

2011

ANNUAL REPORT
INVISIBLE CHILDREN





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LETTER FROM CEO

BEN KEESEY

Dear Invisible Children supporters,

During the 2011 fiscal year, Invisible Children experienced unparalleled growth and advancement as we continued our mission to stop the LRA's brutal violence in Central Africa. Our developing organizational identity continues to be fueled by the tenacity of our supporters. Without your dedicated support over the past year, our programs both at home and in Central Africa would not be possible. We are continually inspired by your commitment to peace.

We entered into this year with incredible plans and—thanks to the support of tens of thousands—were able to translate those plans into groundbreaking initiatives and tangible results. Through our creation and launch of The Invisible Children Protection Plan, we are now taking direct action toward protecting innocent lives from LRA violence in some of the most remote and vulnerable communities in Central Africa.

Our ambitious goals were met with tremendous response. Invisible Children experienced 60% growth this year—with the majority of the support we receive continuing to come from young people. We are humbled that even during times of considerable change, our movement remains, at its core, one of youth helping youth across the globe.

I would like to share our sincere appreciation for your support during these important times at Invisible Children. We take very seriously the responsibility that you entrust in us when you invest your time and resources in our organization, and we are excited to share with you the impact of your support in this annual report. It is our commitment to continue to build and develop our programs with integrity and compassion in 2012.

Most sincerely,



Ben Keesey
Chief Executive Officer



— OUR STORY

Eight years ago, Jason Russell, Laren Poole, and Bobby Bailey started out on an adventure to tell a story with their cameras. They did not expect the story they found to alter the way thousands of individuals respond to injustice.

When these young men met Jolly Okot in northern Uganda, she showed them thousands of kids sleeping at a bus park to avoid being kidnapped by Joseph Kony's Lord's Resistance Army (LRA). They could not believe their eyes. They did not expect to find themselves caught in the longest running war in Africa, meeting escaped child soldiers who had been forced to fight and kill their own families.

They learned that the most powerful things in life are the things you can't plan, when the story changes as it's being written. And that's what happened to the filmmakers—when they met a couple of boys named Tony and Jacob, who had been abducted by the LRA. When the boys told their stories, the filmmakers knew they had come to northern Uganda for a reason, that their stories had to be told so that this war would be exposed, and children like Tony and Jacob could go home. After going back home, they made a movie, *Invisible Children: Rough Cut*, and shared it with the youth of America. They recruited friends to be Invisible Children "Roadies," who jumped in RVs and vans, slept three hours a night, and toured the country showing Tony and Jacob's story.

The story they told led to the founding of Invisible Children as a 501(c)(3) in 2005. Jason and Laren continue to tell these true stories of individual lives in an area affected by war to young people around the world, so that other Millennials can understand how they felt the night they met Tony and Jacob; that they are not motivated by guilt, but rather, by similarities; that distance is the only difference, and that it's personal. Fueled by the belief that education is critical to ending wars, Jason and Laren have rallied the youth of America to build schools, improve the education of thousands of kids, provide mentorships, jobs and hope where it had been lost. That has become Invisible Children's DNA-- kids from both sides of the world, forging the future together.

Jason and Laren have turned the traditional non-profit model on its head. They have been called too dangerous, too young, and too crazy. Those critics were right. Roadies still sleep on floors and in the backs of vans to raise millions of dollars, one at a time. Since its founding, Invisible Children's films have reached an audience of over five million. For the majority, this is their first exposure to the concept of international criminal justice. IC's model has proven wildly effective, and hundreds of thousands of people have been called to action because of these films and the volunteers that tour them.



INVISIBLE CHILDREN
USES FILM, CREATIVITY
AND SOCIAL ACTION
TO END THE USE OF
CHILD SOLDIERS IN
JOSEPH KONY'S REBEL
WAR AND RESTORE
LRA-AFFECTED
COMMUNITIES IN
CENTRAL AFRICA
TO PEACE AND PROSPERITY.

WHO IS THE LRA

The LRA is a fanatical rebel group responsible for Africa's longest running armed conflict. They are currently conducting a campaign of destruction across Central Africa.

In 1986, Joseph Kony – the self-appointed messiah of the rebels – pulled together the remnants of two defeated rebel factions that preceded him in northern Uganda. He took one's traditional military chain of command and the other's spiritual practices, combining them to create the LRA's cult beliefs. At first he prophesied to overthrow the government and rule the country by The Ten Commandments. That is, until he broke every one of them.

The LRA's unconvincing agenda lost them support from the local population in Uganda. Kony then began abducting thousands of young children to refill his army's ranks, brainwashing them to fight as soldiers. The UN estimates that more than 25,000 children have been abducted to-date.

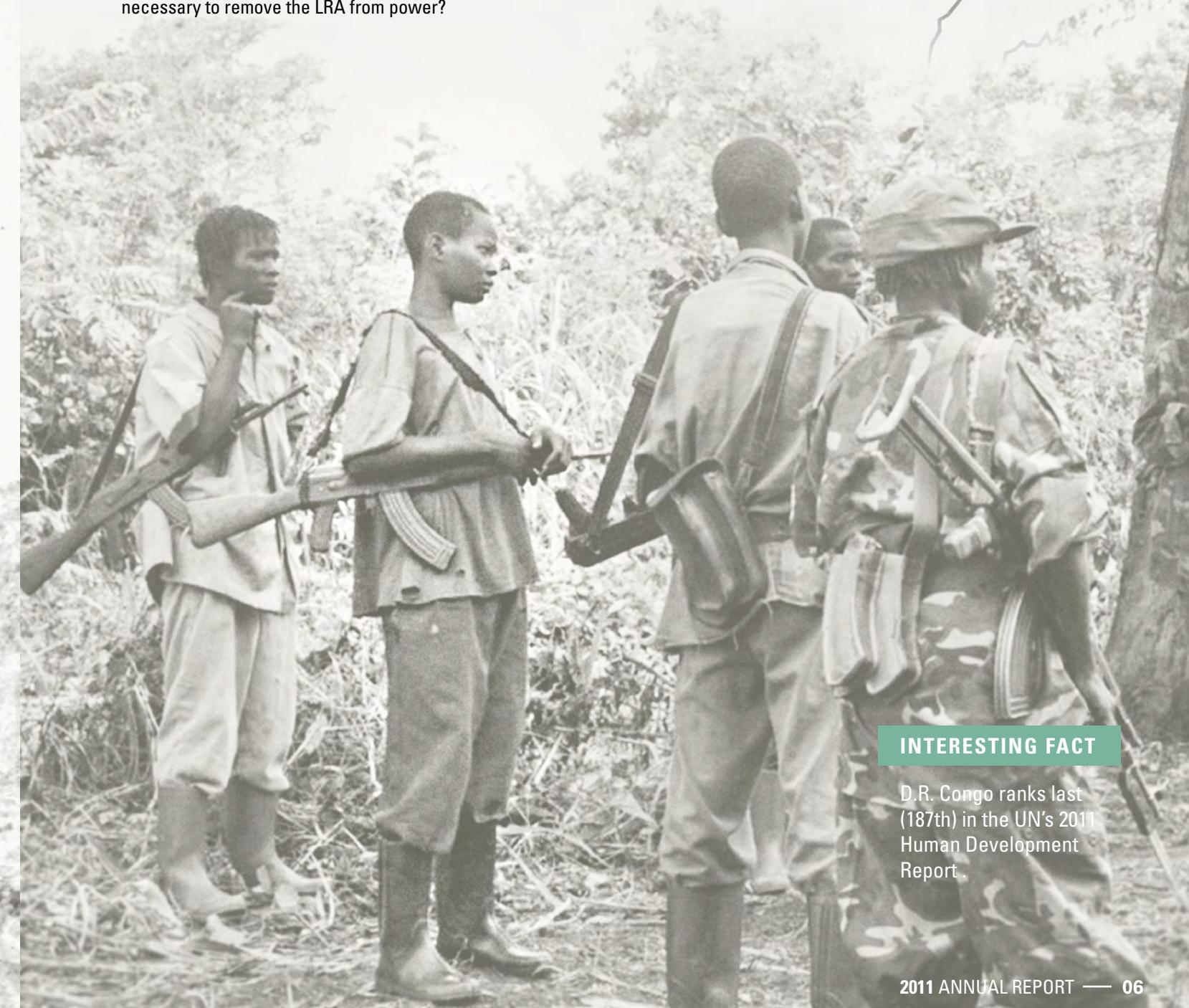
And according to Resolve, this conflict internally displaced approximately 1,700,000 people in Uganda, while killing nearly 100,000 people between 1986 and 2007.

Multiple attempts by mediators to negotiate with Kony never came to fruition, because Kony and his generals have come to find everything they want in the jungle: abducted girls who serve as sex slaves and a godlike status amongst terrified followers. But when the LRA was pushed out of their country by the Ugandan military, they fled into neighboring countries (DR Congo, Central African Republic, and South Sudan). They now operate in small groups in these remote, dense jungles. Although their numbers have significantly diminished, their capacity for destruction continues to be disproportionately large compared to their overall size. Since 2008 alone, more than 3,000 children have been abducted and forced to become soldiers and sex slaves. 3,000 more have been killed throughout this region. (Enough Project; Human Rights Watch, 2010.)

