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Chief Executive’s statement

■ As we come to the end of another successful year of progress and growth at Challenges World Wide (CWW) and celebrate our 7th birthday, I am incredibly proud of our achievements over the last 12 months and excited at the prospects on the horizon for 2006. Our staff in Edinburgh, advisors in London, host partners overseas and all of our volunteers offering their skills and commitment around the world, have worked extremely hard to make this year the huge success that it has been – as well as an important learning experience for CWW.

CWW identifies and builds relationships with high achieving NGOs in South Asia and Central America. Our model of volunteer delivery represents a targeted, flexible, skill-sharing approach to development; volunteers participating in projects for 3-6 months. Our work is intended to help countries and their NGOs further their Millennium Development Goal commitments by strengthening local organisations and institutions.

With 7 years experience working alongside many partner organisations we have learnt that to facilitate enduring and meaningful change, the local communities must be at the centre of the transformation. Having developed a unique participatory assessment technique, CWW ensure that local partners have the greatest opportunity to communicate their needs in a process facilitated by trained CWW staff. volunteers’ skills can then be targeted in locally driven projects.

With the local communities themselves at the centre of the transformation process, CWW recognise that our role is the provision of technical assistance to facilitate institutional strengthening. We can provide volunteers to make institutions more effective in their strategic, financial and operational capacities. We therefore want to spend the coming year focusing on recruiting volunteers with these skills and not work in areas of service delivery, which we believe must be the role of local people.

CWW has worked relentlessly since 1998 to promote a professional approach to working with volunteers in the developing world. We are now at the stage where we have sent more than 350 people overseas on individual placements, we have some repeat volunteers and the average age of our participants is rising steadily beyond 30. The extent and variety of our experience has led to the expansion of our business links within the UK enabling us to source the most appropriate volunteers as well as offering substantial personal and work force development for UK employers.

On behalf of the Board and Operations Team in Edinburgh, I would like to thank everyone who has contributed to the work of CWW and helped us achieve results to be immensely proud of.
Eoghan Mackie – Chief Executive

CWW Vision

- A world where people have equal access to opportunity, training and resources

CWW Mission

- To match volunteers to sustainable short-term technical assistance placements in developing countries to share skills and experience in a beneficial way to both the individual and their host organisation, making volunteers more globally aware and making local organisations and institutions better able to serve their target populations

CWW Aim

- To find the best way for our volunteers to learn and to contribute. Since the beginning we have tried to challenge people. We want to encourage personal and professional development as well as the contribution of a person's own personal blend of skills in the most appropriate way overseas.

CWW Qualities

- We are a small dynamic team with energy and determination, supported by some of the most influential people in the UK Voluntary Sector. Our team take their roles seriously and CWW invests in its people. We attained Investors in People status in 2003 and since then have rigorously pursued internal training and development opportunities.

Key strengths

- The selection and preparation of our participants
- An ability to conduct participatory needs based analysis with partner organisations
- Our personal approach to planning and managing people and projects.
- We are open and honest about what we do and we work very hard to make sure that year on year we improve exponentially in our work.

