

DISASTER MANAGEMENT OVERVIEW FY25

**Standing Strong for Children:
Delivering Hope and Humanity
in a Time of Growing Need**



MESSAGE FROM LEADERSHIP

Humanitarian action is a strategic investment in peace and global stability, as well as a testament to our shared humanity. Currently, the humanitarian mission to which many of us have dedicated our lives is navigating one of its most turbulent periods. Scrutiny around effectiveness and accountability is growing. Much of what we have built over decades seems at risk.

And yet, hope remains.

World Vision is uniquely positioned to stand at these crossroads. Our commitment to children is unwavering — last year, we reached 35.6 million children and their families across 70 countries. Our vision of eradicating hunger keeps us focused and ensures we remain a

leading provider of cash and food assistance. Our deep local roots, paired with our global reach, enabled us to run 104 responses in the past year. And through strong partnerships with our donors, peers, and faith and local partner networks, we were able to steward more than \$1 billion in service of the world's most vulnerable.

Even in a fragmented global landscape, we will continue to lead principled, people-centred humanitarian responses with courage, compassion, and bold hope. As we navigate complexity with agility and faith, we are future-ready to build bridges, strengthen systems, and deliver dignified, sustainable, and transformative aid.

Together, we will remain steadfast in our mission to build a world where every child can thrive.



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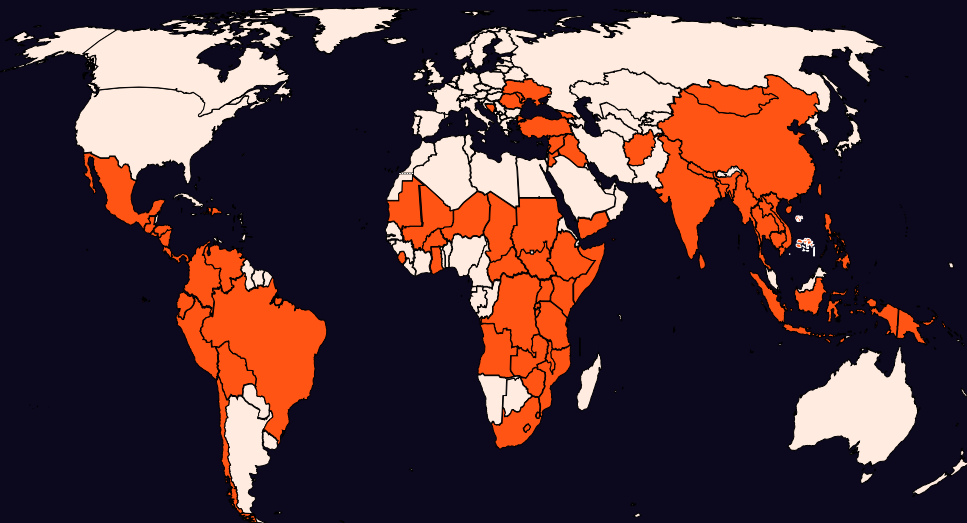
Isabel Gomes

Global Lead, Disaster Management
World Vision International



OUR IMPACT AT A GLANCE

OUR HUMANITARIAN FOOTPRINT



104 responses in
70 countries



35.6 million
people reached



1 in 2 assisted
were children (**18.6** million)



85% food assistance
delivered in fragile contexts

OUR APPROACHES



Cash



Food



WASH



Education



Child Protection



Health



Nutrition



Livelihoods

NAVIGATING A CHANGING LANDSCAPE

A system under pressure

Humanitarian needs are escalating at an unprecedented pace. According to the latest [Global Humanitarian Overview](#), 239 million people require assistance, as armed conflict, climate shocks and displacement intensify. Last year, the world witnessed a record number of armed conflicts, affecting 1 in 5 children globally, while military spending surged to [\\$2.7 trillion](#). In 2025 alone, [295 million people experienced food crises](#) across 50 countries and territories, and [1.4 million faced catastrophic hunger](#) in places such as South Sudan, Gaza, Yemen, Mali, and Haiti.

Extreme weather events are becoming increasingly devastating, yet their true cost — far beyond the [\\$200 billion annual economic toll](#) — is vastly underestimated, especially in terms of lost health, education, and opportunity. Children born today face an 86% chance of experiencing catastrophic flooding in their lifetime, underscoring the urgent need for more accurate disaster impact measurement. Meanwhile, misinformation, access constraints, and security threats have made humanitarian work more dangerous than ever — 2024 was the [deadliest year on record for aid workers](#), and 2025 is on track to surpass it.