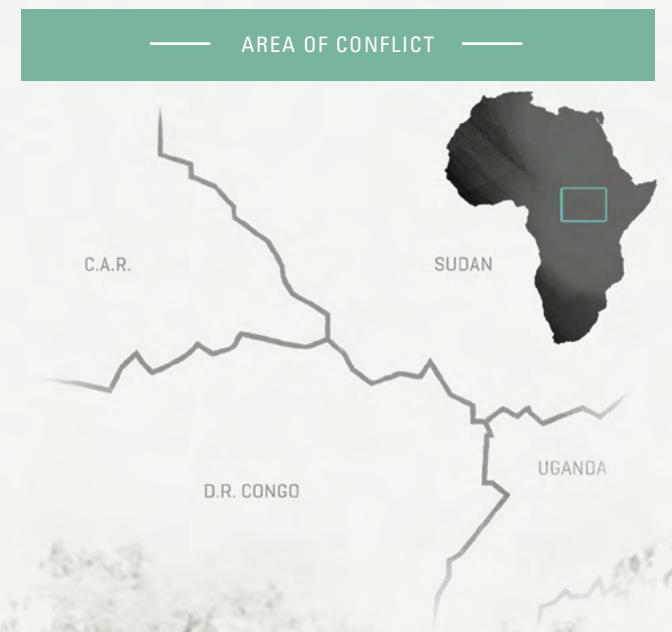


The region's militaries still continue their mission to apprehend Kony, with the Ugandan military being the most capable and successful. For that reason, the United States supports the Ugandan military's efforts by contracting helicopters, providing fuel, and supplying intelligence on the whereabouts of LRA commanders. However, some of his top commanders will never surrender. They would need to be apprehended even after Kony is captured.

The world's governments need to lend their unique capabilities to stop the LRA. But Kony has calculated that the international community will continue to stop at talk – and talk alone – as long as his victims remain at the bottom of the development spectrum. The question remains: Is Kony correct? And will the international community do what is necessary to remove the LRA from power?



AREA OF CONFLICT



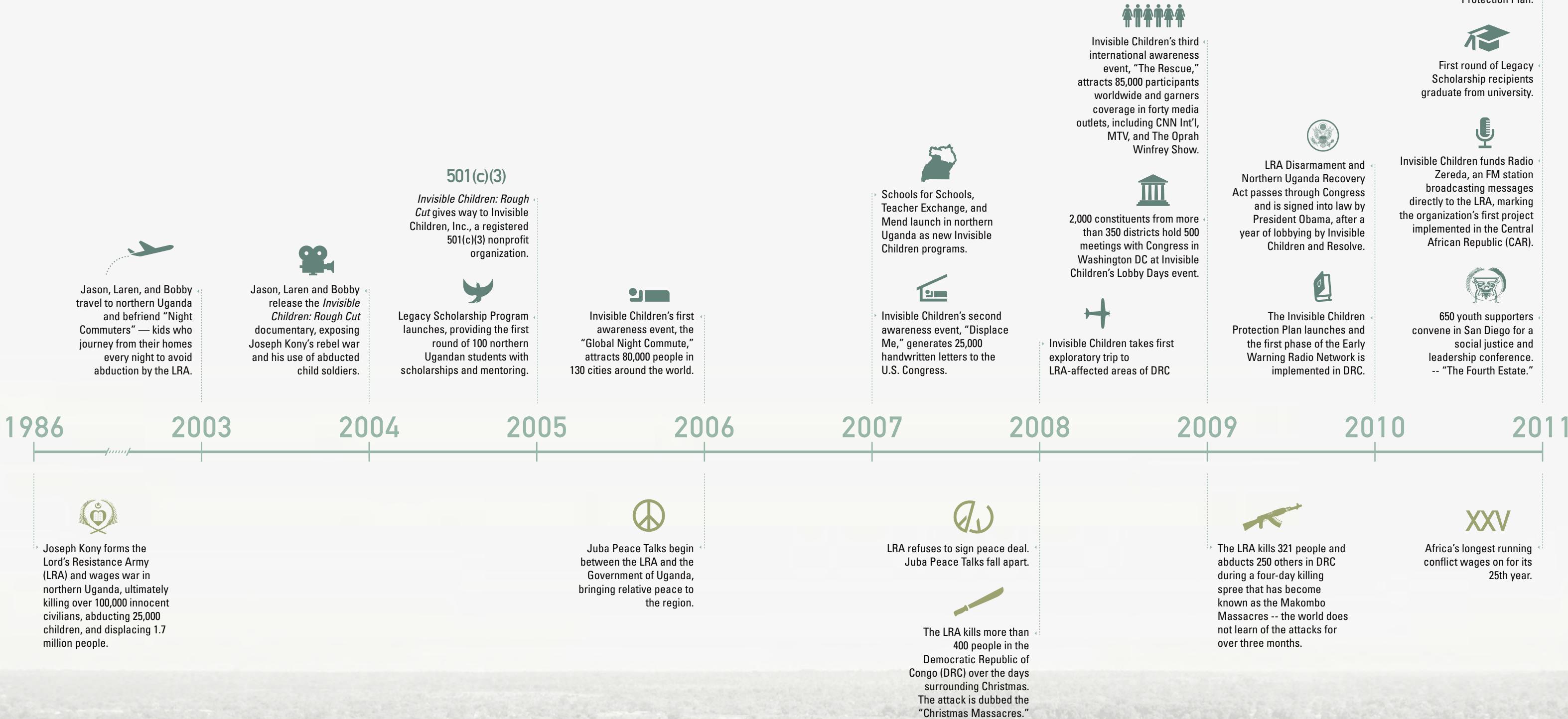
INTERESTING FACT

D.R. Congo ranks last (187th) in the UN's 2011 Human Development Report.

MILESTONES



91,355 supporters pledge to remain silent for 25 hours, raising \$1,767,415 for the programs outlined in The Invisible Children Protection Plan.



— PROGRAMS

"Invisible Children is giving blood to the institutional system. This gathering of young people working for other young people in remote places is a dream. It's the idea that we're a global community protecting each other."

Luis Moreno-Ocampo
Chief Prosecutor of the International Criminal Court



LETTER FROM COUNTRY DIRECTOR

JOLLY GRACE O. ANDRUVILE

This past fiscal year has been a remarkable year of many accomplishments. We saw the first class of Legacy Scholarship Program students graduate with majors from various fields. Most of these war-affected children have already used their experiences and education to begin serving their communities in positive ways.

The success of our partner schools in northern Uganda is also apparent. Before our involvement, many of them had become some of the lowest-ranking schools in Uganda due to the physical and emotional damage caused by the LRA conflict. However, this year, due to our efforts, Layibi Secondary School ranked 54th in the entire country. These types of results can be seen at all 11 partner schools that we are rebuilding. I want to personally thank all of the North American students whose passion and dedication toward the cause have allowed these projects to happen.

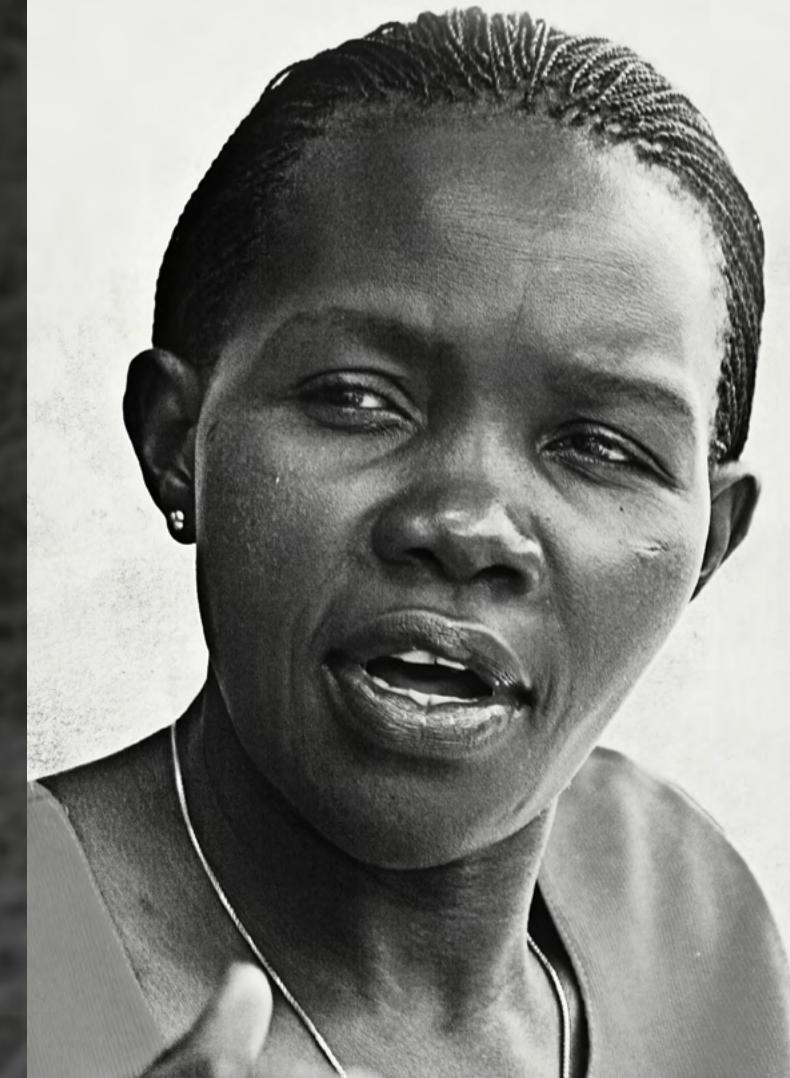
The Livelihood program has been the most sustainable way of supporting those who were displaced by the conflict. This program has allowed many to improve their household incomes. And with the support of our partners, charity: water and International Lifeline Fund, we were able to drill 20 boreholes in the districts of Amuru, and Gulu. Now, rural community members can access clean water from a nearby source and use their time in more efficient ways.

