accountable at every level, from the boardroom to the classroom. With more than US\$540 million raised during 2006, we have an obligation to ensure that our donor funds actually make a real difference to children's lives, while providing those children and communities we support with the choices and opportunities for a more prosperous future. Ultimately this is where our greatest accountability lies.

Throughout 2006, Plan has continued to be more efficient, effective and responsive to the rapidly changing events of a modern world.

Changing with the times to meet the needs of today's children is fundamental to our success and the key to a better future for millions of children. Until recently, our main constituency has been children living in poor rural communities. Today's world is very different. Children are now more vulnerable in more ways than ever before and new needs are rapidly emerging. These needs, combined with our increasing knowledge of the underlying causes and effects of poverty, require fresh strategic thinking and novel solutions.

Some of these changes centre on our management operations, such as centralising core functions to let us improve our level of service to our donors, while others are designed to make our work on the ground more responsive to the children we support.

One example of an innovative solution is our response to HIV and AIDS. Our approach, favourably received at the 2006 Toronto AIDS conference, addresses the different life cycles associated with HIV and AIDS – from awareness-raising to preparing families for death. All of these different stages of this devastating illness are inter-related and everyone involved must take account of the complex factors driving this HIV and AIDS pandemic and the way it affects children in particular.

Our campaign for universal birth registration, started in early 2005 and still running today, highlights our global strength. In many parts of the world, no birth certificate means children receive no education, health or other basic services. In little more than a year, this campaign has succeeded in placing universal birth registration firmly on the map, at community, local, national and international levels. Today, millions of children are now registered and have better access to the services they deserve.

Plan is a global organisation, one united team in the quest for one goal, drawing on the resources of the entire organisation. We have made great strides in becoming more diverse and efficient, and have mechanisms in place for more cross-fertilisation of ideas and systems across the organisation. But it is our people who are our greatest asset. Their passion, drive and commitment are without question, and we continue to strive to have the best qualified, diverse and most experienced people addressing the needs and rights of children worldwide.

When I meet the children of today I am always struck by what they teach us, and the breathtaking qualities they offer. And I clearly see the impact that we have made in transforming their lives. This is why, after 18 months at the helm, I continue to see Plan as a quality organisation serving children with quality programs. We cannot eliminate global poverty single-handedly, but in the areas and communities where we work, we have made and will continue to make, a significant difference.

My aspiration – personally, professionally and politically – is to make Plan the foremost children's organisation in the world. The quality of our programs – combined with the drive, enthusiasm, and passion of our staff – assures me that we are well on the way towards achieving this goal.

Tom Miller
Chief Executive Officer





Making it happen ...

breaking the cycle of poverty

You ask us ...

What's different and unique about Plan?

Plan's strengths lie in our child-centred approaches, commitment to and practice of children's participation, and long-term grassroots presence. Our program approach of child-centred community development emphasises the transformation and building of relationships between children and those on whom they depend for their quality of life within the family, community and wider society. You can read some examples of our child-centred community development approach on pages 10 to 17.

Plan is an international humanitarian, child-centred development organisation with no religious, political or governmental affiliations. We implement programs to create a better future for children whose quality of life is compromised due to their fundamental rights not being respected. This comes about as a result of extreme poverty, the failure of care by adults, discrimination and exclusion by society, and catastrophic events such as conflict, disaster or the AIDS pandemic.

Founded in 1937 to help children orphaned during the Spanish Civil War, Plan now carries out advocacy, development education and fundraising in 16 countries in the industrialised world. We work for and with children, families and communities in 46 of the world's poorest countries across Asia, Africa and Latin America at grassroots level, complemented by advocacy and, increasingly, local fundraising. All 62 countries also take a vital educational role, aiming to explain to people everywhere the causes and consequences of child poverty and what can be done to help them.

Investing in potential

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

Our work is inextricably linked to the Convention on the Rights of the Child⁴, and is underpinned by the Millennium Development Goals⁵.

Key work areas

Our work is based broadly around five key areas:

Learning

We want all children, adolescents and adults to acquire basic learning and life skills, and understand the importance of an education so they can contribute to the development of their communities.

Growing up healthy

Ensuring children have the means and the knowledge to grow up healthy is a core part of our program. Yet, in the poorest communities, the odds are stacked against children. We work to ensure children's survival, protection and healthy development.

Habitat

For children to reach their full potential they need to live in safe and healthy homes and neighbourhoods. We work with children, their families and communities to focus and act on children's needs, from home construction to safe drinking water and waste disposal.

Livelihood

We address the root causes of poverty to improve the financial position of families. We have award-winning strategies that help parents – especially mothers – with loans and small business development programs.

Building relationships

Promoting understanding among people of different cultures and countries is a goal that we take very seriously. With caring donors in 16 industrialised countries, we work towards the day when all people act as a single community sharing a common agenda: a better, safer world for children.

4. The United Nations Convention on the Rights of the Child is an international convention setting out the civil, political, economic, social and cultural rights of children. It came into force in September 1990, after it was ratified by the required number of nations.

5. The eight United Nations Millennium Development Goals – which range from halving extreme poverty to halting the spread of HIV and AIDS, and providing universal primary education, all by the target date of 2015 – form a blueprint agreed to by all the world's countries and all the world's leading development institutions.



Investing in child-centred community development

Our child-centred community development approach makes children, families and communities active in their own development.

Key to this approach is listening to what children have to say about their needs and concerns and encouraging and enabling children to take an active and – where possible – leading role in finding solutions to the problems.

Child-centred community development programming has the following main elements:

- empowering and supporting children to know their rights and responsibilities, to shape their own lives in positive ways, to participate in their societies, and to claim their rights
- empowering and supporting parents, other adult care-givers and communities to know and exercise their responsibilities towards children, participate in their societies and to claim their rights from those who have duties towards them
- advocating for local, national and international authorities to fulfil their duties towards children, and support and strengthen them in doing this where appropriate
- strengthening local and national civil society to work for the rights of children

People and partnerships

We have strong partnerships with local, national and international organisations that share our aims and values in order to maximise resources, knowledge and program impact.

At a local level, we work directly with all groups in a community to identify the priority issues affecting children. We actively encourage children to analyse their own situations and raise their awareness of the fundamental rights to which they are entitled. We then support the community to build the skills and access the resources it needs to implement projects that will lead to positive and lasting changes in children's lives.

Children's rights in Colombia

'La Karrucha' is a TV program with a difference. Broadcast on a local channel in north-east Colombia, the program is produced and presented by teenage boys and girls. Their aim: to promote children's rights in their communities. The program is so popular that it is even shown on huge outdoor screens – giving neighbourhoods an opportunity to get together and discuss the issues raised by the program's young presenters.

More than 200 children and young adults between the ages of 11 and 22 have already taken part in the project, which encourages them to use a range of media and cultural events to promote their rights to their communities – and show adults what they can achieve.

People and programs

Poor children are deprived because of their families' lack of resources and lack of access to health, education, and water and sanitation services, as well as income opportunities. They go without often because of how they are treated by the adults and institutions around them. Girls often do not go to school, not always because of the lack of a school, but because of the attitudes of their parents.

Plan in Asia

In 2006, we launched our strategic framework for Asia. Over the next decade, we have pledged to invest US\$1 billion in children in Asia, US\$250 million of which will be used to support children's education.

Following our commitment to address the needs and rights of Asian children living in poverty, Plan was invited to join the Clinton Global Initiative, which brings together global leaders, founded by former US President Bill Clinton, with the aim of devising and implementing innovative solutions to global problems.

Plan in Africa

Of the estimated 330 million children in sub-Saharan Africa, over 140 million live in extreme poverty. Children in Africa are more likely to grow up malnourished, without schooling, and affected by conflict and HIV and AIDS than in any other region of the world. We work with children, families, communities, governments and civil society, and in 2005/06 we spent US\$199 million in programs and partnerships to improve the lives of children in 19 countries in Africa.

