Plan’s Vision

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

Plan’s Mission

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

- Enabling deprived children, their families and their communities to meet their basic needs and to increase their ability to participate in and benefit from their societies
- Fostering relationships to increase understanding and unity among peoples of different cultures and countries
- Promoting the rights and interests of the world’s children.

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Report from the Chair

This year has been a year of major change for Plan, and the Board has been actively involved in initiating and monitoring those changes. It has been a rewarding and challenging time for us. We could see that our organisation was not growing yet knew that we had a tremendous story to tell. We needed to do something different and yet we could not see a pathway. The probono assistance of McKinsey's has helped us find our confidence and to clarify our role and for that contribution I thank them. Subsequently, the McKinsey contribution to our Marketing team has been invaluable.

Rethinking our corporate governance helped us decide to make a field visit to Bangladesh. So often we have spoken of the need to understand Plan in the field but most directors had not had the opportunity to be in the field. For this visit we committed a week of our time and worked hard in one of the toughest Plan field programs. Bangladesh was challenging and inspiring and changed us all. It made us even more determined to tell the Plan story and persuade more people to sponsor children.

Being part of the Plan world brings responsibilities, and Deputy Chair Andrew Forgas and I both serve on the International Board and play an active role. Andrew chairs the Audit Committee and I chair the Human Resources Audit Committee. In addition, I have been a member of the Corporate Communication Task Force which over the past three years has produced the new Plan look.

Looking back we can see that the year 2001 has been a significant time of change and development at Plan. Together with the Board and Senior Management Team I am privileged to be leading that process. I am delighted to share some of the highlights with you.

In 2001, Plan has refocused its strategy, its activities and its communication to ensure that everything we do is connected to realising the potential of the world’s children.

Children have always been central to Plan but we are now highly intentional about our focus on children.

In the work that we do overseas we have adopted Child-Centred Development as our core approach. This development methodology ensures children’s voices are heard, that they have the opportunity to participate in their own community development and that the benefits of that development positively impact children.

In Australia, we are a Recognised Voice for Children. We identify the issues affecting children around the world and bring them to the public’s attention. In 2001, we pointed out that millions of children around the world are not registered at birth and effectively become non-citizens. This must be changed.

Across the globe in more than 57 countries, Plan has adopted a clearer, more contemporary brand identity. You will see this new look and feel reflected in this annual report. In this shrinking world it is important for Plan to be known under the same name and logo in every country. It is our desire that this consistent identity reflects the possibility of children reaching for the stars.

The absolute backbone of Plan’s work is the loyalty of our sponsors and donors. It has long been a challenge for Plan to grow in what is a highly congested market space. Plan has adopted a fresh, grassroots approach to spreading the news and thus far it is working wonderfully well. We have a presence in shopping centres, shows and fairs; loyal supporters are referring more people to us, and others are joining because they appreciate us speaking on behalf of children.

A target we set for 2001 was to return Plan from base to full accreditation for Australian Government aid grants. During 2001 we made all the necessary preparations and as I write this I have heard the great news that we have passed the crucial tests. What this means is that in 2002 we can again expand the level of support we receive from the Australian Government.

As we enter the year 2002, I feel confident that Plan is on the move. Our supporter base is growing, our staff are excited to be part of the change and we know in our hearts that listening to the children and having them participate in their development is the right thing to do. I look forward to an exciting year in 2002.
Who is Plan?

Plan believes that every child has great potential if only they have the right chances in life. As one of the world's largest international, child-centred development agencies, children are at the heart of everything we do.

Founded in 1937, and with more than 60 years of development experience, Plan has learnt more and more to look at the wider context in which children develop. It has moved its focus from helping refugee children in war-torn Europe to partnering poor families and communities in the developing world with child-centred programs.

Child sponsorship is the basic foundation of the organisation and provides for the majority of funding for its work, the remainder is sought in grant funding. Plan is now working in more than 43 developing countries with over one million sponsored children, their families and communities.