In addition to the successes of our flagship programs in Uganda and youth movement across North America, summer 2010 marked the implementation of The Invisible Children Protection Plan in DRC. Our holistic plan to protect community members in remote villages from LRA attacks is well underway, and we are already seeing promising results.

Finally, I would like to thank all of the employees at Invisible Children and the various groups and organizations that have stood beside us, donating their time and money to the cause. They are the reason we are succeeding on the ground.

Sincerely,

Jolly Grace O. Andruvile
Country Director, Invisible Children Uganda



LEGACY SCHOLARSHIP PROGRAM

Education is key in developing the next generation of leaders and making a successful post-conflict transition in northern Uganda.

The Legacy Scholarship Program (LSP) is an ongoing initiative started in 2005, which aims to increase access to secondary school education for children in northern Uganda.

LSP is unique because it not only pays tuition, but also connects students with mentors in the community to provide psychosocial support and guidance in all aspects of student life.

Pioneered by our Country Director, Jolly Okot, and managed entirely by Ugandan leadership, LSP currently provides scholarships and mentoring to 590 secondary students and 195 university students across five districts in northern Uganda.

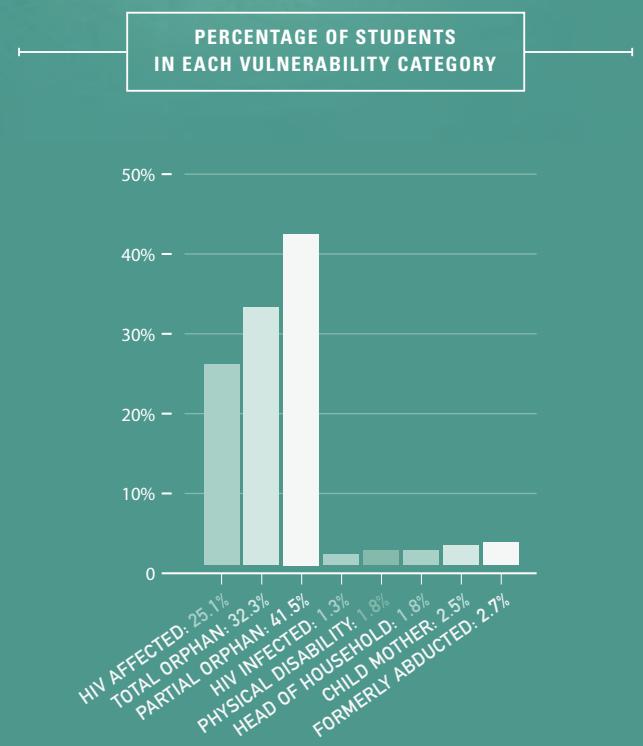
LSP mentors receive extensive training prior to working with students. We provide mentors with professional development training in areas of trauma counseling, child protection, and health education.

We currently employ 24 mentors who each work with approximately 30 students. Mentors assist students through academic hurdles by regularly meeting with parents, teachers, and the students themselves. LSP also facilitates extra-curricular activities—sports clubs, debate tournaments, academic seminars, essay competitions—to keep students active and competitive in an academic atmosphere.

"I no longer have self-pity due to the care I get from being an LSP recipient."

Asima Stella
Kyambogo University

648 — Total university annual scholarships awarded to-date
3,204 — Total secondary annual scholarships awarded to-date



"My life has improved in a way where I am happy now. I can smile once more because I feel my life is taking a new, better direction."

Apego Joan
Kyambogo University

STORY FROM A LEGACY SCHOLARSHIP RECIPIENT

— STUDENT INFO —

Student: Akello Patricia
University: Makerere University
Focus: Computer Science
Graduation Date: January 2012



"I'm so much different than I was three years ago," she explained. "The way that I think, the way that I see the world, the way that I handle things. The Legacy Scholarship Program has given me a real chance, and it's changed me."

When Patricia was just five, she lost both of her parents. Under the care of her uncle, she grew up a serious student, determined to succeed, but faced difficulties when it came to paying tuition to attend a university. "I was looking here and there, trying to find a way, and I came to understand that there was no way I was going to continue my studies. Until one day, I came across an application for the scholarship program, and applied." After going through the selection process, Patricia was admitted into the program in 2008, at the start of her university career.

As part of the Legacy Scholarship Program, Patricia not only received a full merit-based scholarship, but she was also assigned a mentor. "Having a mentor was so helpful," she recalled. "My mentor sent me encouragement and spoke into my life. Mentors make us believe that we can do great things, now that we have the chance. Invisible Children is a place where you find a home and parents."

Though she is finished with her classes, Patricia will officially graduate in January from Makerere University with a Bachelor's in Computer Science. Now, having been exposed to the importance of access to information and technology, she is hoping to extend her knowledge to northern Uganda. "I have been able to be exposed to new ideas and information, and I want to help others in northern Uganda have the same chance. I'm very determined to be the one to bring the change," she said with a smile.

Patricia wanted to share a message with those who have been giving directly to the Legacy Scholarship Program:

You are giving to a noble cause, and we are so grateful. Our lives have changed, and northern Uganda has been changed because of your sacrifice. Your giving has challenged us personally to have the same heart and to give back to our communities. Thank you so much.

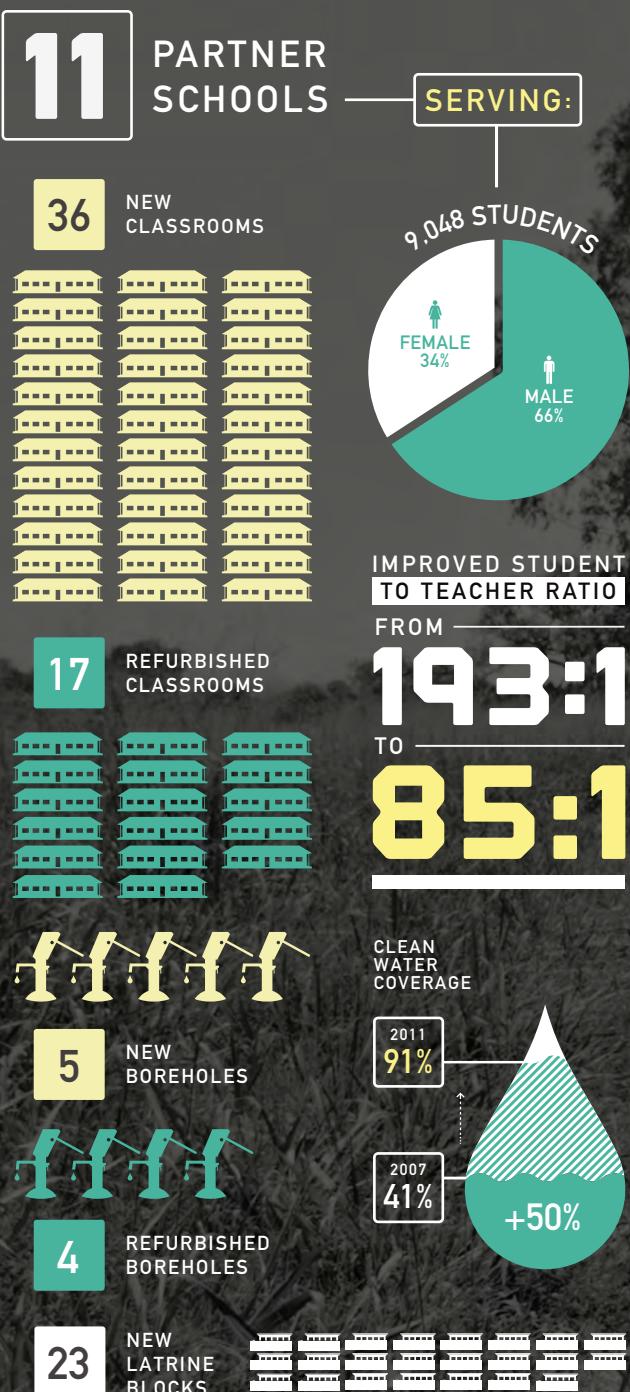
SCHOOLS FOR SCHOOLS

The Schools for Schools (S4S) program emerged from our overarching goal to raise the standard of education in northern Uganda.

S4S links more than 1,000 schools worldwide with 11 secondary schools in northern Uganda. Each of the schools abroad competes to raise money for its Ugandan sister school. With the money raised, we work on 'hardware' and 'software' projects at our partner schools. Hardware projects focus on renovating and/or building facilities like classroom blocks, latrines, water pumps, libraries, and science labs. Software projects provide schools with things like teacher capacity workshops, curriculum development, and scholastic materials.

This year, 1,162 partner schools raised \$1,144,174 for the 11 Ugandan sister schools. Cornerstone Christian School in Moose Jaw, Saskatchewan, Canada was the top fundraiser fall 2010, bringing in \$22,824.81 for the Keyo Secondary School in the Amuru district. Due to political instability in Uganda at the time, the winners were unable to make the prearranged trip to the region. Instead, the students were awarded fully paid trips to our summer conference, "The Fourth Estate," so they could share with others their knowledge of fundraising and community outreach.

Campuses at each Ugandan partner school are being transformed, and student achievement is on the rise. This year, Layibi College was ranked 54th of 3,149 schools in the country, making it the first partner school to be ranked in the top 100 since the LRA left Uganda.