Plan in Latin America

Although more prosperous than many other parts of the world where we work, Latin America is the most unequal region, leaving many children and their families living in poverty. We work with groups of young people to offer them opportunities for the future and help them choose and develop healthy and productive lifestyles. In 2005/06, we spent over US\$110 million in 12 countries in the region. This year we also started local fundraising initiatives in Colombia and Brazil. Through this we not only expect to generate additional resources for our programs, but also involve the wealthier sectors of societies in these two countries in helping them address the needs of children within their own countries.

Further details of our program expenditure are given on pages 22 and 23.



Making it happen ...

connecting sponsors to the human
face of global poverty

Sponsorship has always been the foundation of our operations. Plan's work is made possible by the generosity of nearly 1.1 million individual donors from around the world. The regular financial contributions of sponsors provide Plan with a stable funding base which enables us to plan and implement successful long-term development programs. Sponsorship also provides an opportunity for donors to keep in touch with their sponsored child and family and through such exchanges to learn more about the devastating impact poverty has on children around the world.

Child sponsorship ... building a bridge of understanding

In 2002, we created a taskforce to better align sponsorship with our child-centred community development approach. The taskforce met with children and their families to discuss how to increase community involvement in sponsorship activities. With feedback from children, the taskforce also considered ways to improve the appearance and content of sponsorship communications, including more photographs, cutting out excessive information, and increasing opportunities for children to share their own thoughts and aspirations.

Based on the feedback received from the children and other community members, we have now finalised a new sponsorship package and approach which will be rolled out during 2007. While the revised package introduces new communication items, it also seeks to better connect sponsorship with a child's right to education and to a child's right to freedom of expression. Sponsorship is increasingly seen as a potential vehicle for both promoting and practising children's rights. From our market research, we believe this new sponsorship communications model will better meet the needs of our generous sponsors as well.

Child sponsorship ... a vehicle for promoting and practising children's rights

Plan's new approach to sponsorship moves away from focusing on an individual child; it now invites all interested children in a community to come together

and discuss issues which affect their lives. We provide opportunities for all children and young people to work effectively in groups, identify solutions to problems, and communicate ideas and experiences through dynamic sponsorship communications.

The goal is to help children reach their potential in communication skills so their voices will be heard in their own families, communities and societies. With more involvement from both sponsors and the communities Plan supports, sponsorship now has the potential to build a global community aware of, involved in and united around the needs and rights of children.

Child sponsorship ... the human face of global poverty

Sponsorship offers people around the world a very real connection to the human face of global poverty and the challenges of development. For sponsors, it is a meaningful experience and an education process, as they discover for themselves the realities faced by millions of children throughout the world. For children, sponsorship provides a link to other countries, cultures and ways of life.

Child sponsorship ... expanding our sponsor base

Seventy-two per cent of Plan's funding continues to be raised from individual sponsors. During 2005/06 sponsors contributed a total of US\$391 million.

Worldwide, we increased our sponsor base, expanding our sponsor recruitment to Colombia, Brazil and India.



Making it happen ... spotlight on growth

Plan's growth in grants and sponsorship income, corporate partnerships and government support, and our constant attention to strategy, have ensured that we strengthen and expand our ability to reach and improve the lives of children in some of the most challenging and remote parts of the world.

Spotlight on growth ... the value of corporate partnerships

Plan has over 150 corporate partnerships worldwide, and we have attracted much valued support from the corporate sector during the year.

Accor

The main aim of the long-term partnership between Plan and the Accor hospitality group (which includes over 4,000 hotels around the world) is to help raise awareness and recruit new sponsors for Plan. The partnership is now active in over 20 countries.

In Australia, over 100 Accor hotels have joined forces with Plan. As Plan was the official goodwill partner and Accor an official provider for the Melbourne 2006 Commonwealth Games it was appropriate to launch the Plan Accor partnership in Australia during the Melbourne 2006 event.

Plan and Accor in China are providing training to village level 'bed and breakfast' small business owners. The objective is to raise standards and promote eco-tourism.

Microsoft

Plan China has set up a partnership with the Microsoft Corporation to support community learning centres in Xi'an and Nan Jing which aim to teach migrant workers how to use computers, and how to access and use the internet. It also enhances social inclusion through education.

Renault

Renault Australia has made an on-going commitment to donate \$10 from every vehicle sold towards sponsoring children through Plan. To date 78 children are being sponsored in communities around the world.

NetHope

Access to and effective use of information and communications technologies – such as radio, the internet, mobile devices and television – is a vital element in helping to tackle poverty. And coordinating and facilitating immediate responses in emergency and disaster situations requires rapid and reliable communications.

NetHope is a non-profit information and communications technologies consortium of leading international non-governmental organisations. Following the Pakistan earthquake in 2005, Plan joined forces with eight other NetHope members to respond to the communications challenges posed by the disaster.

Two leading technology network companies, Cisco and SkyLogic, donated mobile kits and trained field staff to communicate by phone and via the internet, greatly enhancing our relief efforts.

Spotlight on growth ... support from governments

Grant income from organisations and governments around the world actively support our work, enabling us to maximise resources and maximise program impact. Earmarked grants this year have funded work globally in child protection, health, education, emergency and disaster relief, food security, safe water and sanitation, and local organisational capacity-building.

One example is an ambitious education project in Burkina Faso – the Burkinabé Response to Improve Girls' Chances to Succeed project – which aims to increase the number of girls who complete primary school education from 27 to 60 per cent by 2010. Plan USA, in collaboration with Plan Burkina Faso, was awarded a US\$12.9 million Millennium Challenge Corporation grant in March 2006 through the US Agency for International Development. This grant supports increased access to education for girls, including a comprehensive and integrated program to build schools and strategies to increase community support for girls' education.

Partnership funding – shared aims of global poverty reduction

Plan will receive funding of at least £1.8 million per year for the next five years from the UK government's Department for International Development (DFID), under the terms of a new partnership working arrangement. The partnership grants – known as partnership program agreements – form part of DFID's efforts to achieve the Millennium Development Goals.

You ask us ...

How does Plan choose the communities and countries in which it works?

We have developed criteria to ensure we work where there is the greatest need and where we can have the greatest impact. To determine need, we consider national and international development indicators such as infant and maternal mortality rates, the country's wealth, human development index, government stability and willingness to work in collaboration with us to improve children's lives. Once need is established, we will work in an area where there is a family and community commitment to participate actively in bringing about lasting change and to take responsibility for their problems.

Making it happen ...

child survival means investing in

quality of care



Children's survival depends on a complex mix of initiatives. Families and care-givers need to provide a clean and safe environment for children, and have the knowledge and resources to ensure their children's well-being, and be aware when to seek help. At the same time, access to quality services is also essential for children's survival.

Making a difference ... making it happen ... making it work

Fundamental to Plan is our work to support children's rights to survive, to develop, to be protected and to participate. On pages 10 to 17 we show how we turn theory into practice through our child-centred community development approach.

Child survival ... community participation and local capacity-building

Plan's program initiatives need to be complemented with the support of the community and an accessible, responsive health system with competent health workers. The reality is that, in many situations where we work, these conditions do not exist. So what can our child-centred community development approach do to increase the effectiveness of child survival programs?

Our maternal and child health program in Malawi is a typical Plan health program which works directly in support of the Millennium Development Goals to reduce child mortality, improve maternal health, and combat malaria and other diseases.

The core program 'Integrated Management of Childhood Illnesses' seeks to make sure that health professionals, mothers and care-givers of children under five understand two key principles: firstly, how and why different factors give rise to childhood illnesses and, secondly, how they can adopt an integrated approach to manage these factors. This involves training government workers, including nurses and volunteers, and community resource people, including

teachers and young people, on strategies to combat malaria, diarrhoea, acute respiratory infections, malnutrition and measles. Plan Malawi includes immunisation, the promotion of safe motherhood, and improved hygiene and sanitation practices within this training package, particularly through schools. This is complemented with building, repairing and maintaining clinics and health posts, and logistics support of medical and nutritional supplies to health workers and communities. These health activities are carried out in partnership with the government to strengthen its services in health, provision of safe water, and public and domestic sanitation facilities.