The funding gaps are forcing painful [hyper-prioritisation](#), leading to downsizing, uncertainty, and a rapid overhaul of systems long relied upon to protect the most vulnerable children and their communities. By November 2025, global contributions to humanitarian assistance stood at just \$12 billion — the lowest in a decade.

Looking ahead, projections suggest a further sharp contraction in funding, as donor priorities shift toward more transactional and security-driven agendas. This narrowing focus threatens to erode the humanitarian principles that underpin our child-focused humanitarian action.



A mission unshaken

FY25 was marked by hard choices, but also by bold and courageous leadership. This year alone, we responded to 104 emergencies and reached 35.6 million people, including 18.6 million children, with food, cash, child protection, health, education, water, sanitation, hygiene, and livelihoods assistance. These efforts demonstrate our capacity to deliver at scale, even in the most complex environments.

This year, we acted swiftly to reimagine our humanitarian approach, redesigning our operations to be more cost-effective, sustainable, and resilient, ensuring that every dollar delivers maximum impact. We advanced our digital transformation, leveraging artificial intelligence, automation, and data to reinvest savings into communities and adapt to an increasingly constrained funding environment. We also strengthened our capacity, as well as that of the wider sector, through training, surge roster revamps, and mentoring.

We deepened our strategic partnerships to amplify child-focused humanitarian action and help shape the [Humanitarian Reset](#), advocating for an aid architecture that is decentralised, inclusive and accountable. In doing this, we aimed to contribute to a world in which the voices of affected children, families, and communities are central to decision-making. In some of the world's most fragile contexts, we advanced child-focused programming, proving that even in crisis, children can thrive when we act with purpose and compassion.

These achievements reflect our proven ability to lead in fragile settings, manage risk, and deliver results that matter. We are not just responding to crises; we are shaping the future of humanitarian action.



DELIVERING RESULTS FOR CHILDREN

In the face of turbulence, shrinking funding, access constraints and increasing threat to the safety and security of aid workers, we did not lose sight of our mission — to reach children and their families with life-saving humanitarian assistance.



35.6 million people including **18.6 million children** reached with humanitarian assistance.



18.8 million women and girls reached with humanitarian assistance.



4 million people, including **2.2 million children**, reached with cash and voucher assistance (**75%** in fragile contexts).



9.8 million people, including **5.8 million children**, reached with food assistance (**85%** in fragile contexts).



\$276 million of cash and voucher assistance distributed in **26** countries.



1 million children in **20** countries reached with school meals.



31,920 metric tons of food and **\$972,694** in cash and voucher assistance delivered through a **\$27.1** million school meals portfolio.



104 responses managed in **70** countries.

We opened 21 new responses and renewed our delivery of humanitarian assistance in seven existing offices in the face of emerging disasters:

- ✦ Bosnia and Herzegovina
- ✦ Eswatini
- ✦ Nicaragua
- ✦ Jordan
- ✦ El Salvador
- ✦ Mauritania
- ✦ Sri Lanka



SHARPENING OUR HUMANITARIAN REFLEX

We strengthened our organisational agility by improving the preparedness of our people, systems, and partners. This reflects a deep commitment to effective stewardship of resources, grounded in our mission to serve the most vulnerable.

Protecting our workforce

With [265 aid workers](#) killed in just the first eight months of the year, 2025 is on track to become the deadliest year ever for humanitarian personnel. This stark reality highlights the need for stronger collective action to safeguard front-line humanitarian workers. As a critical step to safeguarding those delivering aid, especially in crisis zones, and protecting humanitarian access, we welcomed the [Declaration for the Protection of Humanitarian Personnel](#), spearheaded by the government of Australia and developed by a cross-regional Ministerial Group. This non-binding pact reinforces humanitarian law and sets out practical actions to ensure access, accountability, and equal protection for all aid workers.

Revitalising our surge capacity for humanitarian response

This year, we strengthened and built integrated rosters of **614 vetted experts** across field, regional, and support offices, as well as our Global Centre headquarters and external partners. These experts enable us to launch rapid world-class humanitarian responses across **34 functional and emerging technical areas** and include specialists in both recovery and development.