OVER 2,000 FUNDRAISING SCHOOLS WORLDWIDE HELPING
TO REBUILD 11 PARTNER SCHOOLS IN NORTHERN UGANDA

TEACHER EXCHANGE

The Teacher Exchange (TeX) was developed in 2007 to enhance present educational models and establish long-term learning opportunities for both international and Ugandan teachers at our 11 partner secondary schools. The program energizes international teachers and their Ugandan counterparts through expanding their skill sets by bringing 20-30 secondary school international educators to teach and interact with Ugandan teachers for six weeks each summer, and sending a group of Ugandan teachers to do the same in the U.S. each winter.

This year, 30 international teachers traveled to Uganda and collaborated with 34 of our Schools for Schools teachers, and 5 Ugandan educators traveled to the United States to participate in a reciprocal exchange.

Classrooms in Uganda are typically characterized by very poor student-teacher ratios and often complicated by a lack of space, furniture, textbooks, and other resources. As the Schools for Schools program works to address problems with space and supplies, the Teacher Exchange program provides a dynamic opportunity for educators to engage in team teaching, information sharing, and skill building—all with the purpose of generating collaboration among teachers from around the world.



Every winter, the Teacher Exchange provides a dynamic opportunity for selected Ugandan educators from our S4S partner schools. These teachers travel to the U.S. for three weeks and are paired with a host teacher (a former participant willing to open his or her home to the Ugandan teacher for one month), and a partner teacher (a teacher who teaches at the host's school and is willing to share his or her classroom). Thanks to our partners at Better World Books and their "LEAP" program, we will continue to invest in educators from northern Uganda.

Through seeing inspiration and collaboration as a foundation for motivation, the TeX is making classrooms more competitive, one teacher at a time.

"The world to me now is bigger than just one tribe or country."

Okaali John
Teacher at Gulu Secondary School

MEND

A sophisticated, innovative, and internationally inspired brand launched in 2007, Mend is a social enterprise geared toward facilitating financial independence and development for vulnerable women in northern Uganda. These women produce high quality bags designed by professionals to seam a personal connection between products, their makers and consumers.

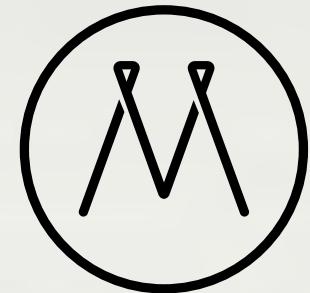
Many of the 17 seamstresses supported by Mend are former abductees, who were forced to become child soldiers or wives to the Lord's Resistance Army (LRA) rebel commanders. These women were lucky enough to escape, often with children of their own, but after returning home, were ostracized due to their former affiliation with the rebels.

Mend allows Invisible Children to implement an innovative social enterprise that has both sustainable social and financial impact. By providing the seamstresses of Mend more marketable and economically beneficial outlets for their skills, Mend has helped reduce poverty, truly improving the livelihoods of some of the most vulnerable in northern Uganda. With each new bag, the seamstresses improve in skill, versatility and confidence.

Through education and counseling, Mend emphasizes building a life for the seamstresses outside of producing bags. All of the seamstresses have received Savings and Investment Training Initiative (SITI) training. Participating in the savings and investment curriculum, they have been given lessons in literacy, numeracy, budgeting, and were

assisted in their development of sustainable income-generating activities for the future. The seamstresses have opened individual savings accounts, which allow them to receive necessary medical care, as well as pay school related fees for their children. Many of the seamstresses are building homes for their families, one is attending school, and another has purchased cattle. Attending training sessions held in conjunction with partner NGOs, gives them an understanding of topics such as safe health practices, family planning and coping with psychosocial trauma. Mend also employs a local, professional, full-time Social Worker, experienced in post-conflict trauma, who works to provide psycho-social support to the seamstresses and their families.

Every handbag made at Mend has a story. Each product carries the name of the seamstress who made it. When a bag is purchased, the seamstress' name links to an online profile, providing a window into her life. Through video bios and photos, she will share how she is "on the Mend" because of a simple purchase.



LIVELIHOOD

The Livelihood Program takes a holistic approach to providing sustainable economic growth and improved living conditions for war-affected northern Ugandans. It impacts communities using a three-pronged approach:

- Village Savings and Loan Associations (VSLA)
- Functional Adult Literacy (FAL)
- Water, Sanitation and Hygiene (WASH)

Village Savings and Loan Associations

The VSLA program, which experienced tremendous growth this year, was born as participants of our Bracelet Campaign began to transition from Internally Displaced Persons (IDP) camps back to their original homesteads. While participating in the campaign, all bracelet makers completed an ICU-led curriculum, Savings and Investment Training Initiative (SITI), learning about the benefits of creating regular budgets, savings plans, and ways to invest their savings into sustainable income-generating activities. As the bracelet makers began to return home with their knowledge of maintaining personal finances, they were recruited to help start our VSLA initiative.

VSLA is currently comprised of 50 savings groups in northern Uganda consisting of 25-30 rural community members each, who meet together on a weekly basis to save and loan money to each other. As members save and loan, interest is generated. At the end of a six-month cycle, the savings are returned to individual group members, along with each member's percentage of the group interest.

Because of the success of the first savings cycles, surrounding communities are reaching out to become part of the program. This organic, need-driven growth is exactly the type of program development we seek to replicate. With structured support and financial instruction from IC staff, VSLA provides over 1,200 community members with three immensely valuable benefits: a way to save money, a way to earn interest, and a way to access previously unavailable capital to start small businesses.



Stats

At the end of the first savings cycle in VSLA, new participants made an average of 20% interest on savings.

Each group that invested incentive money into an IGA (Income Generating Activity) earned an average of 62.9% return.

The average VSLA member is a 37-year-old female farmer. She is married and has seven dependents. She has total responsibility for her household income and total control over household purchasing decisions. She has only completed primary school and is not currently studying. She was formerly abducted, does not have HIV, but does suffer from a serious disability or chronic illness.

Testimonials

"When I finished my bracelet-making activities in 2009, I left knowing how to save and not spend all of my money. I was able to pay to send one of the children to school. She is now in her fourth year of secondary school. I have seen the power of saving. At the end of the savings cycle, I hope to continue to grow my businesses and also pay for my children's school fees. I will continue being part of VSLA groups."

Betty
VSLA member/Former bracelet maker
Atanga sub-county

"I wanted to learn how to save my money. I heard about VSLA in Gulu and wanted to join a group. I needed to find a way to support my family and give them a good life. I can now buy food and pay medical bills. And I've been able to help a friend by loaning them a small amount of money. Being in a group has really helped all of us because we can assist each other."

Jennifer
VSLA Member
Atanga sub-county

Functional Adult Literacy

The FAL initiative, which launched at the end of 2010, provides adult literacy training to members of VSLA groups, focused on numeracy, reading, and writing in their local language. Initially starting with 20 groups of 20-25 members each in Gulu and Amuru, 30 additional groups in Bobi and Atanga sub-counties will soon begin their weekly FAL meetings.

As a part of FAL, our professional trainers instruct community facilitators. The facilitators are trained, empowered, and equipped with the tools needed to ensure that FAL best practices are understood and adopted among their assigned groups. Each group meets for 1-2 hours per week, and after a final assessment, members will graduate upon completion of the 1-year course.

Our FAL initiative imparts skills that allow participants to read signs and reports, keep financial records, and make educated business decisions.

Water, Sanitation and Hygiene

Started in 2010, the WASH initiative provides rural communities that surround selected VSLA groups access to safe drinking water and improves the sanitation and hygiene of group members, their households and the community. Thus far, 20 boreholes (deep water wells) have been drilled by International Lifeline Fund in partnership with Invisible Children and communities in northern Uganda, and funded by charity: water.

Through a Water User Committee and a Village Health Team comprised of trained community members, each borehole is used properly and well-maintained. Currently, over 5,000 community members are reaping the benefits of having clean, accessible water.

One of these 20 boreholes is just a 5-minute walk from Wara Kennedy's home, a community member in rural northern Uganda also benefiting from our VSLA program. This borehole lightens the load of his daily tasks. To collect water in the past, Wara walked for three miles and pumped water from an unprotected well into two plastic containers, each holding forty-five pounds. Then, he would proceed to carry these heavy containers back home. Now, thanks to the WASH initiative, Wara and his nearly 250 neighbors can say that getting clean water is simple and easy.

"During the conflict, many people were not able to go to school, so the need for training is there. Their eyes are going to open because they will be able to read and write. They'll be able to keep good savings records and read letters from family members and friends. The training is good. The program is going to help people in their daily lives."

Ronald
FAL community facilitator



"The community is really happy. Before, we had no option but to use dirty water. But now, we are guaranteed clear water. Before, the well we could access was seasonal and it would dry up during dry seasons. The water there was also not clean and we had to walk over 6km to get clean water."

Koro community member



5,000+

Number of community members reaping the benefits of having clean, accessible water.

— PROTECTING COMMUNITIES

In December 2009, the Lord's Resistance Army (LRA) carried out a four-day massacre in the Makombo area of northeastern Democratic Republic of Congo (DRC), killing and abducting hundreds in one of the most devastating attacks in the army's 25-year history. In the aftermath of the attacks, there was no attempt to provide assistance to the communities. It was not until March 2010 that this massacre was finally reported.

The lack of information about the LRA crisis in the international community is astounding. That same lack of information severely limits the effective deployment of humanitarian response in LRA-affected regions. In coordination with the United Nations and local NGOs, we are bridging this gap by providing the most up-to-date and comprehensive information to professionals delivering life-saving services and guiding international response to the LRA crisis.