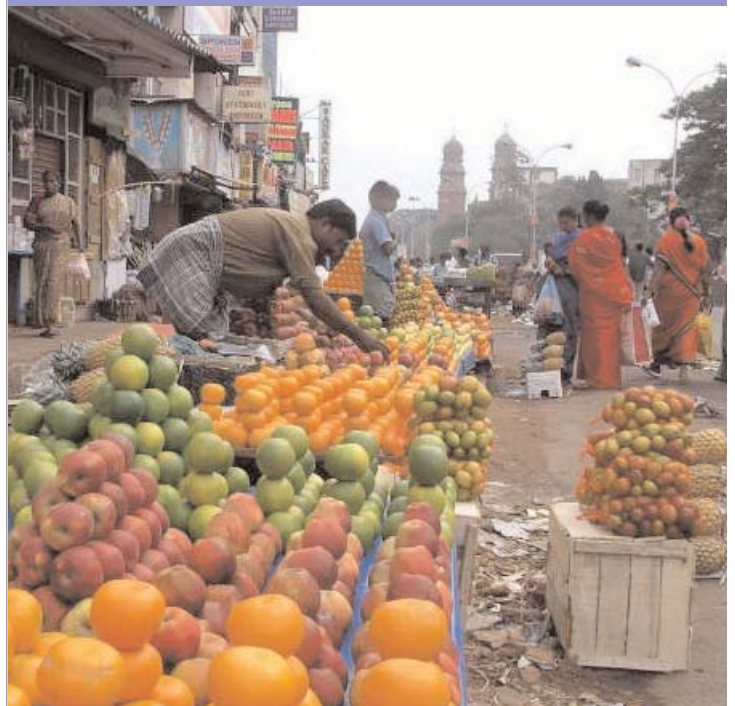
Key achievements

- 49 volunteer placements
- Worked in 5 host countries
- Positive feedback and collection of case studies on project successes – many quoted throughout this Annual Report
- Partnership with Drummond International to incorporate coaching into our employer (IDA) programme
- Proven participatory planning techniques overseas
- Re-launch of CWW website with integrated knowledge management system allowing global working

- 3rd year of University SPIDER programme with Heriot Watt MEng Civil Engineering degree course.
- Agreed IDA pilot with an NHS Trust, Royal College of Psychiatrists and the World Health Organisation
- 6 CWW pre departure training courses delivered
- Proven benefit to CWW volunteers – 86% of our returned volunteers noted skill development in their feedback.
- Proven benefit to CWW host partners overseas – just under 90% of host partner feedback registered organisational change / local skill enhancement

“Our organisation thrives on (CWW) volunteers, but it is the work and great strides (Andrea) has taken and ground covered in such a short time that is changing our work. Now we plan to follow the good structure she is implementing for us.... In this case, after the volunteer is gone we will be able to account for all donors' funds and funds raised. We will be able to actually present proper financials to donors and prospective donors and will allow us to prepare proposals in a more sophisticated and effective manner”

CWW host partner NGO, Belize.



Recruitment and Preparation

- CWW accepts only the very best candidates to maintain the quality of work undertaken overseas. The work CWW volunteers are involved in and the levels of competency expected of them are high so the recruitment procedure is crucial to maintaining these standards

As part of the CWW pre-departure process all our volunteers attend a two day training course in Edinburgh facilitated by CWW staff and an external international development specialist trainer. From volunteer feedback the course, as was, received a 79% approval rating across a range of elements, but to meet the increasingly demanding nature of CWW projects the course content has been revised. The course was extensively reviewed throughout 2005 and March 2006 saw its re-launch. The premier delivery of the revised course was a huge success with an average feedback grading of 5 out of 6. CWW will build on the new course incorporating current and future feedback moving into next year.

"Overall in summary (the course) gave me the confidence that I'd made the right decision to volunteer and it filled me with excitement and anticipation"

Emily MacDonald



Independent Applicant Programme

- In 2005/6 CWW recruited 49 volunteers from 105 interviews, selected from more than 1000 applications. Work skills are essential in all CWW volunteers but through experience it has been identified that in addition the negotiation, leadership and training skills demonstrated by successful volunteers, matched by their ability to cope with new environments, settling into a new team and excellent interpersonal skills are all vital to a successful project. Stringent interviews, testing these vital capacities, are an integral part of the matching process.

In 2006/07 methods of increasing the interview to volunteer recruitment ratio will be implemented. This will be done in such a way as to retain the quality of volunteer recruitment. We also aim to bring the application to interview ratio closer together.