Adults and children form village health committees and water point management committees, with women making up 60 per cent of members, under the guidance of local government workers. These committees forge links between the clinic management and the community. They also manage water points, food distribution, hygiene training, latrine building and bed-net distribution to combat malaria, and they liaise with local government services and mobilise local resources to ensure the sustainability of these initiatives.

Their work provides essential leverage to the government's and Plan's limited resources, and enables these resources to reach a much greater number of families. A recent mid-term evaluation of the program⁶ recorded an increase in the immunisation of children under one from 50 to 72 per cent against a five-year target of 80 per cent.

It also reported significant improvements in hygiene practices and the use of oral rehydration therapies to treat diarrhoea, with no reported cholera cases during the 2006 rainy season in any communities that we work with.

In Cameroon, we have been able to move further with the government in expanding the same strategy for Integrated Management of Childhood Illnesses. We have supported the Ministry of Health to introduce this approach in 12 health districts within three provinces.

At the grassroots level, we trained and supported 280 community-based organisations to promote key practices on child survival. Today, the trainees run 26 nutrition training centres where they rehabilitate malnourished children using locally available foods.



Child survival ... building up services from local to national level

When a program works locally, the next challenge is to work with partners to adapt it and expand it to the provincial and national level.

In Bolivia, Plan and its partner Pro Habitat have worked together for 10 years to combat Chagas – a debilitating and fatal disease carried by the Triatomine bug in poor housing.

Improvements in 15,608 homes have dropped bug infestation from 80 per cent to less than three per cent. Thousands of homes have also been fumigated successfully using an effective bio-preparation, families now keep domestic animals in pens away from the family home and more than 2,000 children below the age of 12 have been treated for Chagas. The program has proved so successful that the government will use it to improve 36,000 homes in the worst affected rural areas over the next five years.

In line with our child-centred community development approach, children play an important role as they take the prevention messages home from school to promote change within their families and communities.

Plan's experiences with Chagas were captured in a report⁶, the publication of which led to the setting up of a National Commission for Chagas Disease that involves government institutions and non-governmental organisations.

6. Chirwa, I. et al (2005) Plan Malawi Mid-Term Evaluation Report. Malawi: Malawi College of Health.
7. Plan (2006) Living without Chagas. La Paz: Plan Bolivia.

Investing in survival for children affected by HIV and AIDS

AIDS is a reality faced by many children around the world every day. They may be looking after a sick relative, one or both of their parents may have died of AIDS or they may themselves be living with HIV.

Poor households affected by AIDS generally become poorer. Their survival may already be precarious, and AIDS can push them to the brink of disaster. Children in households affected by the virus are more likely to be malnourished, are less likely to receive appropriate treatment when they are sick, are less likely to be in school, are more likely to be economically and sexually exploited, and are ultimately at greater risk of becoming infected with HIV.

Yet children and adolescents need not be passive observers or 'victims' of AIDS. Reducing their vulnerability means giving them the opportunities and tools to develop their own leadership on an issue that will profoundly affect their own future.

Our 'Circle of Hope' framework, highlighted at the Toronto AIDS Conference in August 2006, achieved acclaim as representing a comprehensive and global response to HIV and AIDS by integrating child survival, protection, development and participation activities. It is rooted in our child-centred community development approach, and aims to reduce children's vulnerability to HIV infection; extend the life of parent-child relationships in families affected by HIV; support families coping with HIV to live positively and prepare for the future; and ensure the future of children affected by or infected with HIV.

In Haiti, Plan supports the work of Rainbow House to deliver home care to children and families affected by AIDS in some of the poorest and most unstable neighbourhoods of Port-au-Prince. Home visits are conducted by a social worker, an auxiliary nurse and, in a recent development, community volunteers known as delegate mothers who are themselves living with HIV.

Nine such volunteers are supporting more than 500 children and adults. They help with household chores and child care, check on the children's health and well-being and ensure that the people they care for take their medications regularly. They also arrange medical consultations and help the parents when they have difficulties obtaining services at the hospital.



Making it happen ...

building capacity to promote child development

Children's development starts from birth. The importance of early childhood care for under-fives cannot be over-emphasised. Good quality primary and secondary or vocational schools are necessary to build children's potential and skills for employment. This helps them break the cycle of poverty which runs from generation to generation.



Child development ... school improvement program

Most of the areas where Plan works are characterised by poor schools with very limited resources, ineffective teaching, absent teachers, buildings in poor condition and irrelevant curricula. All these severely weaken the rationale for children to attend school.

In response, Plan has developed and promoted a comprehensive School Improvement Program which uses the child-centred community development approach to further children's rights to education. This contributes to the Education for All goals⁹, and the Millennium Development Goals of universal primary education and gender equality by:

- promoting the active participation of children and parents (and especially girls and women) in school governance – a new concept in many places – with emphasis on the school environment (especially latrines and safe drinking water), and the health, hygiene and well-being of the children
- working with ministries of education, local education authorities and teachers to support schools to fulfil their basic functions, and improve the process and content of teaching

- setting up monitoring and evaluation mechanisms to enable communities to assess the performance of improved schools

The School Improvement Program is being used by Plan in many countries in Asia, Africa and the Americas. An external evaluation in Albania, Ethiopia, Malawi, Sudan and Zambia in 2006⁹ indicates that those schools operating under our School Improvement Program guidelines quickly show better community involvement, school infrastructure and enrolment, especially for girls, when compared with schools without the program. At the same time, more child-friendly teaching methods, less rotation of teachers and the extra resources needed for the increased number of students remain major challenges to the availability of quality education in these countries.

An important objective is to replicate and extend the School Improvement Program beyond areas where we work. In Makwanpur District, Plan Nepal provided financial and technical support to review and update the school improvement plan of all 434 schools in the district in collaboration with the District Education Office.

Child development ... addressing the special needs of vulnerable children

We recognise that in many cases the right to development of the most vulnerable groups of children – street children, orphans, children with disabilities – is not addressed by conventional education. Our child-centred community development approach is fundamental in enabling communities, partners and Plan to address this situation.

In Egypt, Plan has started a community-based rehabilitation program in response to the total lack of services for people with disabilities in areas where we work. The program emphasises community care and the inclusion and active participation of children and adults with disabilities. Plan Egypt continues its efforts to fully integrate disabled children into their communities, shifting the approach to disability from a purely 'medical' model to a more comprehensive 'social' model where disabled children are taken care of by and within the family and the community.

An important dimension of the program is to raise awareness of the special challenges facing disabled children, their parents and their communities. A high-



Investing in gender equality

We recognise that gender-based discrimination is an underlying cause of child poverty. Until gender equality is achieved, girls will continue to have unequal life chances and be denied basic human rights, access to resources and decision-making power. By working to promote gender equality and women's rights, Plan can have a profound impact on the survival, development and empowerment of girls and boys.

Investing in youth leadership

Developing youth leadership is another innovative approach by young people for young people championed by Plan. This demonstrates the potential of children not only to act as messengers among their peers, but also to develop approaches that reach adults and that influence policies affecting young people.

When children from communities in Couffo, southern Benin, were asked if they would like to set up their own development committees, they jumped at the challenge. The first step was to spread the message – using radio to encourage every boy and girl to get involved. Children in all 367 villages of Couffo were then encouraged to vote for their peers to represent them on village committees. Although Plan helped the process, the children made all the major decisions – the only stipulation we made was that at least 50 per cent of each committee had to be girls.