By publishing information gathered from our Early Warning Radio Network on a dynamic and compelling map—the Crisis Tracker—humanitarian professionals now have the tools to effectively respond to attacks, and everyday activists have the information necessary to pressure their governments for a solution to the crisis.

Early Warning Radio Network

The Early Warning Radio Network connects towns to security forces and surrounding villages, limiting the LRA's ability to move from town to town undeterred. This system utilizes simple technologies to create a web of high frequency radios in northeastern DRC. Twice daily, communities report security incidents into a central base in the regional hub of Dungu, DRC. The security information is then distributed back to the communities and to local humanitarian groups providing services to vulnerable communities.

Today, the HF network facilitates twice-daily security broadcasts from 25 communities. The system is moving toward 24-hour monitoring and expanding to incorporate an additional 20 radio towers—12 in Bas-Uele, DRC, and 8 in Central African Republic (CAR).

"The LRA took a long time attacking us and nobody knew it was happening... Today, I don't think they would be able to repeat the same behavior because of the new HF radio. We are very happy and so are other communities."

Kungbangate Belaha
Red Cross Volunteer, DRC



LRA
**CRISIS
TRACKER**

Crisis Tracker

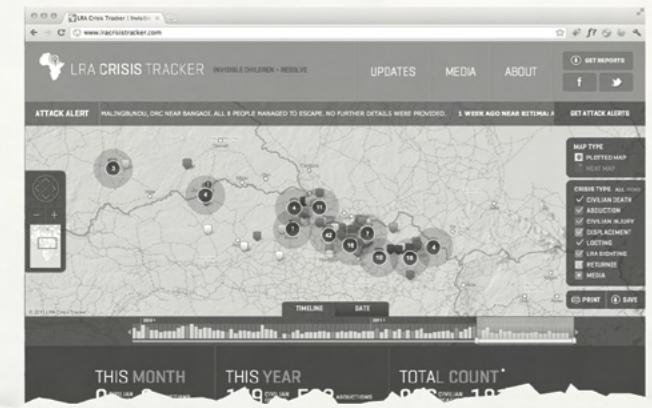
The first of its kind, the LRA Crisis Tracker draws on the Early Warning Radio Network and reports from the UN and organizations working on the ground, aiming to create a near real-time account of LRA attacks on civilians. This tool reduces the time it takes for news of major attacks to be reported—from months to just hours. This enables governments and humanitarian organizations to identify and respond to those most in need.

The data is pulled into our custom-designed mapping tool and iPhone application, displaying the incidents by type and date. This data will give humanitarians, actors on the ground, and legislators access to life-saving information.

The next phase of the project will increase the reporting tools on the site, from plotting displacement camps to showing battles between security forces and LRA combatants. We are striving to make the LRA Crisis Tracker the most comprehensive site for LRA statistics.

VISIT:

www.LRACrisisTracker.com



4 out of **5**
LRA INCIDENTS AREN'T REPORTED IN THE MEDIA

21 HOURS

Frequency with which LRA attacks on civilians occurred on average over the last 18 months

149

Number of innocent civilians the LRA has killed since January 2011

523

Number of innocent civilians the LRA has abducted since January 2011

ENCOURAGING LRA DEFECTIONS

Many in the ranks of the LRA have been abducted and forced to fight against their will, and the vast majority find life within the LRA brutally difficult. While amnesty is attainable and governmental mechanisms are in place to receive former combatants, the fear of rejection at home or being killed in the process of surrender keeps many individuals from trying to escape the LRA ranks.

We are embarking on new projects in proven communication mediums, utilizing FM radio and community-based defection fliers to amplify a message of peaceful surrender to LRA soldiers who are still in the bush.

FM Radio

Invisible Children is teaming up with the UN's demobilization unit to bring messages of peaceful surrender directly to the LRA. By building FM radio stations in some of the most remote corners of the region, we provide LRA-affected areas with a medium of communication that has proven to be effective.

FM radio signals are transmitted from a central station and broadcast up to 50 kilometers away, covering dozens of communities and thousands of square kilometers in LRA territory. Local organizations operate the radio and broadcast vital security and educational information to protect surrounding communities.

FM radio stations also play "Come Home" messages – recordings from recent escapees encouraging others in the LRA to surrender and return home. This tactic has proven successful in northern Uganda, South Sudan, and parts of the Democratic Republic of Congo (DRC), and is now being extended further into DRC and introduced into the Central African Republic (CAR).



"Now we are going to have the capacity to do so much more. We are very happy, and now that we have new equipment, the future is going to be much better than before."

Arthur Zoungbu
Founder of Radio Zereda
Obo, CAR

Flier Distribution

Another powerful tool to encourage surrender is the distribution of LRA defection fliers. These fliers, designed by Invisible Children in partnership with the demobilization unit of the UN, outline a step-by-step surrender, or "coming home," process that has been translated into three local languages.

Fliers are given to regional authorities and distributed by targeting paths and waterways frequented by the LRA. The fliers not only communicate the surrender process, but also promote the FM radio broadcasts and show photos of former LRA combatants who have successfully surrendered and received amnesty in Uganda.

This is one of the most powerful ways to reach people in the LRA directly and give them the courage and instruction necessary for their peaceful surrender.

Stats

Since we began our efforts to directly communicate with the LRA, more than a dozen abductees have defected.

In a study of 39 LRA returnees in Uganda, 35 cited radio programming like Dwog Paco "Come Home" as their primary reason for deciding to leave the LRA. (source: Conciliation Resources)

The FM radio in Obo reaches approximately 17,000 people in the immediate vicinity and likely a few thousand more in the surrounding area, bringing the price per head to \$4 per person for multiple years worth of FM radio programming

"In an environment where many, if not most, of the LRA combatants are illiterate, art and design of leaflets is an important means of communicating to those roaming the forests in the DRC. By showing the demobilization and repatriation process through images, combatants are better able and willing to make the decision to return to civilian life."

Matthew Brubacher
United Nation's DRRR Political Affairs
and Reporting Officer
Monusco Eastern Integrated HQ, Goma, DRC



PROVIDING REHABILITATION

In January 2011, we set out to fundraise for the region's first rehabilitation center for children affected by the LRA. Intensive rehabilitation for extreme trauma was an immediate and unmet need. Historically, 70% of all LRA escapees return home with symptoms of post-traumatic stress disorder, and the need for providing intensive care in the Democratic Republic of Congo (DRC) had been dramatically neglected.

Because of generous fundraising efforts and donations, 100% of the building costs have been funded, and construction of the center is now well underway.

Training for Congolese trauma counselors has begun, and it will not be long until the first children enter the center to begin intensive rehabilitation.

In partnership with local Congolese civil society leaders and renowned rehabilitation expert Els de Temmerman, the center will also provide vocational skills and educational training to children who will spend six months at the center before returning home to their families.

"Many NGOs are terminating their mandates in the area of child combatants, so it will be a great thing to build the rehab center. Those affected by the LRA can best understand the importance of this project."

Abbe Benoit Kinalegu
President, Commission Diocesan Justice Et Paix
Invisible Children DRC



39%

of children abducted by the LRA were ordered to kill someone (SWAY Uganda)

Rehabilitation Center site
Dungu, DRC





Community in Bas Uele, DRC
HF Radio site

The Movement exists to fuel Invisible Children's efforts to bring a permanent end to this conflict. That fuel has come in many different forms over the past six years. We've rallied hundreds of thousands of people to bring international attention to this conflict; gathered a quarter of a million signatures, which led to the passage of the LRA Disarmament and Northern Uganda Recovery Act; and raised millions of dollars to rebuild war-torn schools in northern Uganda.

The responsibilities of the Movement have increased greatly over the past year as our programs have expanded from northern Uganda into the Democratic Republic of Congo and Central African Republic. These life-saving programs have made an immediate and tangible impact on the lives of those affected by the LRA, but they have come at a great financial cost to the organization. As we believe these programs are our best opportunity to achieve peace, the Movement has taken on the responsibility of funding them while continuing to support our economic and educational initiatives in northern Uganda.

Committing to additional programs was challenging, not only because it required raising more funds than ever before, but because we wanted to do it without compromising the personal relationships we have with our supporters. I believe that people join us in this fight because they see people suffering and are inspired to do something about it, not because they love raising money and need someone to give it to. We never want to lose sight of that, no matter how much money we need to raise.

In the end, we were able to exceed all of our goals. We held our two most successful tours ever, reaching over 800,000 people in person and raising nearly \$3 million for our programs in Central Africa. We also had the opportunity to spend four days with 650 of our top supporters, learning from each other and plotting the future of international justice at our Fourth Estate conference in San Diego.

The past twelve months have been challenging and transformative for all of us at Invisible Children. We are proud of everything we have been able to accomplish alongside our supporters, but we are constantly reminded that this conflict rages on. The Movement remains committed to fueling Invisible Children's efforts until the LRA is finally stopped and peace and prosperity return.

Sincerely,

Zach Barrows
Movement Director

LETTER FROM MOVEMENT DIRECTOR

ZACH BARROWS



TOURS & CAMPAIGNS

Fiscal year 2011 saw the execution of two extremely successful 10-week tours throughout North America—each with an associated fundraising campaign.

The Face-to-Face Tour

The Face-to-Face Tour launched in September of 2010 in support of our Schools for Schools program. Each of the 11 Roadie teams featured a Ugandan student who represented one of our 11 Ugandan sister schools, and teams spent the entire semester raising money for the school that student represented. When the campaign ended in December, it exceeded all expectations. Our goal of raising \$1 million for the Fall 2010 Schools for Schools competition was surpassed. The Face-to-Face Tour also marked the first time a tour earned more than \$1 million in merchandise sales at screenings.