University Partnerships - CWW SPIDER Programme

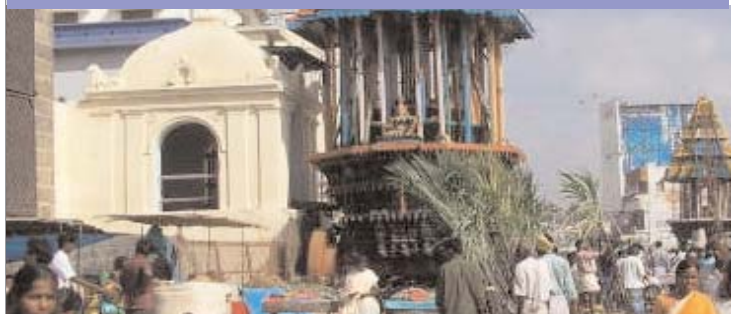
- CWW's strong belief in the potential for 'attitude change' as a component of the personal and professional development on an international development assignment (IDA) has been nurtured in the ongoing university partnership with the School for the Built Environment at Heriot-Watt University, one of the best regarded faculties in the UK. The close relationship between CWW and the University guarantees that the programme remains tightly structured and fully integrated into the student participant's degree.

Our work with Heriot-Watt is now in its fourth year, the programme has grown from 1, to 2, to 4 participants per year and CWW now aim to expand the current capacity of the programme to place up to 6 participants in the coming year. We will now explore further avenues to expand the programme into other Masters and Post Graduate courses.

"The students have undergone a significant shift in approach to study, work and the profession. The changes are more than engineering based and have shown a fundamental change in professional attitude and 'attitude to life'. For the students concerned this has meant that they have become much more proactive in taking on new challenges. They have raised their performance mode to an 'interdependent' style - are confident working with colleagues and searching for broad inputs whilst maintaining personal responsibility for delivery.

The work they now produce is an improved conceptual and professional standard. Consequently the students have much more self belief and are more confident of leading developments into new areas"

- Dr Malcolm Chrisp, Heriot-Watt University



Employer Partnerships - CWW International Development Assignment (IDA) Programme

- CWW is engaged in social development both overseas and in the UK and feels strongly that the benefits of engaging in overseas volunteering can be manifold for the individual, their host organisation and their employer in the UK, as the ripple effect of their experience extends beyond their own work and into that of others.

CWW wants employer partners so that we can have a reliable, regular source of high quality, experienced, dynamic volunteers. This will allow us to balance our 'capacity' against the need we find overseas. In working towards that position, CWW is keen to show employers how replicable our model is.

We have therefore worked hard in 2005/06 to develop firm and dynamic relations with UK businesses to establish our IDA programme as the preferred choice for employers seeking personal and professional development for their workforce. By utilising the IDA programme as a development and training activity, employers reap the benefits of improved staff motivation, greatly increased skills and enhanced staff job satisfaction.

CWW has entrenched our focus on the personal approach by forming a partnership with Drummond International, whose extensive portfolio of professional and personal development coaching services is tailored to fit the needs of each individual volunteer perfectly and designed to maximise their personal potential. This additional service demonstrates that CWW is intent on making sure our pioneering programme offers benefits for all participants and the experiences are maximised.

In 2005/06 CWW presented the IDA programme in person to 20 of the 34 companies approached. Every company CWW presented to was very excited by our work and about getting involved. We will continue to work with these and other companies to expand our programme.

South West London and St Georges: NHS Trust Partnership

In January 2006 a pilot programme was launched in partnership with one of the largest UK NHS Trusts for mental health developing skill sharing opportunities in Ghana. Previously there was a blockage in structuring overseas assignments tightly enough to allow them to be considered part of the senior registrar's training. The Royal College was faced with this problem for 2 years. CWW has helped them overcome it.

Working in partnership with this NHS Trust Challenges Worldwide hope to address the 'brain drain' problems created by NHS recruitment policy and establish learning and development opportunities for NHS staff. Trained and professional psychiatrists will be partnered with hospitals in Ghana for 3 months to train local staff at all levels.

Ghana is a new country for Challenges Worldwide but through the experience gained during 2005 and the development of a strong country planning model we are excited and thoroughly confident in our abilities to transfer these principles across countries.

Our Memorandum of Understanding reflects a desire by all parties to grow this scheme following successful delivery of the pilot phase by September 2006.