Now the children of Couffo have democratically-elected committees through which they can play an active role in their villages' development. Plan's challenge now is to make sure we consult these committees in all our work in Couffo, so that children's views continue to be heard.

profile national conference in Egypt was organised with the collaboration of the National Committee for Disability Alleviation within the Ministry of Health and Population. The conference was attended by about 380 people from various institutions and ministries: it resulted in a plan of action with commitment from major stakeholders, and benefited from extensive media coverage including on the government's website.

Mohamed, 15 years old, lives in the Marg area. He is deaf and mute. He was very lonely and suffered a lot from harassment. His mother suffered from the same problem, especially from neighbours and relatives. She said that after joining the program: "He became very sociable and very active. Now, he has many friends and learnt a lot of new things. Because he has artistic talent, he participated in decorating the school (...) I am now a member of the local team. Now, I can express about my feelings (...). The project activities are now a part of my life."

Child development ... normalising children's lives through education

Plan's response to the massive earthquake in Pakistan in 2005 was to focus on our core area of expertise: education.

In addition to supporting the immediate relief effort with emergency supplies, we worked closely with the District Education Department and two local non-governmental organisations to swiftly provide primary education, recreational activities, early childhood care, as well as health and hygiene education. An external evaluation¹⁰ of our response to the earthquake indicated that these education initiatives "appear highly effective".

After a disaster, schools can play a vital role in helping children to feel that life is beginning to return to normal.

Aneela, 12, lives in the isolated and mountainous Siran Valley in the earthquake zone. Aneela described her new tented school, which Plan set up in the camp where she was living: "It was very different from my previous school, as the teachers were very friendly and caring. When we found ourselves involved in school activities, we were able to relax and forget our hardships and worries."

8. The World Education Forum was held in Senegal in 2000 to review advances in basic education in the 1990s and to reinvigorate commitment to education for all. Participants from 164 countries reaffirmed their commitment to achieving Education for All by the year 2015 and entrusted UNESCO with the overall responsibility of coordinating all international players and sustaining the global momentum.

9. External evaluation by Human Sciences Research Council, April 2006.

10. External evaluation by Hugh Goyder, August 2006.



Making it happen ...

the authentically inclusive approach

of child participation

Participation is often perceived as a consultation with girls, boys, women and men, with their views providing input into a wider development plan. While this in itself is groundbreaking in many places where we work, it is not sufficient. Authentic participation is essential for sustainable development, and underpins work towards all the Millennium Development Goals.

Child participation ... the starting point for change

For participation to be authentic there needs to be broad inclusion, especially of the poorest and most marginalised; the true possibility of change as a result and opportunities to follow up decisions made during a participation exercise.

Authentic child participation is the starting point of our child-centred community development process. In many areas where Plan works it is carried out through children's organisations. They provide a safe space for girls and boys to discuss their rights and responsibilities and where they can suggest, experience and implement positive alternatives to the realities around them.

In many countries in Africa, where authentic participation throughout society is traditionally low, children's clubs have free elections to select leaders, with both girls and boys standing as candidates. The experience of participating in fair elections for representatives is incredibly valuable for children who have often seen poor governance from the adults around them.

Child participation ... a powerful catalyst for change

Participation, if not done properly, quickly descends into tokenism. An evaluation of participation in primary schools in Tharaka, Kenya,¹¹ describes how children's involvement was often limited to games, clubs and a system of classroom monitors. Without real understanding of the value of participation, children's views on their preferred location for the latrines were ignored; classroom monitors were threatened by other pupils; and only 10 per cent of pupils attended activity clubs. Such experiences are not uncommon, and illustrate the difficulty in changing attitudes towards participation.

In response to the results of the evaluation, and to improve the class participation, Plan Kenya supported 240 youth organisations to manage and run their activities, and trained over 120 school management committee members on management, fundraising and the importance of authentic child participation in the committee.

Making a difference ... making it happen ... making it work

We know that our programs are working – at family, community and institutional levels – when attitudes change and when children and young people are viewed as part of the solution rather than as part of the problem.



When participation is authentic, it can be very powerful. During 2006 in Bolivia, children's organisations participated formally in development planning. They identified priorities, such as domestic violence and lack of employment, which are different from those of adults. The result was public policy informed by children's rights, and a recognition that child participation is an integral part of municipal government.

Child participation ... the power of children's voices

In June 2006, a four-day event which attracted media professionals from around the world helped to reinforce Plan's reputation as an innovator in youth media in developing countries. More than 400 delegates – including 60 young reporters – visited Mali in West Africa for the Youth Media Development Forum, to discuss the power of the media in promoting children's rights, network with media professionals, exchange child media experiences and see examples of successful child media projects that Plan has been involved in.

A good example of child participation is Kids Waves in West Africa. Over five years, this Plan-funded program has enabled thousands of children in 11 countries to participate in making radio shows. Given the realities of rural West Africa, the impact of being part of a radio program is significant. An evaluation in 2004¹² indicated that it was often the inspiration for children's subsequent improvements in confidence, in school results, in communication within their families and in belief in their rights.

In Bafata, where Plan Guinea Bissau worked with listening clubs in the villages in close collaboration with the community radio station, teachers say that they have seen a significant change in the school enrolment of young girls.

"We children learned a lot, but I think our parents learned even more," says a 12 year-old girl in Guinea Bissau.

Child participation ... children speak out about the Millennium Development Goals

To participate genuinely in their own development, children need appropriate opportunities to address decision-makers at all levels, from parents to world leaders. With Plan's support, children from the Philippines, Ecuador, Colombia, the Netherlands and Malawi discussed how their lives have changed in the five years since the goals were established. Plan's contribution to the discussions among the world's adult leaders regarding the Millennium Development Goals in New York in September 2005, was to make sure the voices and perspectives of children were heard. Their dreams, opinions and frustrations – recorded in the magazine 'Our future; our say' – are echoed across the world as children demand progress on the promises made, insist that their rights be respected, and call on world leaders to do the job that they and their predecessors committed to undertake.

Cristina (aged 13), Erika (aged 12) and Claudia (aged 13) from Ecuador sum it up: "We live in a democratic world but there are people who have everything and others who have nothing. We think everybody should have the same opportunities in order to reduce poverty."

Child participation ... impact at policy-making level

The children in the community of Playa Dorada in Guatemala participated in a creative workshop and worked on writing a script and recording a story that focused on the problem of over-fishing in the lake of their community. As a result of this, the mayor declared a moratorium on fishing and the children were invited to make a presentation to the Minister of Environment.



You ask us ...

Why is children's participation important?

Children's participation increases their self-confidence, their status within the family, leadership skills, sense of identity, and their optimism as well as their personal safety. It also contributes to their ability to communicate and collaborate with others and develops a sense of support and solidarity with their peers. Finally it results in a better outcome when all those affected, including children, are consulted.

11. E-Parse Ltd. (2005) Mid-term Evaluation of Friendly and Healthy Learning Project. Nairobi: Plan Kenya, p.44.

12. Ericsson, R. (2004), I am a child but I have my rights too! Radio Campaign in West Africa, Final Evaluation Report. Dakar: Plan West Africa.



Investing in enhancing capacity

The Convention on the Rights of the Child recognises that a child "is a subject of rights who is able to form and express opinions, to participate in decision-making processes and influence solutions, to intervene as a partner in the process of social change and in the building of democracy".

Community participation can be very energising and empowering. It shows people that the voices of small people matter and that working together will change things. From all Plan's programs there is increasing evidence that such participation is making a

difference in the areas of empowerment, awareness of child rights and in the building of civil society, independent of the objective of the program.

Investing in children

We believe wholeheartedly in our organisational statement that "children are at the heart of everything we do". Authentic child participation is the starting point of our child-centred community development process. Children are very powerful in expressing their concerns and opinions and in being catalysts of change.

Making it happen ...

child protection strategies to keep

children safe

Children have the right to be kept safe from violence, abuse, exploitation, excessive labour, environmental hazards, conflicts and natural disasters. Protecting children from harm has become an increasing focus of our program activities.