Plan is without religious, political or governmental affiliation and promotes child participation and child rights. Our philosophy is that:

• Children are at the centre of everything Plan does
• Plan gives children the opportunity to reach their full potential
• Plan believes that it is a child's right to an identity under the law through birth registration.
• Plan believes that for children to reach their full potential they need a good start with access to Early Childhood Care and Development programs.
• Plan believes that appropriate child-centred interventions need to be implemented to fight the HIV/AIDS pandemic
• Plan believes that all children have a right to participate and have a voice in their future.

Children are encouraged to be involved in our programs from the development stage to implementation. Inviting them to participate allows the children to be involved in their community whilst learning valuable life skills. Plan's child-centred programs are designed to meet the needs of children – to ensure they are safe, that their participation is valued and that they have a voice in their future.

Promoting Children's Participation & Child Rights

Advancing children's rights and promoting child participation is integral to Plan's community development programs. Plan believes that given the opportunity, children can make valuable contributions to their communities through participating in programs from development through to implementation.

Within the last three years, Plan has developed a number of approaches to involve children in the planning and implementation of their community development programs.

For example, Plan's Kenya Office produced a manual on ‘Child Focused Community Planning.’ This was motivated by the growing awareness that children need to be listened to and taken into account in the planning of community development projects.

In the slums of Bangladesh, children were asked about their vision for change in their community. Their needs were simple – a slum that is cleaned up, a play area for the children, a private bathing area, rather than bathing publicly under the tap; a place where they were not afraid of warlords and thugs. It is only when children participate that we are truly aware of their needs.

Child Focused Community Development Approach

In 1998, the Child Focused Community Development Approach (CFCDA) was piloted in three countries; Bangladesh, Indonesia and Pakistan. This child-centred approach was initiated to ensure the participation of children and community members in the development of program activities. It seeks to ensure that the relationship between Plan, girls, boys, their families and other stakeholders is centered on and led by children, with support from Plan.

The CFCDA is a learning and action process involving all community players in all stages of the process. In every instance, it must be clear that children are at the centre – their involvement, their opinions, and their own personal development as a result of this participation.

The key components of CFCDA are:

• Children's Participation: Support children so they can initiate and direct community development programs.
• Indigenous Knowledge and Resources: All programs must recognise and build upon existing resources, knowledge and skills, whilst seeking to enhance local capacities of the community.
• Community Ownership: Girls, boys and their families must lead and direct all phases of development processes in their community, with support from Plan.
• Principle Based: Collaboration between communities, other stakeholders and Plan should be based on an understanding of which values and principles are shared, while respecting those that are not.
• Process: Child Focused Community Development requires a process of collaboration, mutual learning and exchange among children, their parents, teachers, other stakeholders, institutions and Plan.

Plan is leading the way in creating a place for children at the table. The Child Focused Community Development Approach and participatory processes are based upon the idea that children have a right to participate. Situations are then created in which children, as well as Plan staff, can become more aware of child rights and help children reach their full potential.
Early Childhood Care and Development (ECCD) is one of Plan’s top priorities in its newly established program in East Timor. Early Childhood Care and Development is a holistic approach to child development. It incorporates early learning, health and nutrition and as well as parent education. The immediate and longer-term benefits of ECCD to children, families and communities are immense.

ECCD provides a critical pathway to further learning for young children and is now being seen as an essential part of national strategies for improving scholastic performance, which in many poor countries, is dismally low. Children’s under achievement in education affects opportunities for self-improvement and livelihood throughout their entire lives.

Plan’s first ECCD centre is currently under construction in Fatukhan village in the Aileu District of East Timor. Plan has been working alongside the community as they develop the building design and commence construction work. Once completed, the centre will be a simple but effective structure, one that the community can easily maintain by themselves. Plan has also set up a temporary centre so that the children could start learning without delay.

All the young children attending the temporary centre are receiving supplementary feeding as part of the nutrition program to improve children’s nutritional and health status. At the same time, their parents are learning about better health and nutrition practices so the food and care children receive at home also improves. Importantly, young children not yet underweight are able to maintain a healthy weight and will not have to experience the debilitating effects of malnutrition. Children are also beginning to learn and interact with others in a safe, stimulating and nurturing environment.

Before starting the centre, Plan trained the ECCD teachers and purchased books and other educational materials. Toys, desks and chairs were also purchased for the centre. New water and toilet facilities will be available once the building has been constructed.