?What If! And CWW Partnership

- In March 2006 a pilot programme was agreed with ?What If!, the world's largest independent innovation company, to support the work of our partner Going to School in India. This is another example of CWW replicating our model across industry sectors, using diverse skills and our dynamic, personal approach to overcome blockages. ?What If! had previously been in negotiations for one and a half years to put together an assignment, CWW have produced a result within 3 months. ?What If! will now be a major stakeholder in an innovative and ambitious programme, supported already by UNICEF and some of India's most prominent multi-nationals to promote entrepreneurship among children in India.

"CWW is the first organisation that we've come across in the development sector which is open to new ways of working. Our company is not the most conventional, and I think we're a bit of a first for CWW to try and place on an assignment, but Eoghan (Mackie, CEO) and his team have been flexible and creative in finding a way that will work for all sides.

After 4 years of trying to involve ourselves in development, this really is a refreshing change and hopefully will facilitate great things. That creative willingness is set against a firm and confident line on what is possible and who's best for the job; this keeps me from both worrying my teams will find themselves mismatched in the field, and from getting overexcited by the romantic notion of working in the development world" - James Baderman, ?What If!

Going into 2006/07 we expect to begin several more pilot projects with leading businesses throughout the UK.

Country Planning

- 2005 saw CWW visit over 100 organisations across 5 countries. As a consequence of years of experience, CWW developed a new and innovative organisation situation analysis technique drawing heavily on log frame analysis and developing its principles to meet our needs.

By engaging hosts from the outset in this participatory method of planning, which involves diagnosing symptoms, needs, activities and goals with organisations, CWW is able to identify the exact nature of organisations' needs and position volunteers appropriately.

CWW aims to develop long term partnerships with host partners overseas by working alongside local staff. Using a participatory needs analysis process to identify skill shortages and organisational weaknesses, the CWW team then aims to address these needs with skilled volunteers identified, recruited and prepared in the UK.

Monitoring and Evaluation

- In addition to regular communication between CWW and host partners overseas, CWW aims to visit each country a minimum of once per year to evaluate the work done in the previous year and to re-evaluate the individual needs of each host partner organisation. CWW intend to increase the frequency of our visits in the coming year.

CWW also uses an ongoing appraisal system using both host partner organisation and volunteer feedback, as well as conducting individual debriefs in person with returned volunteers. All aspects of the CWW experience are monitored and the feedback is used by CWW to assist in strategic and management planning as well as in the ongoing development of volunteer pre-departure training provision.

Following an initial visit to a new host country, CWW matches up to five volunteers with host partners as pilots. Once these volunteers have completed or are nearing completion of their work, CWW make a return visit to the country to evaluate the success of the pilots. The evaluation process involves a comprehensive feedback session with all relevant stakeholders in order to develop best practice for future CWW volunteers in that country.

Overall CWW encourages a participatory monitoring and evaluation framework, which is deliberately left dynamic to capture the full spectrum of learning, success and experience available.

In the coming year, CWW intends to focus on evolving a more technical performance assessment system.

CWW Country profiles

Challenges Worldwide: Belize

- Set on the East Coast of Central America Belize is a country with vast potential. It has a vibrant and engaging civil society and its NGO community offers services and a voice to the local people often denied by the Government. CWW are actively involved in the NGO efforts of the country and CWW engagement in Belize involves volunteers in the services and efforts of these community organisations.

CWW has been working in Belize for 5 years, with 25 CWW volunteers contributing more than 14,000 hours of work during 2005-6. CWW place a lot of emphasis on partner will and genuine need that cannot be fulfilled locally. Only when this is established will CWW engage with a partner and assist them to promote enduring change. Our existing host partnerships in Belize have evolved and developed into well established, trusted relationships. Equally others have run their course over the years of CWW activity in Belize and have been mutually terminated.

As a result of a focused year of planning and relationship building, culminating in a 3 week visit in late 2005 by the CEO and our Recruitment Officer for Belize, CWW now have a strong programme in Belize offering up to 30 opportunities a year.

Volunteers in Belize in 2005/06 have performed over and above expectations representing the vision of CWW with huge success.



Bridget Cooper. Belize 6 Months.

- A retired programme officer, spending many years working for VSO in East Africa, Bridget Cooper worked with the Belize Council for the Visually Impaired (BCVI) in Belize City for 6 months.