We also overhauled our surge systems and processes, launching an organisation-wide integrated workforce and deployment management system, Surge Central. Our PowerApp, which streamlines surge requests,

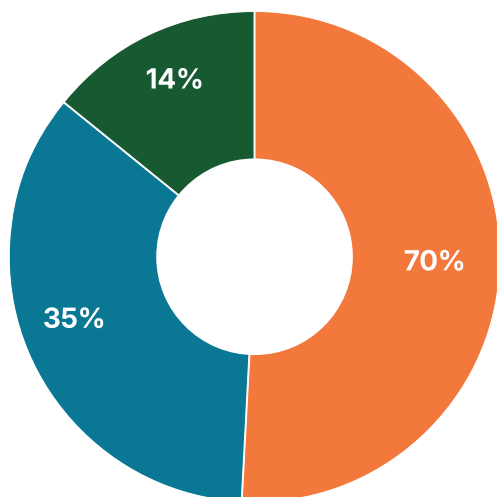
approvals, and tracking, **slashed processing times by 41%**, and is now used by more than **300 people** at any given time.

Over the year, the global surge team facilitated **72 support requests** from field operations, including Syria, Sudan, and Bangladesh, with roster members delivering a cumulative **2,738 days of service**.

Next year, we will aim for full Workday integration, interactive dashboards, and expanded training to maximise adoption and operational excellence across every region.

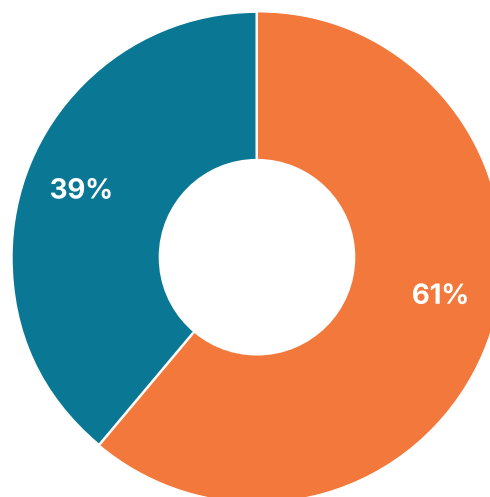


Expert support provided by modality



Field Remote Combination

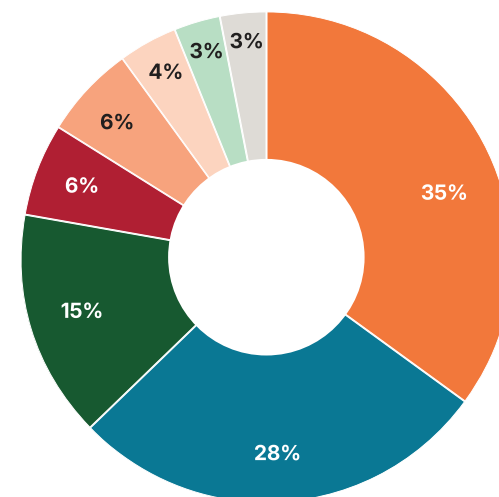
Expert support provided by assignment type



Deployment Technical Assistance

Technical assistance assignments provide expertise, guidance and training over a shortened timeframe. Deployments provide medium-term capacity in a specific role or position.

Expert support provided by region



East Africa Middle East & Eastern Europe Southern Africa South Asia & Pacific West Africa East Asia Latin America & Caribbean Global Centre

Investing in people for sustainable change

Ensuring expertise is embedded where it is needed most is essential to high quality disaster response. That's why, this year, we:

1. Launched a **structured technical mentoring approach**, toolbox and Mentoring Essentials course — kickstarting mentor/mentee matching and better integrated professional development.
2. Trained over **140 staff through regional disaster management training** and mentoring in collaboration with regional leads, — reinforcing community-led response and development and upholding our commitment to locally-led response.
3. Supported **765 students** — primarily field staff — through the design, co-facilitation, and course management of over **35 e-learning and blended learning programmes**, resulting in an **84% pass rate**.
4. Launched Learning Central, WV's first global learning directory, which connects **226 participants to over 100 curated courses** — foundational to our commitment to continuous learning and knowledge sharing.

SURGE CAPACITY HIGHLIGHTS



614

expert members



34

functional and emerging
technical areas



72

support requests
processed



REIMAGINING OUR WORK THROUGH DIGITAL TRANSFORMATION

In 2025, the seismic advances in digital technology prompted us to envision the future of humanitarian work—one in which people-centred digital design drives greater operational efficiency, data-informed decision-making, and stronger coordination of our efforts.

