



Trustees' Annual Report and Financial Statements

**For the year ended
31 December 2008**

Registered company No: 1937340

Registered charity No: 297366

Charity Administrative Details

The charity's registered name is Panos London.

Registered Office

Panos London
9 White Lion Street
London N1 9PD
Tel: 020 7278 1111
Fax: 020 7278 0345

Website address

www.panos.org.uk

www.panos.org

Registered company number

1937340

Registered charity number

297366

Auditors

Kingston Smith LLP
Devonshire House
60 Goswell Road
London EC1M 7AD

Bankers

Lloyds TSB
25 Gresham Street
London EC2V 7HN

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Trustees' Report

The members of the Board, who are directors of the charity for the purposes of company law and trustees for the purposes of charity law, submit to the members of Panos London their annual report together with the audited financial statements for the year ended 31 December 2008. The members of the Board who served during the year are listed below. The information contained on page 2 forms part of this report.

The financial statements have been prepared in accordance with the accounting policies set out in Note 1 on pages 15 of the attached financial statements and comply with the charitable company's Memorandum and Articles of Association, the Companies Act 1985 and the requirements of the revised Statement of Recommended Practice (SORP 2005), issued by the Charity Commission on 4 March 2005.

Structure, Governance and Management

Company Status

Panos London is a registered charity and is incorporated under the Companies Act as a company limited by guarantee and not having a share capital. The company is governed by its Memorandum and Articles of Association.

Structure of Panos London including Trustee Induction and Training

The charity is UK based. Directors are appointed in accordance with the company's Articles of Association. Members of the Board receive training in the form of a formal introduction to Panos London and a *Guide for the Board of Trustees of Panos London*. The Guide sets out the structure, governance and management of Panos London, including trustees' roles and responsibilities.

The Executive Committee of the Board of Directors is made up of directors and operates under specific terms of reference which delegate certain functions from the Board of Directors to the Senior Management Team. Its decisions are ratified by the full board which meets once a year. The Executive Committee meets quarterly. Some of the trustees' responsibilities are delegated to the Executive Director as set out in the *Guide for the Board of Trustees of Panos London*.

Board of Trustees

In 2008 the Trustees approved a new plan which seeks to strengthen Panos London's governance. The plan reduced the number of Board members to a target maximum of 12; set out the range of skills the Board needs; and established a principle of rotation with Trustees eligible to remain on the Board for a maximum of two consecutive terms of four years. As part of this initiative, five Board members retired during 2008 and two new members were appointed.

Another result of the governance review was that the Trustees further increased their engagement with different parts of Panos London's work, including setting up a sub-committee to assist in fundraising and conducting a review of management processes and systems in October 2008.

The liability of Directors is limited to £1, and each Director is covered by trustee indemnity insurance. The members of the Board of Directors who served the company during 2008 were:

	Executive Committee
Birgitte Jallo, Chair of the Board	
Vinya Ariyaratne (Resigned 21 January 2008)	
Urvashi Butalia (Resigned 31 December 2008)	
Tracey Cabache (Chair of Executive Committee from 1 st January 2009)	√
Gautam Dalal, Treasurer	√
Claire Davidson (Joined 15 June 2008)	√
Margaret Gallagher	

Panos London Trustees' Report, 2008

Lawrence Haddad	
Mary Myers (Joined 15 June 2008)	√
Wafula Oguttu (Resigned 14 February 2008)	
David Page	√
Alex Renton	
Jenny Richards	√
Amos Vilakazi (Resigned 17 January 2008)	
Paul Westlake, Chair of the Executive Committee, also on Panos Council (Resigned 31 December 2008)	√

Senior Management Team (SMT)

In 2008 Panos London's SMT consisted of:

Mark Wilson	Executive Director (also the Company Secretary)
Wayne Myslik	Director of Programmes
Marie-Mathilde Suberbère	Director of Finance and Resources (until 1 July 2008)
Richard Ludlow	Head of Finance (from 1 October 2008)

Statement of Trustees' Responsibilities

The Trustees (who are also Directors of Panos London for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company law required Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

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

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

In so far as the Trustees are aware:

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

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

Internal Controls

The trustees have overall responsibility for ensuring that the charity has an appropriate system of control, financial and otherwise. Internal controls are designed to provide assurance against material mis-statement or loss. They include:

- A strategic, three-year plan and annual budget approved by the Board;
- Quarterly review by the Board of financial results and variances from budget;
- Segregation of duties in so far as is possible with existing staff resources; and
- Identification and management of risk.

Risk Management

Achievement of the charity's objectives necessarily entails certain risks. These strategic, governance, financial and operational risks have been analysed in an annual risk management assessment which sets out the actions being taken to mitigate them. The trustees are satisfied that Panos London has effective internal controls in place in order to monitor, manage and mitigate the organisation's exposure to these risks.