Face-to-Face Tour – By the Numbers

11 Teams
1,052 Screenings
378,394 people reached
\$1,152,768 in merchandise sales
\$1,114,174 raised for Schools for Schools

Congo Tour

Two weeks after Face-to-Face ended, we welcomed a new class of Roadies into the office to launch The Congo Tour – our first tour supporting The Invisible Children Protection Plan, which encompasses our new programs in the Democratic Republic of Congo (DRC). We knew this would have to be our largest tour ever in order to support our existing programs in Uganda and our new projects in DRC, so we increased the number of teams from 11 to 17 and added over 500 more screenings than our previous tour. Each of the 17 teams included a Ugandan student from our Legacy Scholarship Program and an IC Uganda staff member. Teams encouraged supporters to become a part of our 25 Campaign and raise \$25 to speak out against 25 years of war, with all of the money from the campaign going directly to The Protection Plan. Yet again, we were blown away by the tenacity and generosity of our supporters, and when all was said and done, we had raised over \$1.7 million.



Congo Tour – By the Numbers

17 Teams
1,588 Screenings
424,975 people reached
\$1,653,454 in merchandise sales
\$1,739,842 raised for The Protection Plan



25 Campaign

On April 25, 2011, over 91,000 people went silent for 25 hours to speak out against the 25 years of violence the people of Central Africa have faced at the hands of the LRA. After 24 hours had passed, thousands gathered together in 17 cities across the United States to spend the 25th hour in silent reflection before breaking the silence together, in one voice. But those in attendance did more than just give up their voices; they spread awareness of this conflict to millions of people around the world; they wrote letters to their elected officials, encouraging them to follow through on the commitments they have made to act on behalf of those silenced by the LRA; and they raised more than \$1.7 million to protect those most vulnerable to LRA attacks and rehabilitate former child soldiers.

Participants at each event had the opportunity to hear from a Ugandan who grew up in the midst of this war. After sharing their stories, the Ugandan speakers kicked the party off by inviting musicians to the stage to perform (see page 30). What began as a solemn remembrance of 25 years of war ended with a celebration of what this community has accomplished so far and a renewed commitment to see this fight through to the end.

25 Stats

91,355 supporters pledged **\$25** and pledged to remain silent for 25 hours to protest Africa's longest running war, now in its **25th** year.

Initiated **32,821** fundraisers and raised a total of **\$1,767,415** for the programs outlined in The Protection Plan.

Participants gathered in **19** cities across the U.S. to attend "Break the Silence" events.



MUSIC

This year was a busy one for our Artist Relations team. To mark the 25th year of the LRA conflict in Central Africa, we hosted two large-scale musical events to raise funds toward ending this long-standing battle. We also had the opportunity to be part of some amazing tours and festivals.

Silver Series

This year also marked the 25th anniversary of South by Southwest (SXSW) in Austin, TX. In honor of the silver anniversary of one of the world's most iconic music festivals, and one of the world's most devastating, long-standing wars, we invited 25 of the biggest names in independent music to play impromptu concerts in Austin. We rallied our friends, such as Fender, La Blogothèque and even Spin magazine, to come alongside us. The bands played in the park over four magical days, and it's all captured in a series of 25 unique music videos.

To watch the Silver Series:

VISIT: www.invisiblechildren.com/music

SILVER SERIES

*Arms
Bahamas
Caitlin Rose
Deer Tick
Dinosaur Bones
Guards
Holy Spirits
J Irvin Dally
Jeremy Messersmith
Jesse Woods
Kevin Devine
Lesands
Lord Huron
Maps & Atlases*
Memoryhouse
Middle Brother
Mutual Benefit
Oberhofer
Shayna & The Catch
Spirit Family Reunion
Sun Airway
Vandaveer*
Writer
Wye Oak
Young Empires*

*La Blogothèque Take Away Show

Break the Silence

For our 25 Campaign, we had 25 bands in 18 different cities break the silence. The bands ranged from folk faves Mumford & Sons to American Idol finalist David Archuleta, and everyone in between. See below for a full list of bands who donated their talents.

*David Archuleta
Plain White T's
Mumford & Sons
Zach Rogue
The Maine
Circa Survive
Aaron & Mike Weiss
Peter Pisano
Landon Pigg
Radical Face
Spirit Family Reunion
Owen
Faces Of Film
O'brother
Danielle Ate The Sandwich
The Fling
Zoo Animal
Cast Spells
Matt Latterell
Hands And Knees
Chairs Missing
John Heart Jackie
Secret Mountains
Candy Claws
Arkeo
David Tamaoka
Xo*

Tours and Festivals

The following bands supported Invisible Children by taking IC representatives out on the road with them. Through their generosity, we were able to raise awareness among their fans.

*Death Cab For Cutie
Frightened Rabbit*

THE DIRTY WORK TOUR:

*All Time Low
Hey Monday
The Summer Set*

2011 WARPED TOUR

More than 80 bands were featured, but we received exceptional support from the following:

*August Burns Red
Therefore Tomorrow
Miss May I*

Additionally, different festivals invited us to have a presence at their musical events. CMJ Music Marathon featured us as their "Official Highlighted Nonprofit." Below is a full list of festivals that featured Invisible Children:

*CMJ Music Marathon
South By Southwest
Bamboozle
Creation Fest NW & NE
Noise Pop
Awakening Fest*

Mumford & Sons
Austin, 25 Break the Silence



— FINANCIALS



Since the very first screening of the Rough Cut in 2003, I have been an Invisible Children follower, supporter, and event participant. I even slept in the park during IC's first big event—the Global Night Commute. In March 2011, I was invited to leave a job I held for 28 years to join the Invisible Children team. In just a few short months, I have witnessed the humble and transparent decision-making process employed by IC staff—their decisions are built on integrity, fortitude and perseverance.

Using our time, talent, and resources wisely, Invisible Children has saved countless lives; has restored children to their homes; and is educating the future leaders of Uganda. Not only are our footprints making a difference in Africa, we are also having a significant impact on U.S. soil. Like a stone dropped into a pool of water, Invisible Children is opening the eyes and hearts of thousands of students each year. As taught by Gary Haugen, author of *The Good News About Injustice*, IC has found: 1. moral clarity, 2. extravagant compassion, 3. sacrificial courage, 4. tenacious hope, and 5. refreshing joy.

The organization has created a strong financial foundation, and continues to grow and expand its programs each year. We closed FY11 with a total revenue of \$13,765,177, up 65% from FY10, thanks, in part, to a very successful spring campaign generating more than \$7.5 million in revenue.

Through recruiting and retaining talented, innovative personnel, Invisible Children's goal is to continue to exceed expectations on the ground, while inspiring the hearts of youth everywhere to make a sustainable difference in the world.