Accelerating context analysis and operational planning with Generative AI

Where post-disaster context analysis — a vital component of operations planning and supporter engagement — once slowed teams down, technology now empowers us to process information at lightning speed. Our response planning proof of concept harnesses AI, local human input, and third-party data from sources such as OCHA's Centre for Humanitarian Data, ACAPS, and others to deliver context analysis and key components of a response plan within just 60 minutes, transforming a process that previously took weeks and ensuring we meet the critical

planning deadlines for every response. Once scaled, this breakthrough would free our staff to focus on what matters most: communicating World Vision's actions in each crisis, engaging supporters, and driving impact.

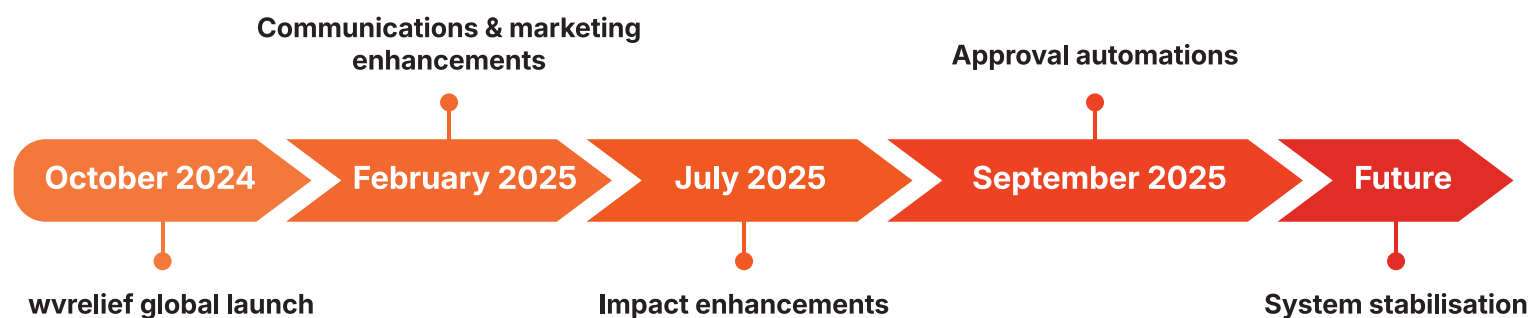
Driving inclusion through AI-assisted translation

AI-assisted translation is transforming how we connect and empower our teams worldwide. Many teams currently spend significant time and resources translating materials so that field teams, partners, and communities can use them effectively. To address this challenge, we've

established a language sandbox that enables staff without specialised AI training to instantly translate documents, audio and video into 15 languages — for just \$0.00012 per word.

Powering global support to field operations through wvrelief

This year, wvrelief, an internal information management digital platform, became the revamped digital engine behind our humanitarian brand, delivering real-time insights and empowering our teams to act faster than ever.



Transforming operational delivery and accountability with LMMS-ITS

The LMMS Item Tracking System is revolutionising how we deliver aid, making every step fairer and more transparent. By tracking commodities and distributions in real time with mobile devices, our teams sync field data to central systems, generating instant dashboards and reports. This means World Vision can deliver the right aid to the right people, at the right time, with full accountability and visibility. Now operational in 23 offices, we are aiming to maximise adoption across all humanitarian assistance locations throughout FY26. Together, we are building a future where every delivery is tracked, and every story is told.

Strengthening accountability to affected populations through a Digital Accountability Platform (DAP)

Over the course of FY25, our global and field teams collaborated in five countries to design, set up, and pilot our go-to digital accountability platform, SMAP. SMAP enables us to track feedback and complaints more efficiently, ensure appropriate and timely follow-up, and close the loop with community members faster — ultimately building and maintaining trust with the communities we serve. By streamlining the complaints and feedback information we collect, SMAP will enable us, in the years ahead, to track and report on global, regional, and country-level trends more transparently than ever before, ensuring that we stay true to our commitments to accountability, community consultation, and participation.