Auditors

A resolution to re-appoint Kingston Smith LLP as auditors for 2008 was proposed in accordance with section 385 of the Companies Act 1985.

Structure of the Panos International Network

Panos London is a member of the worldwide Panos Network, which is a dynamic global partnership of eight independent institutes with a common mission and set of values. It is legally registered as the Panos Network Stichting, an international foundation in The Netherlands. The Network is governed by the Panos Council, which is made up of one board member and the Executive Director from each institute, with a small secretariat based in New Delhi, India.

The eight independent institutes are: Institut Panos Afrique de l'Ouest, Institut Panos Paris, Panos Canada, Panos Caribbean, Panos Eastern Africa, Panos London, Panos South Asia and Panos Southern Africa.

Object, Objectives and Activities

The object of the charity is to relieve poverty and sickness and advance the education of the public in communication and media development, environmental planning, public health, international trade, aid and debt, conflict, demography, natural resources, food stuffs and other necessities of life and the causes and consequences of environmental pollution in any part of the world but particularly in the Developing World.

Our Mission and Values

Panos London's mission is to stimulate informed and inclusive public debate around key development issues in order to foster sustainable development.

Our aim is to ensure that the perspectives of the people whose lives are most affected by development (mainly the poor and marginalised) are included within decision-making and that decisions are subject to their scrutiny and debate. We are working to promote an enabling media and communications environment worldwide.

In all of its work, Panos London seeks to demonstrate the following values:

- Inclusive:* We believe that embracing the views of poor and marginalised people is essential for sustainable and effective development. Taking part in dialogue and debate contributes to a healthy and vibrant society.
- Empowering:* We believe that poor and marginalised people should drive and shape the changes needed to improve their lives. We enable people to share information and ideas, speak out and be heard.
- Balanced:* We believe people need accessible information reflecting a wide range of views. This allows them to make informed choices about crucial issues that have an impact on their lives.
- Diverse:* We respect different views, value local knowledge and encourage a range of approaches in our work worldwide. We believe that freedom of information and media diversity are essential for development.
- Illuminating:* We shed light on ignored, misrepresented or misunderstood development issues. We believe that the views of poor and marginalised people give greater insight into their lives and offer unique perspectives on the challenges they face.

Institutional Objectives

Panos London's 11 institutional objectives for 2008 were as follows:

Strategic and Programmatic

1. **DEBATE:** To generate greater public debate on development issues.

2. **VOICE:** To strengthen the capacities of and increase the opportunities for poor and marginalised people to make their voices heard.
3. **INFORMATION:** To produce more independent, impartial information on development issues.
4. **MEDIA DEVELOPMENT:** To strengthen the capacity of local, national and global media.

Organizational & Management

5. To become a centre of expertise in media development and communication for development issues.
6. To consolidate Panos London's financial position.
7. To diversify and expand Panos London's funding base – of both 'core' and programme income.
8. To ensure that Panos London is a dynamic, interesting, supportive and enjoyable place to work for its staff.

External, Governance and the Panos Network

9. **ADVOCACY:** To raise the profile of Panos London and establish greater and more influential engagement with external development agendas.
10. To strengthen Panos London's governance to provide more dynamic, supportive leadership.
11. To help the network of Panos Institutes maximise its individual and collective strengths and resources.

For each objective a set of specific and ambitious targets for 2008 and indicators to measure progress was established, 33 targets in all.

The trustees review the charity's aims, objectives and activities each year, looking at what we achieved and the outcomes of our work in the previous twelve months. In particular, the trustees consider how planned activities will contribute to the objectives they have set for the charity; and help us to ensure our objectives and activities remain focused on Panos London's stated object and mission. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit and will review our objectives and plans accordingly in future.

Achievements and Performance

2008 was a tumultuous year for the global economy, with the financial credit crunch followed by near collapse of the international banking system throwing many countries into recession and tens of millions of people around the world into greater poverty. The challenge for organisations working in international development therefore became even greater at the same time that resources in the developed world to meet this growing poverty shrank. Panos London faced a particular challenge, as we entered 2008 working intensively to develop new projects to expand our programme portfolio, diversify our range of donors and grow the organisation's overall income.

Against this background, Panos London's overall performance was satisfactory. Of the eleven institutional objectives the organisation set itself at the beginning of 2008, analysis of the 33 ambitious targets attached to them showed that nine of the objectives had been either fully or partly achieved. Whilst the charity's income decreased by 1% from the previous year to £3.63 million in 2008, these funds were secured from a growing, more diversified body of donors; and the funding picture for 2009 looks much stronger as a result of the intense development work conducted with partners and other stakeholders around the world to expand Panos London's project pipeline.

In the last quarter of 2008 Panos London also began work on a major new five-year strategy for 2009-13 which was finally completed in April 2009 (for more details, see Plan for Future Periods, below). This strategic and programmatic development leaves Panos London with a clear vision for the future around its communication for development expertise; an exciting range of new programmes in the areas of public health (including HIV/AIDS), climate change, research communication, governance, media development and the information society. The charity is therefore in a strong position to develop and grow despite the difficult external environment.