At least 8% of the Belize population has a disability of some sort yet there was no adequate legislation to protect their

rights or ensure their well-being as members of society. As is common in Belize neither are they entitled to or able to access the small provisions made available by the Government. It is therefore left up to NGO's like BCVI to offer services.

Bridget was recruited as the 2nd volunteer in the drafting of a National Disability Policy aimed to protect these rights. Our first CWW volunteer with BCVI had conducted a large amount of the research element of this project; Bridget spent her initial time in Belize reviewing the research, adding her own contributions to ensure a substantial document resulted. With the research complete, Bridget moved onto the drafting phase.

"When developing the national policy for persons with disabilities I tried at all times to act as a mouthpiece for Belizeans, and especially those who had a disability. I felt I had the skills to develop and write the policy but it was crucial that it reflected local opinions, ideas and aspirations." Bridget Cooper.

Bridget spent most of her project touring Belize's districts consulting people with disabilities, the families and care workers of those who suffer from disabilities and a cross section of Belizean society. At the end of her 6 months Bridget had completed the proposed policy and left it in the hands of BCVI to push forward.

To our great satisfaction, Bridget's credit and to the benefit of those with disabilities in Belize, the policy was accepted by the Government in late 2005 and the Cabinet recommended its implementation. It has subsequently been moved onto this next stage of acceptance as a Belize national policy.

In February 2006, Bridget returned to Belize as a repeat CWW volunteer. She is currently working with the Belize Red Cross to develop a 5 year strategic plan for them. Starting with their basic concept paper, Bridget is working with Red Cross staff as well as conducting field visits to draft the much needed plan.

Fiona Dempsie Belize 6 Months.

- Working in one of the few Government Departments we continue to engage with (along with the Ministry of Education) this ministry – the Women's Department - requested a volunteer to assist them with the legal work they felt unable to complete adequately. Fiona Dempsie was recruited to fill this skills gap.

The Women's Department addresses national issues affecting women and domestic violence was their primary focus in 2005. Fiona conducted consultations, research and drafted proposed changes to the current Domestic Violence Act legislation. To accompany this work she wrote a legal training

manual enabling staff in the Women's Department to better serve their beneficiaries. This manual was widely distributed amongst Government staff and used to conduct a 2 day training course at the end of Fiona's placement.

"I've increased my legal knowledge, my training skills, project management skills, report writing skills. I have become more adaptable and independent.... Being in Belize taught me a lot about myself and encouraged me to try things that previously seem a bit beyond me"

- Fiona Dempsie

Fiona's recommendations were presented on national radio and TV and were the subject of a conference to encourage participation in the process. The greater the ownership felt by the key stakeholders the greater their motivation for maintaining and implementing the amendments.

"We have certainly benefited greatly from having Fiona at the Women's Department. She has helped us to accomplish two primary goals of our Department in relation to reviewing the Domestic Violence Act and provide training for our officers."

Dr Carol Fonseca, Government Minister.



Challenges Worldwide: Bangladesh

- CWW expanded its portfolio in Asia in 2005 and Bangladesh remains one of our longest standing host countries. In 2005-6 CWW volunteers contributed over 4000 hours of time with various NGO's across the capital city; Dhaka.

In stark contrast to Belize, Bangladesh is one of the most densely populated countries in the world. It is also one of the world's poorest countries. Much of our work focuses on the practical implications of having so many people in a country with overstretched resources. Bangladesh is predominantly a rural country where people lack access to even basic health care, adequate education and the opportunities available to those with better economic status in the cities.



A Challenges Worldwide Partner - Phulki

- Phulki is a not for profit organisation which endeavours to spark the development of the socio-economic condition of disadvantaged people, particularly by promoting the rights of women and children. CWW began a partnership with Phulki in 2002 and March 2006 saw the completion of our 4th successful volunteer placement with the NGO.

Phulki envisions a society in which children can enjoy a safe, healthy and educational environment; where childcare centres are available so that working mothers can earn an income without affecting the development of their children and the rights of women and children are recognised and supported nationally and internationally.