This year saw the development of a global strategy by Plan for protecting children that establishes a clear vision for how we will contribute to keeping children safe over the next five years.

Plan aims to create 'child safe' environments – internally and externally – where children are respected, protected and active in their own protection. The strategy will ensure that all program activities contribute to the protection of children and that all parts of the organisation are making the protection of children their first priority.

Reducing domestic violence against children

A two-year project in Honduras, Brazil and El Salvador to help tackle domestic violence against children has been so successful that Plan is now extending it to communities in Peru, Dominican Republic and Colombia.

The project involved children, teachers, parents and community leaders, who worked together to raise awareness about child rights and non-violent ways to bring up and teach children. The project also helped to train teachers, health workers and police officers on providing better care for the victims of domestic violence.

Teresa, 15, is from El Salvador and now helps to run a domestic violence project at her school. She says: "My father abandoned us before I was born. My younger sister and I were left at home all day, and I grew up bitter and behaved badly. I even hit my younger sister when she cried. But then Plan organised a talk at my school on domestic violence, and I began to see how I was behaving. The project has opened my eyes to how domestic violence affects so many people – and most importantly, how I could change my life for the better."

In Guatemala, Plan is working at all levels of society to protect children and prevent child abuse. At the top, we are lobbying parliament to reform the laws so that children are better protected against violence. At the municipal level, we have started a project in Jalapa department in south-east Guatemala, where children and adolescents who have been abused can receive psychological, social and legal support – the first time such an extensive support network has existed in the country. And at the community level, we are working with researchers, educationalists and parents to raise awareness of and prevent violence against children, and promote respect for their rights.

Child protection ... perception versus reality

In Plan's consultations, girls and boys frequently bring up child protection issues such as domestic violence and abuse in schools. These issues often have a strong gender component, with girls in particular experiencing specific forms of violence and discrimination. The children's views are often challenging to adults as they project a different perspective of what children's lives are really like, and what the development priorities of a community should be.

Plan's commitment to child rights makes it imperative to respond to these complex issues and our child-centred community development approach to programming gives us the means to do so. Plan aims to tackle violence against children as a child rights issue in all of its programs, to prevent it as far as possible and respond to it effectively when required to.

Child protection ... multiple initiatives, effective mechanisms

In the Philippines, Plan's 'Protecting Children at Risk' program represents

what can be done to protect children using the child-centred community development approach. Its overall aim is to build comprehensive mechanisms and systems for child protection among governmental and non-governmental partners, which include detection, reporting, referral, peer support, legal assistance and rehabilitation.

The program has multiple initiatives at different levels to respond to the complexity of child protection. In 2005/06, we:

- raised awareness about child abuse among staff, fathers, mothers and children
- intercepted over 1,800 victims of child trafficking
- opened two safe havens for abused children, and began to set up six more
- promoted universal birth registration in 17 regions
- successfully lobbied for revised legislation on juvenile justice
- carried out research on child abuse and on children in conflict to increase the visibility of the problem

To do all this, Plan Philippines worked with a large number of partners to implement the program. These include central government departments for welfare and children, universities, the police, coalitions of non-governmental organisations, local government, and children's and community associations. Collectively, they provide the expertise necessary for this sensitive and complex issue. Our challenge is to coordinate all these very different organisations, which previously would not have connected, to implement the program and promote child protection in the Philippines.



**Making a difference ...
making it happen ...
making it work**

At Plan we translate our vision into practice with programs to protect children in the poorest and most difficult situations who live without parental care, in non-supportive family and community environments, or in situations of conflict, disaster or displacement.

Investing in capacity-building

Plan's activities to promote child protection focus on:

- strengthening their capacity to protect themselves
- working with the people around them to respect their right to protection
- working with the responsible authorities to provide child protection services and to create and enforce appropriate legislation

Investing in child protection awareness

Humanitarian agencies like Plan need to ensure that we are doing all we can to protect children. This is why we have collaborated in developing a child protection toolkit which offers practical resources covering the following topics:

- 'what is abuse?' – overcoming common cultural and political misconceptions about abuse
- policies and procedures – developing written policies and procedures relevant to the organisation
- training – targeted workshop materials for typical roles, such as management, emergency relief, child sponsorship and program staff

'Keeping Children Safe: a toolkit for child protection' has been developed in collaboration with the National Society for the Prevention of Cruelty to Children in the United Kingdom and a coalition of international agencies. The toolkit aims to enable organisations, wherever they are in the world, to develop practical child protection procedures and give staff vital training and support.

Visit www.keepingchildrensafe.org.uk to download the toolkit.



“As a result of Plan’s campaign another five million children around the world now have a formal identity.

“But much more remains to be done. Governments must take proper responsibility for registering children. An unregistered child loses out on many rights and we cannot allow this any longer.”

Archbishop Desmond Tutu

Making it happen ...

using advocacy to develop a global conscience

Plan believes that long-term change can only come about if local, regional and national governments, as well as the international community, play their part. A vital and urgent part of our work, therefore, is to persuade those with power to bring about global policy changes in favour of children.

Our advocacy work takes place at many levels and involves children, families and communities in advocating for the changes they think would improve their quality of life. This year, in addition to advocacy efforts on issues affecting particular communities, we have seen great progress in the global campaign for universal birth registration, achieving success at international, regional, national and local levels.

Advocacy ... at the international level

Global campaign for universal birth registration

Birth registration is a child’s first right from birth, and is the foundation of much of our child survival, protection and development work. Estimates show that more than a third of the world’s under-five population were not registered at birth.

A birth certificate provides a child with permanent proof of identity in a turbulent world. Without a birth certificate, children may have difficulty proving to officials that they are eligible for assistance at times of personal and national crisis. They may have problems accessing such basic rights as health care and education. They can be at risk of exclusion, exploitation and abuse. Proof of age can also be used to stop under-age recruitment into the military or into child labour.

Unregistered children, even in countries with high birth registration rates, are by definition the most in need of the benefits of registration: identity, state recognition and a nationality are essential to getting even the most basic needs. In Albania, where registration is around 99 per cent, the one per cent unregistered are children from the Roma minority. Similarly, in Thailand, registration rates, which are above 90 per cent nationally, fall to around 60 per cent for hill tribe areas, and areas with refugees from Myanmar. This means that a universal birth registration campaign is an excellent starting point to ensure the rights of the most poor, vulnerable and marginalised.

The obstacles to universal birth registration are many: it is often a complex and costly procedure that discriminates against single parent children, orphans and parents without proper documents. The benefits of registration are often not recognised by parents and communities and in areas of high child mortality it is often seen as an inconvenience or a low priority.

Our campaign aims to create conditions that enable civil registrars and families to fulfil their responsibilities, and register all children at birth. In this way, Plan is not relieving governments of their responsibilities, but rather helping them carry out such responsibilities more effectively. As a direct result, since the launch of the campaign in February 2005, at least five million additional children have been registered, 10 countries have made changes to their birth registration policies or legislation and a further 21 are working towards change. In 11 countries, cost barriers to birth registration have been eliminated or reduced.

The campaign builds on Plan’s strengths: a global network, spanning developed and developing countries; the ability to learn from small, successful initiatives and replicate them in other countries; our reach from remote communities to global gatherings; and our child-centred community development approach which allows us to base all our advocacy activity on grassroots realities. Our work is strengthened by the political support we receive from many statesmen and women, who include Mrs Ana Ligia de Saca, First Lady of El Salvador, Mr Kjell Magne Bondevik, Prime Minister of Norway and Mr Kenneth Kaunda, Zambia’s first President.

All our work on universal birth registration in over 40 countries is captured in a report called ‘Count me in’, published in November 2006.

Visit www.writemedown.org/research/ to download the report.