Plan would like to acknowledge the very generous support of Mrs Margaret Flower, a long-time supporter of Plan’s work. Thanks also to Mr Michael Keenan Mayor of Unley, the Unley Community Centre, Ms Jean Thomson, Lobethal Community Kindergarten, Oakbank Kindergarten, Stirling District Kindergarten and St John’s Grammar School – all from Adelaide.
The earthquake hit the large Plan program area of La Libertad in San Salvador. Three Plan communities, Guadalupe I, Guadalupe II and Santa Eduviges were completely buried by the massive landslides that followed the quake.

Plan played a critical role coordinating the specialist emergency relief agencies as they flooded the area. Plan also organised the massive reconstruction effort that was needed to restore housing and other essential community infrastructure.

To do this, Plan formed Rapid Response Teams who gathered critical information in each of the affected areas. They determined the extent of the damage, loss of lives, and identified Plan families. The teams contacted the World Food Program (WFP) for the provision of food and water. Other agencies specialising in emergency medical care, were taken directly to the worst affected Plan communities. Families received medical care and much needed counselling to help them cope with the psychological impact of the disaster. And most importantly, Plan ensured that our partners were aware of the special needs of the children.

Plan’s Special Relationships in El Salvador

Whilst Plan typically focuses on long-term community development, it also responds to emergencies when they occur in Plan communities. Earlier this year, a major earthquake measuring 7.9, struck the poor Central American country of El Salvador. This natural disaster hit communities that had previously been devastated by Hurricane Mitch in 1998.
In the days following the earthquake, Plan El Salvador staff member, Linda Raftree, sent the following personal account of the disaster to her Plan colleagues around the world:

“As you know, we’ve had a major earthquake here in El Salvador and we are in a disastrous situation. Although there isn’t much time for thought or reflection, I’ve been thinking about the importance of the relationships we have built with our Plan communities over the years. I have been out in the field this past week helping out and witnessing just what Plan really means to these communities.

“Currently in our La Libertad Program Area, 131 out of 143 communities were affected by the earthquake. Of those, 13 have been evacuated and are now living in an internally displaced shelter – they cannot return because their entire community is buried. Eighteen other communities are living in makeshift shelters in soccer fields, basketball courts and on the street.

“On Sunday, I went to the biggest shelter in La Libertad with the Plan Program Manager. Of the 10,000 people in the camp 8,000 were from Plan communities – not all Plan sponsored families, but from our communities. The camp was a total mess. People were arriving in groups with anything they could bring – others coming by air because the roads were impassable. Helicopters also flew into the centre of the camp to unload cadavers. Complete disorder.

“We found someone with a megaphone. He walked around with us announcing, “If there is anyone from communities affiliated with Plan, please come to the megaphone. Plan is concerned about your wellbeing and needs to be in contact with you.” Immediately a small group of women came up to us – their faces dirty and their eyes teary. “We’re from Plan communities, we’re Plan families from Guadalupe II.” “How is your community?” we asked. “It’s buried.” “Are you OK? Was anyone killed?” They motioned to one of the women. “She lost her five children.”

“The woman had gone to work and left her children at home. The earthquake came and they were all buried. Her 12 year old daughter was a Plan sponsored child. And it was at that point that it really hit home to me what a huge responsibility Plan has. It was the women’s faces that made the biggest impression on me. They were confused, traumatised. They were looking for help and support. What could Plan give them? Practically nothing – in comparison to what they had just lost. What I then realised was that Plan did have something special and different to offer these families. We could let them know that someone cared about their wellbeing and that they weren’t alone. And that’s what they were looking for.

“As our Program Manager says, “The mere presence of Plan lets the communities know that we are concerned about them and that we’ll get help to them as soon as we can.”

“NGOs come in with supplies but it is poorly organised. They have no priorities on where that aid should go – they do not have personal relationships with any of the communities. Because of our desire to ensure that our communities are taken care of, Plan was able to coordinate with several organisations.

“Having a ‘personal’ link to a community in these times is vital. One NGO had set up a meagre shelter but because Plan knows and cares about the communities, we were able to arrange for 600 families to remain together and be moved into a smaller, safer and cleaner shelter.