Phulki hopes to actualise the rights laid out in the UN Convention on the Rights of the Child and their participatory process ensures each programme can be effectively sustained. Its programmes involve advocacy, public and community day care and awareness raising.

Through Phulki, increasing numbers of women in Bangladesh are becoming independent and their children are given new hope by becoming healthier, happier and better educated.

"The participation of the women, children and the local community is imperative. The strategy of self help is thus central to our programmes. Through the Child to Child approach it is the children themselves who will lift themselves out of poverty.

Phulki's helping hand has begun a chain of education into hygiene and gender awareness that is spreading new light within slum areas"

Phulki Annual Report 2004.

CWW's work in Bangladesh has gone from strength to strength during the 5 years we have been working there and, through consultations with International NGO's Handicap International in Dhaka, Concern, Care and Wateraid amongst others, the work of CWW volunteers is better targeted than ever.

CWW's intervention is part of the huge push for poverty alleviation led by national and international NGO's in Bangladesh. The focus is very much on women and their ability to become catalysts for change at the very heart of the poorest of the poor communities in Bangladesh.

Paul Caulfield 3 Months Bangladesh

- A senior manager for BP in the UK, Paul spent 3 months with Phulki in Dhaka evaluating the performance of Phulki and their performance and working alongside them to develop their strategy plan 2006-2011. Paul worked conscientiously to survey key staff and beneficiaries about Phulki's successes, weaknesses and activities, hold workshops, conduct targeted visits to key field locations and develop staff training in strategy planning.

Drawing on his project management experience Paul worked alongside local staff to write a strategy paper that will be effectively rolled out over the next 5 years. Having worked alongside Phulki staff the plan was produced in consultation and its sustainability ensured by giving them ownership of its production.

"I have enjoyed my placement and the people at Phulki. I enjoy my work and hope to make a major contribution to this organisation. I am glad to be in Bangladesh and have found the people to be friendly and proud of their nation."

Paul Caulfield.

Growth area's in 2005

India – Delhi, Mumbai and the Southern states

- CWW Operations Manager, Helen Tirebuck, spent 2 months in India in Autumn 2005 developing programmes in Delhi, Mumbai and the southern states of Karnataka, Kerala and Tamil Nadu. Introduced to new and innovative organisations, partner organisations of contacts from Bangladesh and the UK and in consultation with international NGO's including Water Aid, Plan International, Care International, a network of new CWW host partners was established and the first CWW volunteers have already completed successful projects in India.

Similar to the work planned in Sri Lanka and through participatory planning sessions, CWW has identified yet again that the main areas our volunteers can assist is in strengthening the very core of our host partner organisations rather than in service delivery (where problems are very easily encountered with language and cultural differences). India planning has produced a programme of extensive organisational strengthening, report re-structuring, HR development, management training and financial planning. With this focus CWW volunteers can play an important role in sustainable organisational change processes.

Felicity Morgan. India, 6 Months

- Working for CODE (Community Organisation for Development and Education) in Kodaikanal in Tamil Nadu, Southern India, Felicity was given the task of assisting in the growth and development of income generation activities for local Dalit communities.

An advertising executive in London, Felicity used her marketing skills to develop links between the Dalit community enterprises and wider networks of support and funding. As an experienced manager she also assisted the groups in developing their plans and implementing their ideas, always with an eye on marketing opportunities and ways to expand the reach of their work.

When Felicity first arrived at CODE she found it hard to identify exactly how she could adapt and apply her 'City' experience. However within a few days Felicity had arranged meetings with the local beneficiary groups as well as interviews with Directors of other NGO's and local network partners in order to identify potential sources of funding, increase support available to the NGO and increase local information sharing. An aspect of Felicity's work, to ensure sustainability, has been in the ongoing assessment of her impact at the NGO.

As CWW moves into its new financial year, growth and consolidation of programmes across India is planned. With a visit scheduled for Spring 2006, revisiting host partners will assist in strengthening the relationships already established by CWW. We expect to place approximately 30 volunteers in India in 2006/7.