ADVOCATING AND PARTNERING FOR GREATER IMPACT

Advocating for a hunger-free future

In the face of rising need and funding cuts, World Vision continued to advocate for a hunger-free future through the ENOUGH campaign in FY25. Our flagship reports, such as “Price Shocks 2025” and “Hunger, Harm, and Hard Choices”, brought global attention to the impact of funding cuts and price shocks on displaced children and families. These insights not only highlighted the cost of inaction and the urgent need for child-centred solutions but also informed donor policies and inspired actions. Unique perspectives from leaders and technical experts combined with our digital engagement efforts, reached millions, elevating neglected crises and catalysing global attention towards humanitarian priorities. We were present in critical forums such as ECOSOC HAS, Humanitarian Partnerships and Networks Week

(HNPW), and the Global School Meals Summit, elevating children’s particular needs, promoting solutions, and asking for changes from policy-makers and donors.

Influencing the future of the Humanitarian System

At the beginning of the year, World Vision coordinated and delivered a joint statement on behalf of 109 NGOs at the Global Humanitarian Overview launch, highlighting the catastrophic human costs of the current crises and calling for timely and quality funding to support effective, principled humanitarian action. We spoke out in global fora such as the Protection of Civilians Week, the High-Level Political Forum, and the UNHCR Executive Committee on how conflict,

climate change, and economic instability are pushing millions of people over the edge.

As the Humanitarian Reset got underway, World Vision worked with peers and critical networks such as the Steering Committee for Humanitarian Response, ICVA, and InterAction, to shape a collective vision for child-focused, people-centred reform, which recognises the complementarity of all actors. An example is our recommendations on pooled funding. We leveraged our presence at top humanitarian decision-making tables—from IASC Principals and Emergency Directors’ Group to Operational Policy and Advocacy Group (OPAG)—and worked through Humanitarian Coordination Teams, Clusters and Areas of Responsibility (AORs) and donor and Member State briefings, to influence local and global decision-making.

Ensuring access, quality response, and effective coordination on the ground

World Vision worked to address access, bureaucratic impediments, operational challenges, and funding gaps in responses such as [Ethiopia](#), [Myanmar](#), and [Venezuela](#) through briefings in donor capitals, private and public advocacy efforts, as well as engagements at WFP Executive Board meetings and discussions with UN agency senior leadership.

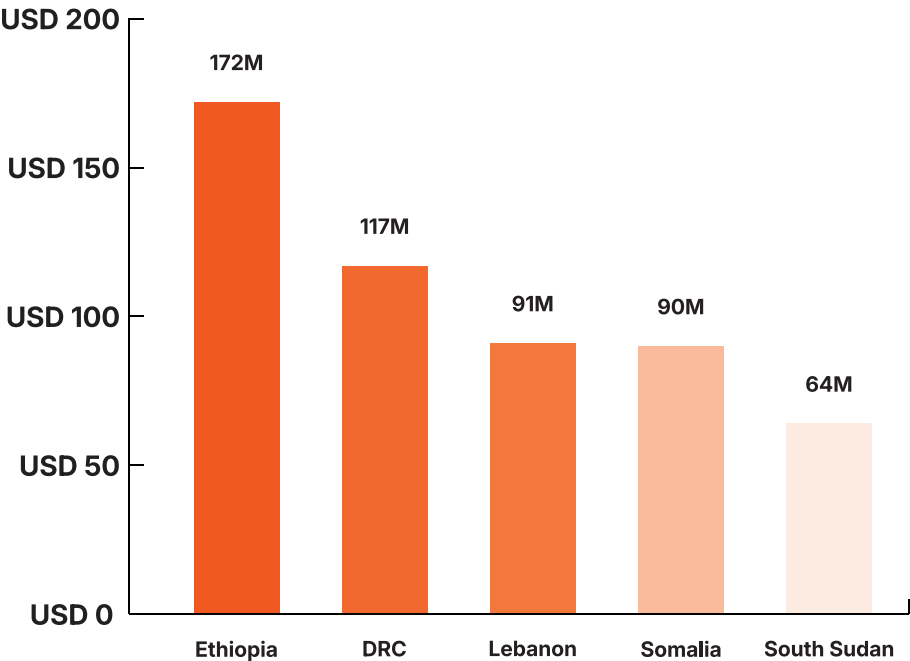
At the High-Level Event on the margins of the UN General Assembly, "[Hunger in the Crossfire](#)," [WV CEO and President Andrew Morley](#) highlighted the context of Sudan and how we work as part of the broader humanitarian system to address food insecurity, malnutrition, and famine during conflict. World Vision also led WFP and operational partners in a collective strategy on advocacy for Sudan, and was proud to found the [Coalition against Conflict and Hunger](#), which is using evidence directly from operational responses to undertake joint advocacy.