Generating greater public debate on development issues is at the heart of Panos London's mission, and we continued to do this in 2008 through the whole range of our activities and outputs in all programme areas. Our focus is on generating face-to-face debates for the views of poor and marginalised people to engage with power-holders and policy-makers; and on promoting debates through the media which offer the opportunities to involve many more people in dialogue and debate. An example of the physical debates organised with a wide range of

individuals and groups – including community representatives, NGOs, academics the media, and government policy-makers – are the meetings organised in Mozambique and Bangladesh to discuss the country's national poverty reduction strategies, poor people's access to governance structures and the findings of Panos London's *Making Poverty the Story* report. The report was also translated into Portuguese and disseminated widely to increase its impact on discussions aiming to improve poor people's access and accountability to national anti-poverty policies.

In southern Madagascar, a series of six participatory video films Panos London and partner the Andrew Lees Trust had helped poor people to make on local issues and problems were screened in Ambovombe, the regional centre. Community members and the film-makers joined nearly 70 local decision-makers (including mayors, MPs and NGO representatives) to discuss the issues raised in the films and parts of this debate were itself videoed and transcribed so that the outcomes could be discussed by wider audiences and the outcomes tracked by the communities. Other meetings of this kind were held and short versions of four of the films made by local people were also launched on the Panos London website, making these voices and opinions available to an international audience. The same project produced a series of 13 radio programmes based on a set of 41 oral testimonies recorded by poor people in communities in southern Madagascar which were broadcast on local radio stations.

This project is typical of those implemented by Panos London with partners around the world in using a variety of communication methods to promote voices and generate debate in ways which are mutually supporting and build greater impact. Another is the communication project Panos London designed and implemented in 2008 for the Bernard van Leer Foundation, on the impact of HIV/AIDS on young children's development in southern Africa. This multimedia project combined photography, audio, online and print to increase debate among a targeted but varied audience, going beyond the HIV/AIDS policy, research and NGO communities, to reach wider publics and key influential actors. The outputs were extensive and included a book; three policy papers; policy dialogues; two photographic exhibitions (an all-weather one in English/Spanish for the International AIDS Conference in Mexico, the other for display at various venues in South Africa); international radio programming; a short film; and community-based radio dramas. All the content explored the issue through the personal narratives of children and others in their support networks. The exhibitions have proved particularly popular: the one donated to Mexico City was shown at different public venues throughout the city; and the South Africa exhibition has been used to help disadvantaged children from homes in and around Pretoria share their experiences and knowledge about the reality of issues in their communities and their lives.

Other Panos London activities dedicated to gathering and promoting the voices of marginalised people included another HIV/AIDS project which collected and disseminated nine digital stories from HIV+ people either facing deportation or already deported from the UK. Stories and photographs were collected from the UK, Malawi, Zambia and Zimbabwe to support our partners the African HIV Policy Network on their 'Destination Unknown' Campaign. Panos London also took over 70 oral testimonies gathered in 2007 from Kenya and Mozambique to produce a new series of web-based stories entitled 'Living with Poverty'. The Mozambique testimonies were launched in both English and Portuguese in a special section of Panos London's website to coincide with the International Day for the Eradication of Poverty in mid-October.

A highlight of Panos London's work in 2008 on generating greater and more informed public debate on development issues through the media was the work of the Climate Change Media Partnership (CCMP). The CCMP was created in 2007 by Panos London, Internews, and the International Institute for Environment and Development to boost the quantity and quality of media coverage of climate change in developing countries to ensure that timely, relevant information reaches the people most at risk. Building on a successful pilot project at the UN Climate Change Conference (UNCCC) in Bali in 2007 the CCMP brought 37 journalists from 28 countries in Africa, Asia, Latin America and the Caribbean to the UNCCC in Poznan, Poland in December 2008. The programme provided two weeks of training, mentoring, editorial support and other activities to help the journalists report effectively on the UN negotiations. As a result, they filed 351 stories for their home media during the conference, reaching millions of readers, listeners and viewers. The CCMP journalism fellows also produced a series of scoops that forced negotiators to be accountable and take their responsibilities towards the developing world more seriously. The programme also supported many more than the 37 successful journalist fellows (from the 400 journalists who applied). The CCMP published a 'Roster of Experts' with the contact details of more than 100 individuals and organisations who journalists can contact for interviews and this was sent to more than 3,000 journalists in developing countries.

Panos London also supported media in the developing world through the production of *Media Briefs*, guides for journalists on issues as diverse as Information and Communication Technologies (ICTs), TB and reporting on academic research. Fellowship programmes provided in-depth technical and skills support to journalists not only attending summits, but in their normal place of work or in combination with special trips. For instance, Panos