"India is an amazing place and offers so much to volunteers as a destination. I strongly believe CWW can offer a lot to our Indian partners too.

Our volunteers are flexible, skilled and dedicated and CWW are confident that our planning process has generated focused opportunities for them to make significant contributions to change processes within major NGOs in India.

This is even more the case as Indian NGOs have shown an increasing trend and strong ability towards engaging with the corporate sector, making the adjustment our volunteers undergo in their work approaches more manageable by CWW" - Helen Tirebuck, CWW Operations Manager.



Sri Lanka

- In 2005, as part of CWW targeted growth in South Asia, an initial country planning visit was completed by Eoghan Mackie, CEO. Following the devastating effects of the Tsunami in late 2004 International Aid was distributed widely amongst local NGO's as a consequence of the increased work needed in this area. NGO's previously unaccustomed to significant donor funding found the increased financial and donor demands placed upon them as a beneficiary hard to deal with.

CWW feels strongly that the skills and experience we have through our volunteers in assisting organisations to develop their capacity and sustainability will benefit local communities in Sri Lanka. Using the needs based analysis techniques developed throughout 2005 a strong programme of organisational strengthening has been developed with work plans documenting involvement for the following 3 years.

Adrian Fawcett, Sri Lanka, 6 months

- Working with Plan International's local technical partner COSI, Adrian was our pilot Sri Lanka volunteer. The partnership between Plan and COSI was initiated in May 2004 to implement water and environmental sanitation (WES) activities. COSI's role is one of facilitation to ensure implementation of the project and to oversee the work of six community based operational partners.

As an experienced project manager Adrian was asked to look at the inadequate methods currently in place for reporting as well as the management and financial structures in each partner NGO. With an overarching aim of improving these areas of core management, Adrian would aid the organisational strengthening of each NGO and in turn their capacity to deliver their services to their beneficiary groups.

"My previous project experience is definitely relevant. Coming from a different field and type of organisation is quite beneficial, as it makes it easier for me to separate the process issues from the technical issues.

The WES project is far simpler than the ones I used to be involved in, so I am able to offer more than enough techniques which could help them.



Drawing Ecuador to a close.

- After 3 successful years of work in Ecuador, Challenges Worldwide has now brought our operations there to a close. As the work our volunteers engage in becomes increasingly complex and focused, the Spanish language requirements for projects in Ecuador mitigated against work that maintains CWW's vision of a useful and sustainable contribution overseas. The final CWW volunteer will return from Ecuador in mid-2006 and no further volunteers are being recruited for this region at this time.

Isabel O'Regan. Ecuador 6 Months.

- Despite 2005/06 being the last year CWW ran a project in Ecuador Isabel O'Regan had one of the most successful projects we have ever been involved in in this region. Isabel was based in the community organisation CRACYP whose initial long term aim was the reforestation of a vast rural region of Ecuador. In doing so they became involved in a myriad of other projects all focusing on the generation of funds to support the sustainable livelihoods of local communities.

Isabel worked extremely hard for 6 months to establish, in partnership with CRACYP and the local community, a community bank and recycling project for a specific group of rural women otherwise unable to access capital to support revenue generating ventures. Isabel successfully consulted on, designed, managed and rolled out the project, receiving \$15,000 from a World Bank for the pilot.

"I had some really tough, demoralising, disheartening, frustrating days here but despite that I had an amazing time, I loved my work and the people I worked with, and probably because of the way things were here I learnt so much more than I ever thought I would".



The Future

As CWW reaches the end of the 2005/06 financial year, our aims and objectives for the coming year are now at the final planning stage. We are launching a new set of objectives as well as consolidating and expanding our existing projects. 2006/07 will be an exciting year for CWW and our activities will include:

- Strengthen North India & Bangladesh partnership arrangements.
- Consolidate South India and Sri Lanka partnership arrangements.
- Deliver on Ghana NHS Programme pilot programme, July 2006.
- Deliver on North India ?What If! Entrepreneurship programme, July 2006.
- Strengthen monitoring and evaluation processes
- Win more IDA partners in the UK.
- Improve CWW communications and develop greater brand awareness.
- Improve applicant to recruit ratio.
- Grow number of high quality volunteers.