“The relationship Plan has with their communities is something different, something truly special, something that we need to conserve, protect and keep building.”
Microfinance has gained global recognition as an effective poverty reduction tool and an integral component of community development programs. Microfinance can be defined as informal banking for those families and communities that usually cannot access commercial banks.

Commercial banks and even most microfinance institutions (MFIs) are typically located in urban or peri-urban areas. The commercial banks have stringent collateral requirements that prohibit many poor people from accessing their services. In addition, most poor people cannot afford the time and/or money for a journey to the banks located in towns. Some are also not literate enough to fill out the forms required for financial transactions, nor do they meet the minimum deposit requirements. People in these areas and situations depend on local, informal savings and credit arrangements, which are often very expensive.

In all its programs, Plan has taken on the challenge of developing partnerships with local microfinance institutions to ensure that the families and communities we work with on health, education, habitat and other livelihood activities, also have access to sustainable financial services provided by reputable and highly experienced partner organisations. The partnerships we develop with MFIs enable them to expand their services into the rural areas where Plan works. Start-up costs in remote areas are often prohibitive, but with Plan’s help, this barrier to expansion is removed and poor families, especially women and children, are the primary beneficiaries.

Plan has established partnerships with two local microfinance institutions in Kenya, BIMAS and K-Rep, both of whom are focused on serving the rural poor. In 1997, K-Rep developed an exciting new concept for the provision of financial services to the rural poor, called Financial Service Associations (FSAs). The FSA is a shareholding financial enterprise through which communities gain access to a broad range of financial services. The FSA model has already been successfully trialed in poor rural communities in other African countries such as South Africa, Congo, Benin, Guinea and Uganda.

Pilot FSAs established by K-Rep demonstrated the potential to generate significant financial resources in the form of shares, savings and income from loans. The FSA methodology also increases financial-management capacity at the grassroots level by allowing effective ownership and member control, and fostering institutional development that results in the FSAs eventually becoming self-financing.

With assistance from the Australian Government (AusAID), Plan and K-Rep have been able to expand the FSA concept into rural Kwale and Kilifi, providing various financial services such as: safe custody, savings, shares and loans to 2,400 families.

Whilst the FSA methodology is still evolving, it already provides a viable model for the provision of financial services based on the mobilisation of community funds, in comparison to other models that are heavily dependent on external funding sources. We know that it is important for the future growth and sustainability of these FSAs to establish links to neighbouring commercial banks. These links enable the FSA to provide an expanded range of services for its clients.

Plan Australia would like to thank AusAID for their interest in microfinance and for their generous support for our program in Kenya.
Patrons 2001

Australian Capital Territory
The Hon. Bob McMullan MP, Shadow Minister for Aboriginal & Torres Strait Islander Affairs, Shadow Minister for Reconciliation, Shadow Minister for the Arts, Manager of Opposition Business
His Excellency the Right Reverend Dr Peter Hollingworth AC OBE, Governor-General of the Commonwealth of Australia

New South Wales
Ms Meryl Tankard, Former Artistic Director, Australian Dance Theatre
Mr Geoff Jansz, Celebrity Chef
The Hon. Roslyn Kelly, Director THIESS Contractors Pty Ltd
Ms Anna Booth, Special Advisor to the Shopping Centre Council of Australia
Mr Mike Skelton, Photographer

South Australia
Senator Meg Lees, Senator for South Australia, Australian Democrats

Tasmania
Mr Timothy Cox, Presenter ABC Local Radio (Hobart)
The Hon. Justice Pierre Slicer, Supreme Court of Tasmania
Ms Christine Milne, Oceania Representative at the International Union for the Conservation of Nature

Victoria
Professor David Penington AC, Former Vice-Chancellor, University of Melbourne, President, Museums Board of Victoria
The Hon. John Cain LLB, Former Premier of Victoria
The Hon. John Button, Chairman and spokesperson, Victorian Tourism Industry Council
Professor David Beanland, Emeritus Professor RMIT University
Ms Alison Crook AO, Deputy Vice-Chancellor & Vice-President (Resources) Monash University
Mr Hugh Morgan AO, CEO, WMC Limited
Ms Rhonda Galbally AO, CEO, Our Community Pty Ltd
Ms Elaine Canty, Managing Director, Canty Communications
Ms Anne Dunn, Former CEO, City of Port Phillip
Mr Leigh Purnell, Director, Australian Industry Group