With partners by our side, we advocated for systemic reforms that put children first, secured flexible life-saving funding for humanitarian action, and delivered innovative solutions in the hardest-hit regions. Together, we're building a future where every child can thrive.

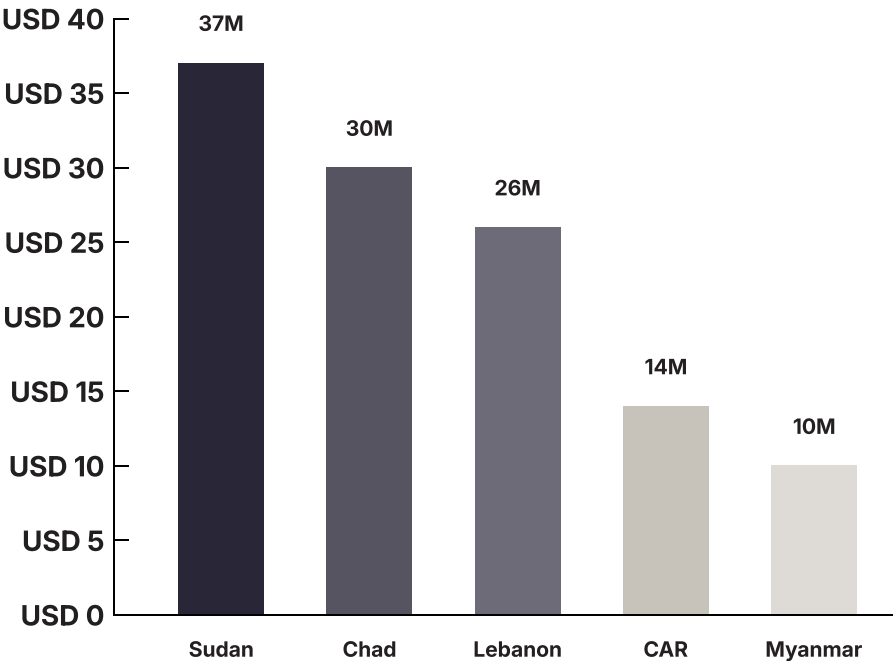


INVESTING WISELY, DELIVERING BOLDLY

In FY25, we implemented more than \$1 billion in humanitarian programmes. This included our largest operations in Ethiopia, DRC, Lebanon, Somalia, and South Sudan. In the face of emerging disasters and rising need, we also strengthened our humanitarian portfolio in Sudan, Chad, Lebanon, Central African Republic, and Myanmar.