Challenges Worldwide People

UK Staff

- **Eoghan Mackie:** Chief Executive Officer
- **Helen Tirebuck:** Operations Manager
- **George Sherriff:** Recruitment and Overseas Officer, South Asia
- **Daliah Haughton:** Recruitment and Overseas Officer, Central America

Challenges Worldwide believe in the power of people, we also believe that CWW is all about its people - we remain a small, dynamic core team based in Edinburgh. As both Eoghan Mackie and Helen Tirebuck approach their 4th year at CWW, we are proud of the experience and skills developed over this time which remains a strong asset within the organisation. We are equally excited about the new professional qualities brought into the organisation during 2005/06 through a targeted recruitment drive.

Prior to 2005/06 a knowledge gap had been identified at CWW between the UK based recruitment function and the overseas partnership development staff. To combat this we altered our operational model and the role of Recruitment and Overseas Officer (ROO) was created. CWW welcomed onto the team new experienced professionals George Sherriff and Daliah Haughton. Between them, George and Daliah contribute strong and varied additional skills to our operations team. Both have a strong educational background in development as well as relevant work experience. George joined CWW from DFID where he worked as Assistant Contracts Officer in

the West Africa team. He has dedicated energy and commitment over the last 6 months to develop his now finely tuned interview technique and is currently performing a similar exercise with his training and presentation skills. Daliah was born in Jamaica and so brings crucial personal experience to her role as ROO for the Central America / Caribbean area. This complements her previous work and volunteering experience in both the private and public sectors in the UK, Japan, the Philippines, South Korea and Ghana.

Our Recruitment and Overseas Officers play a unique role in the international volunteering sector. The role bridges the UK recruitment and the overseas planning; under the guidance of the Operations Manager, ROO's spend part of each planning year overseas conducting country visits and consolidating opportunities, the remaining time is spent attracting, recruiting, training and supporting the volunteers working with CWW. The result is that the person recruiting volunteers in the UK is the same person who has a personal relationship with our host partners overseas. This offers our volunteers a unique insight into what lies in store overseas, while providing CWW with an ability to test for exactly the right blend of personal attributes in our candidates for any particular organisation, its staff and the culture of the people in that region.

In January 2006, External Communications Officer Elizabeth Byrne left CWW after a year and a half of working with us. In February 2006 Leigh Young, Recruitment Officer, also moved onto another organisation after one year of work with the CWW team.

2006/07 will see CWW developing communications and expanding the operations team. Equally, CWW management have already entered into negotiations with several experienced PR and marketing professionals in order to ensure the organisation is not affected by the loss of a communications



officer.

UK Advisory Group

To ensure CWW grow as a strong, well directed and well informed organisation, our CEO takes regular advice and direction from our expert advisory group:-

- Elizabeth Crowther-Hunt; former CEO Princes Trust volunteers, now Enterprise Insight Director of Campaign Networks
- John Rafferty; former CEO TimeBank, now CEO UnLtd, the Foundation for Social Entrepreneurs
- Sally Field; former Group Company Secretary De La Rue, Trustee Care International (UK) and Trustee at Farnham Castle , Independent Assessment Panel for DFID Business Linkages Challenge Fund
- Sir Tom Shebbeare; former CEO of the Princes Trust, now Head of Charities to HRH Prince of Wales
- Will Day; former CEO of Care International (UK), now Special Advisor to UNDP on Growing Sustainable Business Programme
- Matthew Thomson; former Development Director at TimeBank, now with School for Social Entrepreneurs, has spent 2 years visiting volunteer initiatives around the world

Other Assistance to CWW

To ensure CWW consistently provides a transparent and professional service, we work with the following people:-

- **Professional Services**
Andy Niblock
- **Voluntary Consultants**
Tanuja Pandit
- **Coaching Partner**
Drew Drummond
- **Training Facilitators**
Colin Spurway
Performance Assessment Resource Centre (PARC)

Financial Affairs

CWW accounts will be available from end June 2006

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