Advocacy ... at the regional level

Generating regional commitment to universal birth registration

Plan has sponsored eight regional conferences since 1999 to share good practices and generate and enhance regional commitment to universal birth registration: four in Asia, three in East and Southern Africa, and one in West and Central Africa (the African and Asian conferences were jointly sponsored by UNICEF). Many positive results occurred. These conferences raised the profile of civil registrars among senior ministers and government officials who attended the conferences. In Asia, the latest conference, in March 2006, generated a commitment to form a regional civil registrars network. In East and Southern Africa, the conference in September 2005 developed a concept which links birth registration with the distribution of insecticide-treated nets as an incentive for parents to register their children while at the same time protecting their children from malaria.

Advocacy ... at the national level

Creating conditions for legislative reform

We work with national governments to reposition birth registration from simply an administrative act to a child rights issue. We do this by commissioning studies of registration and the unregistered, national conferences and offering solutions to registration obstacles based on Plan's grassroots experience.

In Indonesia, Plan commissioned TV commercials featuring the President explaining the benefits of registration. The major outcome has been to create the political will needed to reform legislation, and build the civil registry's capacity to ensure universal birth registration.

Advocacy ... at the local level

Overcoming local barriers to birth registration

We collaborate with local government officials to overcome the local barriers to birth registration – building their capacity to make the system less complex, less costly and to reach as many people as possible. For example, in the Philippines, Plan helped support reform of the civil registration system in the Barangays, the smallest local government units. In other countries, practical resources such as birth registration forms and certificates are also supplied. In many countries Plan sponsors the production of posters, radio



programs, leaflets and handbooks in local languages on the importance of registration. The success of these approaches was most evident in Cambodia, where a partnership between the Ministry of Interior, Plan Cambodia and the Asian Development Bank enabled over nine million unregistered adults and children to receive a birth certificate.

Other examples of advocacy

Young people speak out

Hundreds of 11 to 17 year olds from 52 schools in Africa and the United Kingdom took part in a seven-month consultation to discuss the greatest challenges facing young people in Africa. One result was a report 'Speak out!' calling for urgent action from G8 and African leaders to help children in Africa. The report highlights the work of the Young People's Commission for Africa, an educational initiative developed by Plan in partnership with the UK educational charity Gemin-i.org, and identifies 10 proposals for action from world leaders.

Safeguarding rights

In Cameroon, a program concentrating on Baka Pygmies, has led to major improvements in their living standards and protection of their civil rights and human dignity. This increased the Baka's school enrolment and their participation in civil society.

Some of the achievements of our campaign: children registered since 2005

Mali 8,572
Nicaragua 13,270
Paraguay 23,000
Sierra Leone 110,068
Vietnam 1,200

Making it happen ...

investing in emergencies and disaster recovery

Since 2005, when we adopted a greatly expanded disaster policy, many countries where we work have been in the process of assessing local risks. These assessments have included reviewing vulnerabilities and capacities; identifying how to respond to disasters; devising ways to coordinate with national bodies; and formulating policies on how to protect children and then include their views and needs during relief and recovery.

Even after the media attention has died down, Plan continues its work in disaster and emergency areas by supporting such long-term projects as school construction, teacher training, birth registration, vocational training, micro-enterprise development, permanent housing and community rehabilitation, safe water, sanitation, health system rehabilitation and health worker training as well as innovative work in psychosocial support for children and adults.

One priority is to train today's children to deal with tomorrow's disasters through disaster prevention and mitigation practices. This helps to ensure that next time there is a disaster, those affected will be better prepared.

Asia ... rebuilding in the aftermath of the tsunami

For all those affected by the Asian tsunami, efforts to rebuild a 'normal' life continue.

Since the tsunami in 2004, Plan has raised US\$28.25 million to support programs in India, Sri Lanka, Indonesia and Thailand. We are spending our funds strategically over a number of years to maximise long-term impact and make sure that solutions are sound and sustainable. As Plan's CEO, Tom Miller, said to the international media after his return from one of his trips to Aceh: "You can get it right or you can do it quickly, but there are few instances where you can get it both right and do it quickly."

We continue to support more than 350,000 children and families living in 500 tsunami-affected communities. This work includes:

- 90 child care centres which support around 3,000 children
- psychosocial support in schools to address children's desire for a school 'happy day', a time when they can break from formal education and spend time playing and enjoying other activities such as drawing, drama, music and sports
- house construction, addressing children's desire for a safe home with privacy
- child media projects to give children opportunities to voice their opinions
- support for women's self-help groups

With our role evolving from one of emergency relief to recovery, we are now seeing the effects of our programs in making a real difference to children over the long term. Staff from Plan Aceh were presented with an award for their work with children affected by the tsunami by Indonesia's Minister for Social Affairs during a special event.

Pakistan ... rehabilitating the education sector

Plan Pakistan has developed a long-term strategy to support the rehabilitation of the education sector in the areas



affected by the 2005 earthquake, with a total budget of US\$17million over four years. During the last year, our work in the region has included helping 58 schools reopen; training 123 teachers and 50 community volunteers on psychosocial issues related to children suffering from trauma; and providing 2,400 children with support and stimulation through early childhood care and development centres. The children reported that they felt secure and safe in these centres.

Darfur ... working with displaced children

We provided essential life-saving services to the children of Darfur, displaced as a result of the armed conflict in western Sudan. In addition, we provided basic tools for educating children, including construction of eight classrooms and renovation of another 10, water tanks in 33 schools and training for 210 people on child participation and dealing with children in armed conflict situations. Over the next year, we intend to significantly increase our activities to assist the most vulnerable children in this devastated region.

Niger ... fight against food insecurity

In Niger, Plan's response to a drought and locust invasion in May 2005 was to focus on the survival of malnourished



children in Tillabéri, one of the poorest regions of the country, and set up a community feeding program for young children.

The experience of our child-centred community development approach enabled us to rely fully on community support, thereby extending the resources Plan brought, and leaving ownership of children's nutrition within the community. Five teams of health workers identified 1,530 children aged from birth to three years old in 14 villages, 655 of whom were malnourished. Local development committees managed the food supplies from Plan. Two women from each village, trained in nutrition and hygiene, designed and prepared meals for the children guided by health workers and nutrition coordinators. By July 2005 over 50 per cent of the children had recovered.



Making it happen ...

inside Plan

Plan's capabilities start and end with people.

Guiding principles

Human rights and child rights, child-centredness, local knowledge and community coping mechanisms, child and community participation, child protection, relationship building, effectiveness, efficiency, accountability and transparency are at the heart of Plan and underpin all our work.

Structure

Plan is a global organisation – a network of many different legal entities working together throughout the world.

Our national organisations are based in 16 developed countries around the world. They work in their home countries to raise funds and build relationships between sponsors and sponsored children. They undertake advocacy and education on development issues in their own countries to increase knowledge, understanding and awareness about poverty, and the effects of poverty, among our stakeholders and the public. They also provide technical support to program activities in the field.

Plan International Inc is a not-for-profit corporation that operates from 46 country offices and four regional offices around the world. Its function is to carry out development programs in developing countries as well as advocacy and awareness-raising about poverty and, increasingly, local fundraising. Fundraising in program countries is a new and exciting direction for Plan and indicative of our future direction. There are certain countries where we have worked for years which have achieved a level of development, which allows us to raise funds to support our programs in these countries while at the same time we work towards greater involvement of local society with our programs.

Plan Ltd, based in the UK, is Plan International Inc's wholly owned UK subsidiary and provides financial, IT, HR and other services to the organisation to bring

about greater efficiencies and effectiveness for the future organisation.

Strategies and systems

During the past year, we have concentrated on reorganising and streamlining our operations, so that we can meet the challenges of achieving our vision and mission.

Plan continues to strive for even greater efficiency and effectiveness. We have reorganised globally to make our worldwide finance, human resources, global assurance (audit) systems, and information and communications technology even more effective. At the same time we have established a team to measure the effectiveness of our programs. These measures together highlight the importance we place on even greater accountability and transparency.