Sincerely,

Laura Walker
Financial Controller

LETTER FROM CONTROLLER

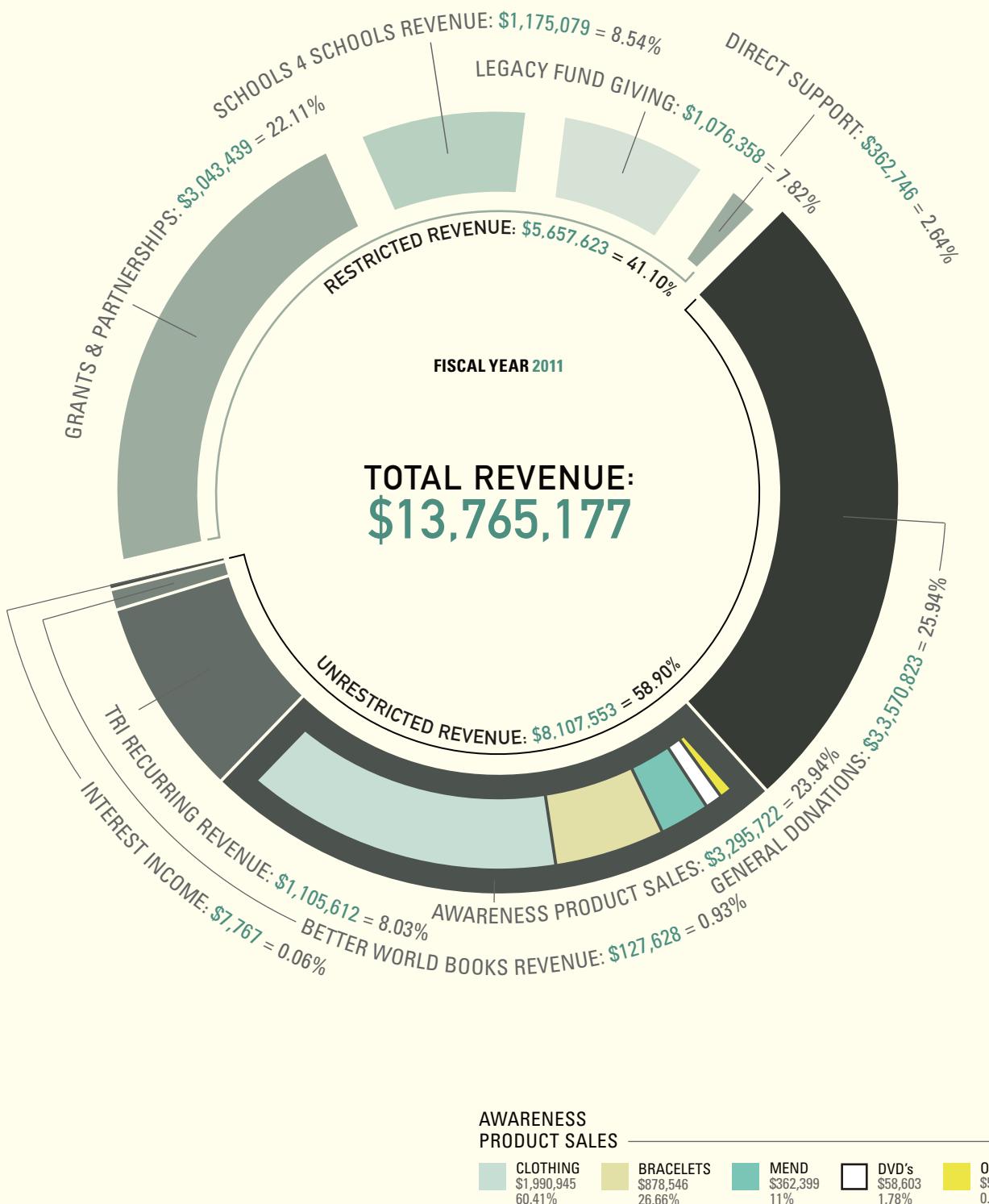
LAURA WALKER



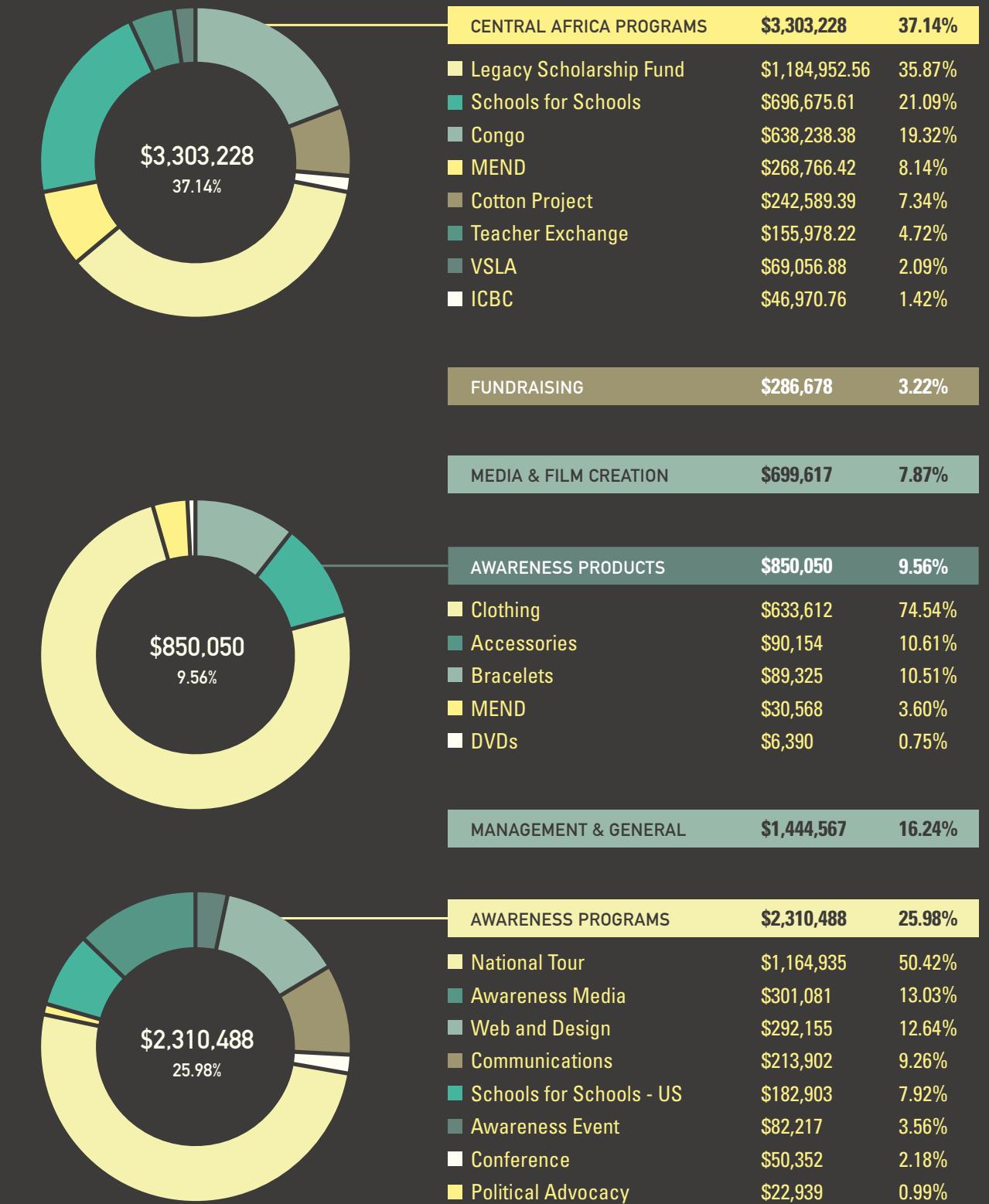
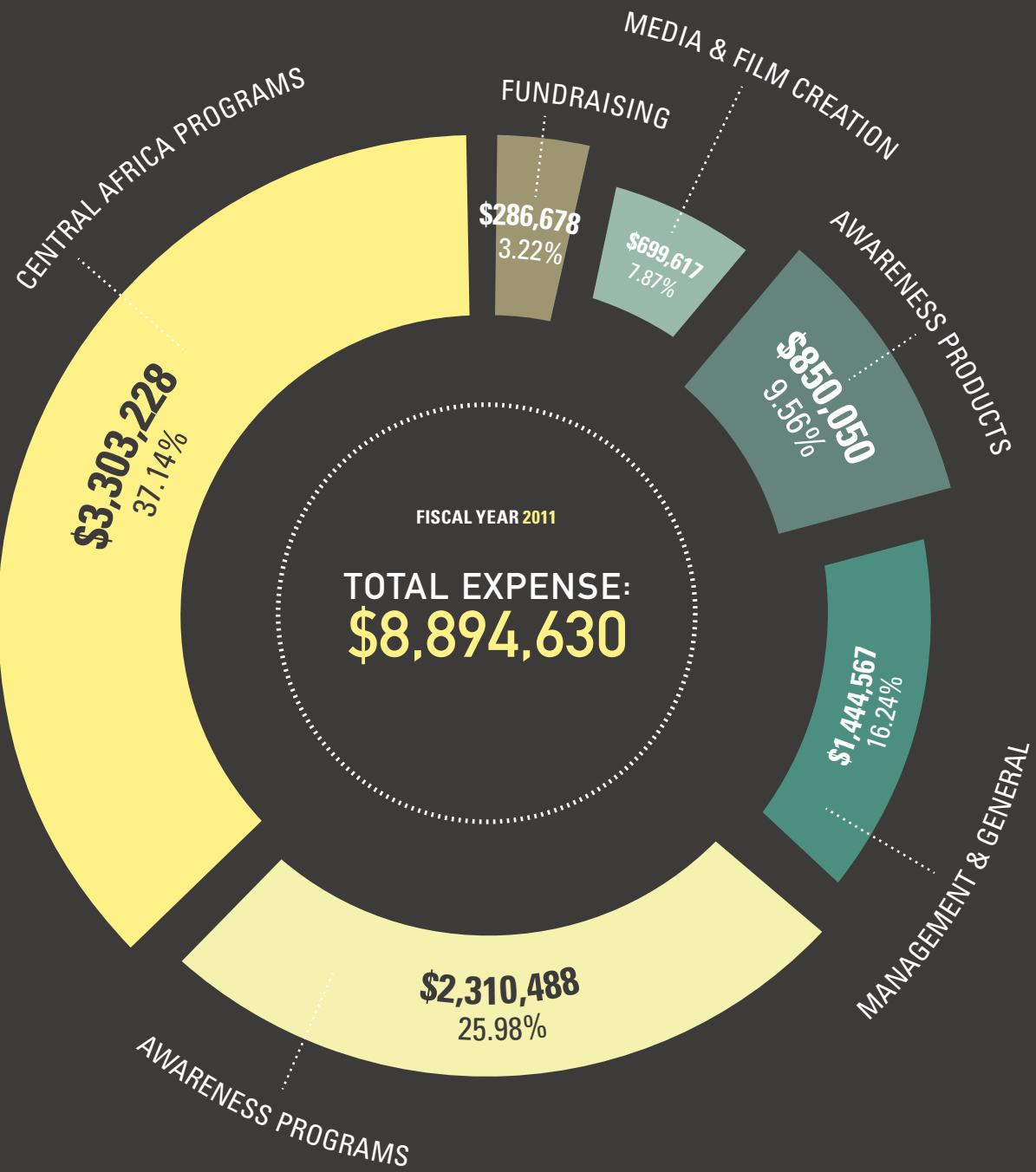
INCOME STATEMENT