Western Australia
The Hon. Judi Moylan MP, Member for Pearce
Mr Jock Clough, Director, Clough Limited
Mrs Janet Holmes à Court AO, Chairperson, Heytesbury Holdings
Mr Peter Holland, News Presenter, Nine Network Australia
Mr Greg Pearce, News Presenter, Network Ten
The Hon. Fred Chaney AO, Chancellor Murdoch University; National Native Title Tribunal

International
Ms Kim McKay, Senior Vice-President, Marketing & Communications, National Geographic Channel International
Yes, I would like to sponsor a child and help poor communities around the world:

1. To sponsor a child or donate to the Circle of Hope program to assist AIDS orphans simply choose from the boxes below:
   - [ ] I would like sponsor a [ ] Boy [ ] Girl.
   - [ ] I would prefer Plan to choose.
   - [ ] $32 a month*
   - [ ] My own amount $________ a month (min. $32 a month)
   - [ ] I am unable to sponsor a child right now.
     Here is my Circle of Hope donation amount $________

2. To use your credit card please complete the details below, or to authorise us to direct debit from your bank account, please contact us on the number below.
   Please charge my:
   - [ ] Visa [ ] Mastercard [ ] Bankcard [ ] Amex [ ] Diners
   - [ ] for the above amount until further notice.
   Card No. ____________________________
   Expiry Date: _____/_____
   Cardholder’s Name: Mr/Mrs/Ms/Miss
   Cardholder’s Signature: ____________________________
   Automatic credit card payments are deducted between the 1st–7th of each month.

3. If you would like to receive information about our:
   - [ ] Corporate and Workplace Supporter program
   - [ ] Planned Giving program
   Call us on 1800 038 100, visit our website, or complete your details below.

4. My details:
   Name: ____________________________
   Tel: ( ) ____________________________
   Email: ____________________________
   Address: ____________________________
   State: ____________________________ Postcode: ____________________________

5. Please return this coupon to:
   Plan
   1/533 Little Lonsdale St,
   Melbourne VIC 3000

Freecall: 1800 038 100 or visit our website: www.plan.org.au

Plan Be a part of it.

*$35 per month as at 1st March 2002
Sponsoring a Child

Plan's goal is to help children in the developing world to realise their full potential and the best way to accomplish this, is through child sponsorship. We work together with the children, their families and their communities to create sustainable improvements in the children's lives.

For decades, child sponsorship has been bringing real benefits to the communities where Plan works, as well as to thousands of Australian families who sponsor children with us. The exchange of information about each other's lives through letters and photos is a great way for children to gain an understanding of our world.

Child sponsorship costs around $1 a day and today, more than 1,000,000 children in 43 developing countries are benefiting from Plan's child sponsorship program. We estimate a further 10,000,000 children, including the brothers and sisters of sponsored children, also benefit from the work we do.

Donating to a Project

You may also wish to donate to a Plan project. We are always looking for donations to fund specific projects and call for extra support to help our communities in times of disaster - brought about by war or by nature.

Corporate and Workplace support

More and more businesses are recognising the value of good corporate citizenship, both in Australia and overseas. Hundreds of Australian companies are making a lasting difference in the lives of children in Plan communities in various ways, whether as a corporate partner or as a group of employees getting together to sponsor a child or in many cases, children.

A relationship with Plan offers more than just the chance to make a donation towards a worthwhile cause. Apart from knowing that you are having a positive impact on many people's lives, our corporate sponsors and their employees benefit from being associated with an international development organisation with a global reputation for delivering effective projects to help the world's poorest children and communities.

Planned giving

Supporters of Plan help us in many ways but making a planned gift (bequest) in your Will is probably the most beneficial and enduring gift that a sponsor or contributor can make. This lasting gift helps families in the world's poorest communities create a better future for themselves and their children.

We are grateful to those who notify Plan of their bequest because this helps us to plan our long-term projects and other programs with more certainty.

If you would like assistance or information about any of these areas of Plan's work please complete the coupon on the reverse side and forward to:

Plan
GPO Box 2818AA
Melbourne VIC 3001
or call us on 1800 038 100