Our global restructuring, and refocusing the operations of our international headquarters, offers many benefits. Now Plan can more confidently:

- support the achievement of our worldwide organisational objectives more effectively
- provide assurance to local and global management that core business processes are being carried out in a globally consistent manner
- ensure we are meeting legal and fiscal requirements in all countries in which we operate
- reduce the opportunity for duplication of roles and responsibilities, ultimately reducing costs
- enhance our ability to share knowledge and best practice more effectively
- ensure staff skills levels are globally consistent

You ask us ...

What staff does Plan have?

We employ just over 8,000 people worldwide, over 90 per cent of whom work in program countries. In addition, some 60,000 volunteers help in our community programs around the world.

Making it happen ...

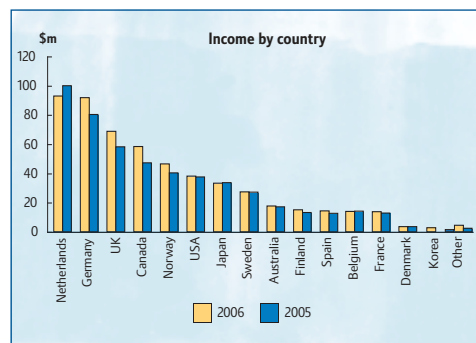
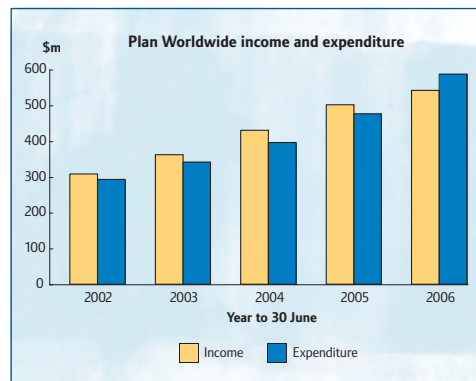
looking after your money

At Plan we believe in being accountable and transparent. Our worldwide combined financial statements follow International Financial Reporting Standards. These statements cover both the fundraising side of the worldwide organisation and our spending.

Please note that all figures below are in US dollars. The 'year' refers to the 12 months ended 30 June 2006.

Highlights

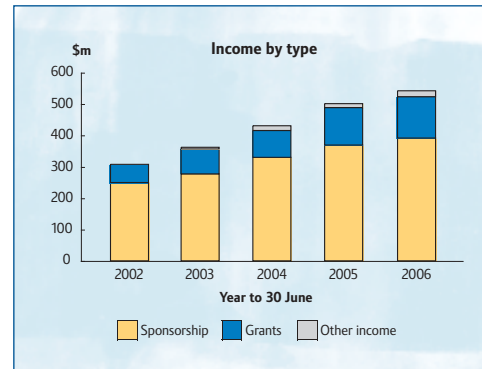
In the year to 30 June 2006 Plan's aggregate expenditure was US\$587 million – a 23% increase in expenditure from the previous year. Most of this expenditure (US\$542 million) came from our income in the year, but US\$45 million was funded from our reserves, reflecting a planned strategy to increase the organisation's capacity to deliver more programs faster and utilise available reserves.



Income

Plan raises funds in countries in Europe, North America and in the Asia-Pacific region. In the year, the funds we raised increased by 8%. Most of this income (72%) came from child sponsorship. This is a relatively stable and predictable source of income, which means we can plan for and carry out longer-term development projects in the communities where we work.

But we also have other income sources, including grants, and these make up an increasing proportion of our income. Income from other



sources was 28%, compared with 26% in 2005. Grant income (including contributions-in-kind) grew by 11% to US\$132 million. Other income sources, including project sponsorship, appeals, bequests, gift sales and investment income, grew by 42% to US\$19 million.

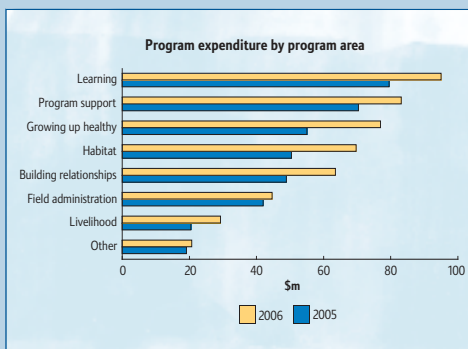
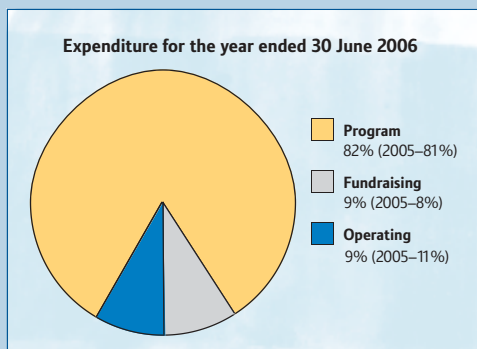
Expenditure

Program expenditure (see opposite) accounted for 82% of total expenditure in the year; the remaining 18% went on fundraising and operating costs. Program expenditure includes all costs directly related to delivering programs and to providing communications between sponsored children and their sponsors and includes field staff and associated office and travel spending. It also includes expenditure on advocacy and development education.

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

Operating expenditure captures all costs not directly related to program work or fundraising but fundamental to ensuring that resources are used efficiently and effectively. It comprises the administrative costs of our fundraising and central organisations, including the cost of central support functions such as finance and human resources.

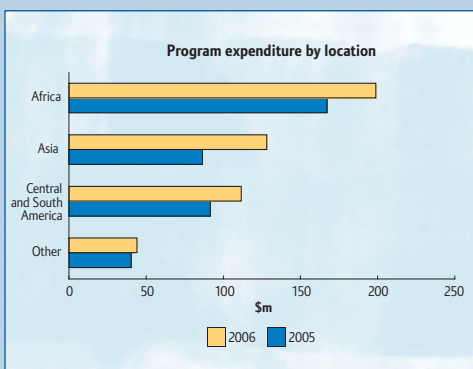
Our programs primarily take place in countries where Plan-sponsored children, their families and their communities live. The amount we spend in each country will depend on a number of factors, including the extent of poverty, the number of sponsored children and community members who will benefit from our work, and the cost of



operating in each country. Natural disasters may also impact on expenditure: as a result of the 2004 Asian tsunami and the 2005 earthquake in Pakistan, for example, we increased expenditure in these regions.

Program expenditure in Africa increased by 19% over the year, to US\$199 million, representing 41% of total program expenditure. Expenditure in Asia grew by 48% to US\$128 million representing 27% of total program expenditure. This included US\$18 million on tsunami projects (US\$13 million higher than last year) and US\$5 million on earthquake-related programs in Pakistan. Expenditure in Central and South America increased by 22% to US\$112 million (23% of total program expenditure).

Program expenditure was also undertaken in our donor countries and by our central organisation. In donor countries this included development education and advocacy. Our central organisation invested in processes and systems that support our programs and improve their efficiency around the world. Program expenditure by donor countries and our central organisation increased by 9% in the year to US\$44 million.



Our program expenditure is split into different key work areas.

All these areas reflect our focus on children and their longer-term development. This year we spent the most money on learning – 20% of program

expenditure, and a 19% increase on the previous year and growing up healthy, which represented 16% of our program spend and increased by 40% on the previous year. Although our work on improving people’s livelihoods (through micro-finance and jobs-skills projects) made up only 6% of program expenditure, this represented a 43% increase on 2005. By giving people the potential to earn their own income, our work here also helps secure long-lasting benefits for families and communities.

Reserves

Reserves held at 30 June 2006 of US\$150 million were 24% lower than at 30 June 2005, reflecting a planned strategy to increase capacity to deliver more programs faster and utilise available fund balances.

Financial risk

We are exposed to a variety of financial risks, including currency risk, liquidity risk, credit risk and even interest-rate risk. Our policy is to be risk-averse – we do not speculate with funds and only spend when funds are available, which keeps liquidity risk to a minimum.