ITEM	FY2009	%	FY2010	%	FY2011	%
Unrestricted Revenue						
General Donations	2,090,595	26.65%	2,594,997	31.44%	3,570,823	25.94%
Awareness Product Sales						
Bracelet Sales	826,512		758,599		878,546	
Clothing Sales	1,319,186		827,863		1,990,945	
DVD Sales	148,004		77,579		58,603	
Mend	85,567		189,435		362,399	
Other	10,426		46,683		5,226	
Total Income from Awareness Products	2,389,696	30.46%	1,900,161	23.02%	3,295,722	23.94%
TRI Recurring Revenue	-	0.00%	-	0.00%	1,105,612	8.03%
BetterWorldBooks Revenue	251,653	3.21%	254,735	3.09%	127,628	0.93%
Interest Income	18,330	0.23%	2,570	0.03%	7,767	0.06%
Total Unrestricted Revenue	4,750,276	60.55%	4,752,464	57.58%	8,107,553	58.90%
Restricted Revenue						
Legacy Fund Giving	-	0.00%	389,154	4.71%	1,076,358	7.82%
Schools 4 Schools Revenue	1,535,897	19.58%	1,000,813	12.13%	1,175,079	8.54%
Grants & Partnerships	1,203,000	15.34%	1,739,568	21.08%	3,043,439	22.11%
Direct Support	355,437	4.53%	371,935	4.51%	362,746	2.64%
Total Restricted Revenue	3,094,334	39.45%	3,501,471	42.42%	5,657,623	41.10%
Total Revenue	7,844,611	100.00%	8,253,935	100.00%	13,765,177	100.00%
 Program Service Expense						
Media and Film Creation	396,557	4.40%	463,666	5.75%	699,617	7.87%
Central Africa Programs						
Congo	-		-		638,238	
Cotton Project	84,261		350,325		242,589	
G.O.	105,667		3,465		-	
ICBC	319,414		34,154		46,970	
Legacy Scholarship Fund	714,145		961,130		1,184,952	
MEND	203,173		284,647		268,766	
Schools for Schools	1,827,985		1,858,024		696,675	
Teacher Exchange	157,240		203,124		155,978	
VSLA	-		57,562		69,056	
Total Central Africa Programs	3,411,888	37.83%	3,752,435	46.53%	3,303,228	37.14%
Awareness Programs						
Awareness Event	531,649		11,196		82,217	
Awareness Media	189,922		133,600		301,081	
Communications	186,695		195,836		213,902	
Conference	-		-		50,352	
International Expansion	314,766		41,086		-	
National Tour	785,277		870,516		1,164,935	
Political Advocacy	175,100		67,930		22,939	
Schools for Schools - US	371,851		283,375		182,903	
Web and Design	370,328		235,742		292,155	
Total Awareness Programs	2,925,592	32.44%	1,839,285	22.81%	2,310,488	25.98%
Cost of Awareness Products						
Accessories	10,340		87,192		90,154	
Bracelets	207,925		123,980		89,325	
Clothing	679,245		438,494		633,612	
Mend	11,259		12,834		30,568	
DVDs	52,359		53,315		6,390	
Total Cost of Awareness Products	961,131	10.66%	715,816	8.88%	850,050	9.56%
Total Program Service Expense	7,695,170	85.32%	6,771,204	83.96%	7,163,384	80.54%
Fundraising	317,140	3.52%	320,702	3.98%	286,678	3.22%
Management and General	1,007,079	11.17%	972,516	12.06%	1,444,567	16.24%
Total Expense	9,019,390	100.00%	8,064,423	100.00%	8,894,630	100.00%
NET INCOME	(\$1,174,779)		\$189,512		\$4,870,547	

BREAKDOWN OF REVENUE



BREAKDOWN OF EXPENSES



— LOOKING FORWARD

The Fourth Estate

In August 2011, we hosted a unique, three-day conference for 650 of our most dedicated young supporters. During this conference, called The Fourth Estate, participants engaged in discussions of public policy, international justice, effective fundraising, and what it means to be an empathic citizen. The participants ranged from educators to students and included young people from the U.S., Great Britain, Australia, Burma, Argentina, Kenya, Canada, Spain, and Brazil.

Participants were divided up into four tracks—business, art, movement, and programs. They learned tangible skills for building their own social ventures and were exposed to important principles in the field of peace and justice.

Participants also had the opportunity to hear from some of the most prominent speakers in their varying fields, such as economist Jeremy Rifkin; CEO of the International Justice Mission, Gary Haugen; and activist/film director Tom Shadyac.

The goal of The Fourth Estate was to create an educational program custom-tailored to supporters' strengths and interests and to arm them with new and applicable skills in the arenas of their talents. Additionally, the conference built on the principle of a youth-oriented grassroots movement, which has continued to power the work of Invisible Children since its inception.

For more information:

VISIT: www.invisiblechildren.com/thefourthestate

Speakers

Shannon Sedgwick Davis

CEO of the Bridgeway Foundation

Gary Haugen

President and CEO of International Justice Mission

Shervin Pishevar

Managing Director of Menlo Ventures

John Prendergast

Co-Founder of the Enough Project, global activist

Jeremy Rifkin

Economist, writer, public speaker, political advisor and activist

Sean Stephenson

Motivational speaker

Carl Wilkens

Director of World Outside My Shoes and former head of the Adventist Development and Relief Agency International in Rwanda

Tom Shadyac

Activist/Film Director

Dear Friends and Family of the Fourth Estate,

As most of you know by now, I am an emotional person. I'm often dramatic and prone to exaggeration. I know all of this, but I'm telling you the truth and it's from my gut and it's this:

The four days at the Fourth Estate with all of you have been the most formative in my life so far.

The internal anthem from behind the scenes was, "Exceed expectations and leave them wanting more." We at Invisible Children had no idea it would exceed even our own expectations and leave us wanting more as well. We thought we were coming together to teach all of you the way forward...and you instead taught all of us (including the speakers) what the future is going to look like.

The reason these four days were so heavy for me will take me many days and maybe even years to really digest and figure out. But there were things I was experiencing and hearing and feeling that were beyond imagination.

I ran into the dynamically glowing Carly Parmer in the hallways of Invisible Children, and she said it best, "There are no words to describe The Fourth Estate. I told my mom and my friends, you now just have to watch me live. My actions and life will be the words."

I want to share this definition with all of you:

Intention: An act of determining mentally upon some action or result. The end or object intended; purpose.

Right now, ask yourself...and write it down. Right now. What is the intention of your day? What is the intention of your friendship with your dad? What is the intention of your place in school? Because like Mama Oprah says: **Intention Rules Your Life.** What is the intention for you this year? And of course what is the intention of your life? What is your purpose? What will be on your tombstone? Write. It. Down.

Jump First. Fear Later.

Jason Russell
Invisible Children Co-Founder

LETTER FROM JASON RUSSELL

CO-FOUNDER



— 2011 MANAGEMENT, BOARD OF DIRECTORS & SPECIAL THANKS

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Emily Wilkinson, Director of Development and Legal Affairs
Jedidiah Jenkins, Director of Public and Media Relations
Kenny Laubbacher, Director of Artist Relations
Laura Walker, Financial Controller
Natasha Bliss, Director of Development and Donor Relations
Noelle Jouplet, Director of Communication
Tiffany Keesey, Director of Human Resources
Zach Barrows, Movement Director

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Okabo Benson, Operations Director
Jared White, Business & Communications Director
Patrick Munduga, Programs Director, Education
Mugoya Steven Stanley, Finance Manager
Okot Geoffrey Howard, LSP Manager
Jude Bigirwenky, S4S Manager
Lucy Bere Aneno, Livelihood Program Officer
Burgan Shealy, Mend Production Manager
Angucia Doreen, Logistics Officer
Masaba Francis, Administrator
Komakech Hannington, LSP Officer, Pader
Emmy Andruvile Ojok, Operations Manager, Kampala

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- Annenberg School for Communication and Journalism
United Nation's DDRRR
The Voice Project
Warby Parker
Wildlife Conservation Society
Wilmington Trust

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1Love
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Chase Community Giving
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University of Southern California
- Annenberg School for Communication and Journalism
United Nation's DDRRR
The Voice Project
Warby Parker
Wildlife Conservation Society
Wilmington Trust

The 2011 Fiscal Year was a momentous time for the organization and for me personally. After a ten year career at a technology firm and coming off of graduate school, I was extremely excited to take on a new challenge. Never would I have imagined that this challenge would turn out to be one of the best learning experiences of my life.

Operationally, 2011 was anchored by three key components. The first was and always has been a very clear vision and mission. What has evolved out of this vision is the responsibility to find and implement a permanent end to this conflict. Therefore, alongside our Ugandan counterparts, we executed a successful expansion into LRA-affected regions of Democratic Republic of Congo and Central African Republic. This would not have been possible across two continents, in such a short timeframe, if everyone in the Invisible Children community was not completely on board with our vision and mission.

Secondly, as an organization, everyone understands there are potential challenges that come with exponential growth and an aggressive vision for the future. Therefore, we have long made it a priority to find and implement innovative ways to stay ahead of the pitfalls that many companies deal with as they mature. It has also been a long-time philosophy of our organization to empower all levels of the organization to find and use technology that allows us to push ourselves to new heights.

Thirdly, the passion, work-ethic, and commitment of our staff continue to be the driving force behind the evolution and success of the organization. Whether it is a trait of this Millennial generation or an inherent reality when working on such a dynamic issue, our team has learned to embrace change and set lofty goals with a fearless sense of commitment.

Although we had a phenomenal year, our sense of urgency has never been greater. We have a clear focus on executing plans to expand our communication network in Central Africa while investing in our existing programs to ensure a lasting resolution to this conflict. We also plan to build upon the momentum of The Fourth Estate and our Movement in order to bring national awareness and action toward ending this conflict.

Sincerely,

Chris Carver
Chief Operations Officer

CLOSING REMARKS FROM COO

CHRIS CARVER





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INVISIBLE CHILDREN

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