We also ask the communities and partners we work with to be equally accountable for the funds we give them for development projects. So, for example, we ask for regular progress reports to show how the funds are being used, which we then audit.

Further financial information

You can find out more about the income and expenditure, cash flows and financial position of Plan worldwide in a separate publication, the Plan International Worldwide Combined Financial Statements for the year ended 30 June 2006, which you can download from our website www.plan-international.org.

Copies are also available from Plan Ltd., Chobham House, Christchurch Way, Woking, Surrey, GU21 6JG, United Kingdom.

You ask us ...

How much of my money goes towards Plan’s development work?

On average, 80% of the money we raise goes towards our development programs, with the remainder being spent on fundraising and operating costs. Sponsorship donations do not go directly to the individual child, but are used for programs which benefit all the children in the community.



Making it happen ...

optimism, motivation, and energy

to drive our vision forward

We have scrutinised our past and present, and looked into the future. Plan is poised to celebrate our 70th birthday in 2007 as an organisation that both remains true to our original founding principles while rigorously and vigorously transforming ourselves to meet the challenges of today and tomorrow.

Communicating

Our ability to learn, listen, adapt and move forward is at the heart of our organisation. With child-centred community development as our strategic direction, we continue to listen. Our new organisational direction is the result of listening. Listening to children. Listening to families. Listening to communities. Listening to sponsors and other stakeholders. Listening to donors. Listening to policy-makers.

Continuity

During the year, Plan has concentrated on building. Building on the past. Building on experience. Building a firm foundation. Building momentum. Building empowerment and participation.

Consolidation

Our changes this year led us to deconstruct and reconstruct ourselves as an organisation, and to focus on our short, medium and long-term plans, capabilities and ambitions. We have a revitalised blueprint for the future in which effectiveness, efficiency and sustainability are further embedded with our vision and mission.

Challenge

Plan is ready to meet challenges head on. Some of these challenges are described in this annual review, and include the problems of urbanisation, working with vulnerable children, and children affected by HIV and AIDS.

We have clear priorities that will guide our work in the years leading to 2015, the target date for achievement of the Millennium Development Goals.

Plan continues to grow robustly. Based on our strategic directions and our child-centred community development framework, we have over the past year developed a five-year global business plan, and we aspire to grow our income to over US\$700 million by 2008 so that we can help even more children. This is a big challenge, and there are no guarantees,

but given our track record we believe we can meet this ambitious target.

Change

As the world changes, Plan welcomes and embraces change. We need to be able to respond appropriately in a changing environment, to adjust to change, to look ahead and to evolve to meet new demands.

While we will continue to be driven primarily by sponsorship monies, we anticipate that grants will become an increasingly important part of our funding mix. This expansion of grants will provide further investment to improve program quality and effectiveness.

Over the next five years, we will continue to grow. We are expanding our work to include two new country offices (in Laos and Rwanda) and reopening our operations in Liberia.

Three country offices – Brazil, Colombia and India – have started the process of change to become locally governed and incorporated organisations. As part of this change, they have started to raise funds locally for programs in their own countries. This growth is not just about expanding geographically – it is about growing to serve the needs of children in poverty around the world.

As we look to the future, it is clear that we live and work in a volatile world, and emergencies (such as war and conflict) and disasters (such as the Asian tsunami and the Pakistan earthquake) are becoming a regular part of our work. Our Board has therefore approved a policy which will enable us to respond appropriately and quickly to disasters. We are committed to working with affected communities in a sustainable manner, and helping people to regain control of their own lives.





Along with many other organisations, we recognise the difficulties in evaluating and attributing the impact and effectiveness of our work, but at the same time we consider this to be one of our main organisational priorities. In our project and program evaluations, we find many examples where we can show

a positive impact on the lives of children, while other evaluations give us food for thought and help us to refocus our program activities. Our challenge for the future is to extract more general lessons to help and further improve the overall effectiveness of our programs.

Campaigning

Plan will continue its role to trigger and influence the local, national and international debate on child rights and needs. Such advocacy efforts are also vital both to provide opportunities for children to participate in policy discussions at all levels and also to motivate governments to develop legislation, policies and programs that promote the realisation of all children's rights. Following our highly successful campaign on universal birth registration, our next major advocacy campaign will be unveiled in 2007.

We will continue to monitor governments' compliance with the Convention on the Rights of the Child and continue to speak out when necessary.

Collaboration

As there is strength in numbers in our interconnected world, so we will continue to forge relationships with others and to work in unison with partners around the world. Where we can, we will seek to work in partnership with national and international non-governmental organisations. At the same time we know that we live in a world of reality and imperfection. With countries in conflict and countries that impose such severe constraints on our activities, we will have to be realistic in understanding such realities will occasionally slow or even stop our efforts to help children in need.

Credibility

As the result of our reorganisation, additional tools are being put in place to help us maximise our resources internally and organisationally and, in turn, to maximise our impact externally and globally.

It is now irrefutable that initiatives involving children benefit children, their families and the wider community. In all our work, we start from the premise that children and young people are a force for change, and that they will know the issues that affect them and how to tackle those issues.

Our new effectiveness team will be tackling the challenge of creating sound methodologies and systems to evaluate the effectiveness of our work, and exploring ways to communicate this in a simple and straightforward way to a wide range of stakeholders. This is an ambitious, but possible, task.

Commitment

Change, growth and development are instrumental in transforming Plan into a modern robust organisation, with optimism, motivation and energy to drive our vision forward.

Our overall goal is to serve children in need as effectively as possible. In striving to meet this aspiration we constantly question what we are doing, why we are doing it and how well we are doing our work.

In a time of great challenges, and a time when the problems of poverty and disease are greater than ever, the potential of international non-governmental organisations like Plan is greater than ever. Our aspiration is that Plan will continue to play a discernible and recognisable part in rising to the challenge.

Plan takes the long view – we are a work in progress. We continue to build an organisation fit for the future, in order to build a world fit for children, and to leave a lasting and sustainable legacy for our children's children's children.

You ask us ...

Where does Plan go from here?

Child-centred community development enables Plan to assist children, their families and communities to work together to address the structural causes of child poverty at local, national and international levels. Through this approach, our role is as facilitator, and ownership of programs belongs to the communities. Therefore, it is the communities rather than Plan that identify, design, implement and monitor programs. Plan does not impose solutions, we do not reinvent the wheel, we don't try to be everything to everyone and what we do is not headline work. Our history, proven track record, grassroots approach, evidence base, focus on children and unique funding source enable us to do long-term, sustainable work. With our extensive grassroots presence, Plan is strategically placed to make a significant contribution to the development of models of prevention, care and rehabilitation.

Making it happen ...

Plan's leadership team

at 30 June 2006

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Second Vice Chairman	Anne Grant
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Legal Counsel and Company Secretary	Richard Cunliffe

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“We don’t like to be hungry.”

“We don’t like to be sick; it hurts us.”

“We like the countryside; it has beautiful things, like clean air.”

“We like to plant trees and plants in our neighbourhoods.”

“We would like it if boys and girls were treated equally.”

“We would like adults to consult with us and listen to us.”

The words of children in Tola Grande, Ecuador

Plan will start operations in Liberia and Rwanda during 2007.



Esta publicación está traducida al español. Póngase en contacto con: info@plan-international.org

Cette revue est aussi disponible en français. Veuillez contacter: info@plan-international.org

The pulp used in the manufacture of this paper is from renewable timber produced on a fully sustainable basis and is bleached without the use of chlorine gas (ECF – Elemental Chlorine Free). This paper is suitable for recycling. Photographers: Alf Berg, Michael Diamond, Adam Hinton, Jenny Matthews, Finbarr O'Reilly, Mark Read and Plan staff.

Published by Plan Ltd, Text © Plan 2006
ISSN 1745-946X (Print)

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