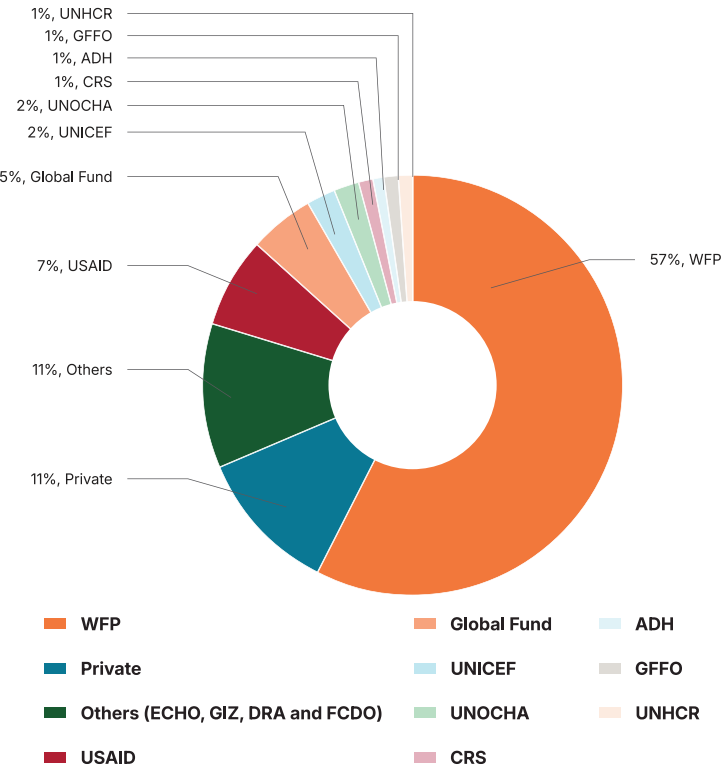


Our largest humanitarian operations

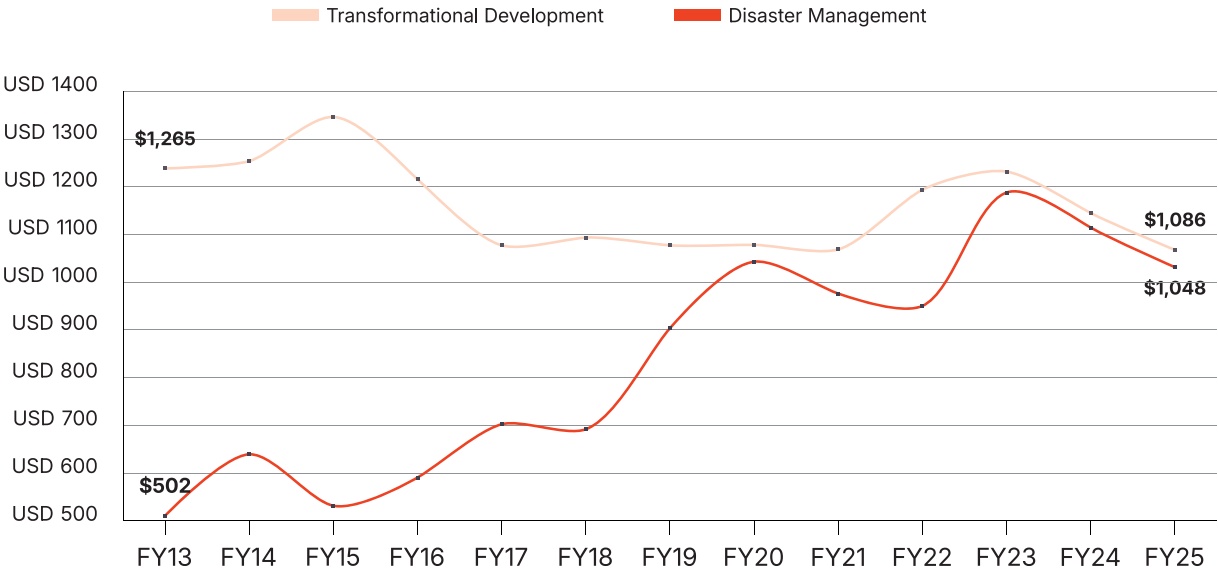


Our fast-growing humanitarian operations

We are grateful to our donors for their continued trust and partnership in the face of shrinking traditional funding.



Our donors

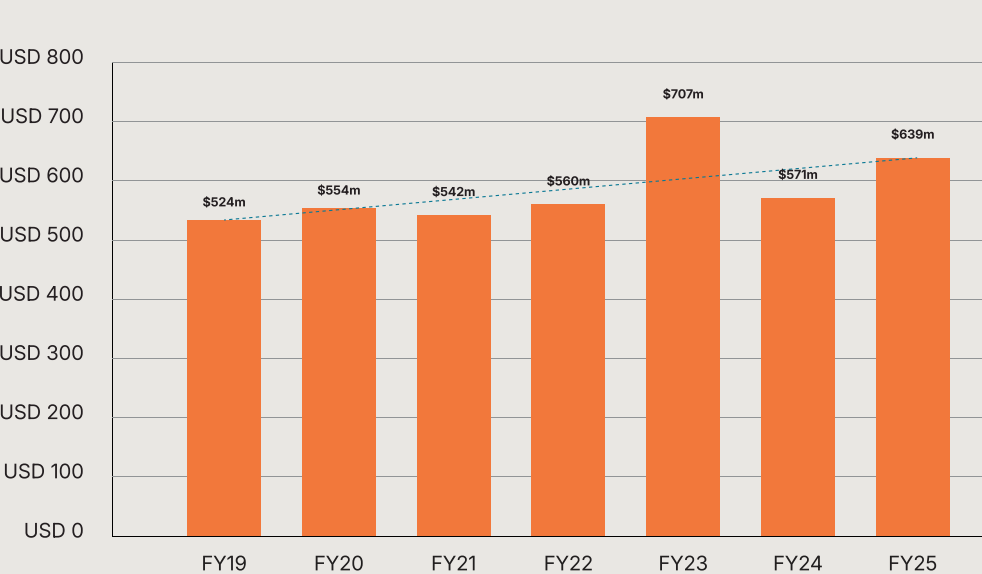


Programme expenditures in USD millions

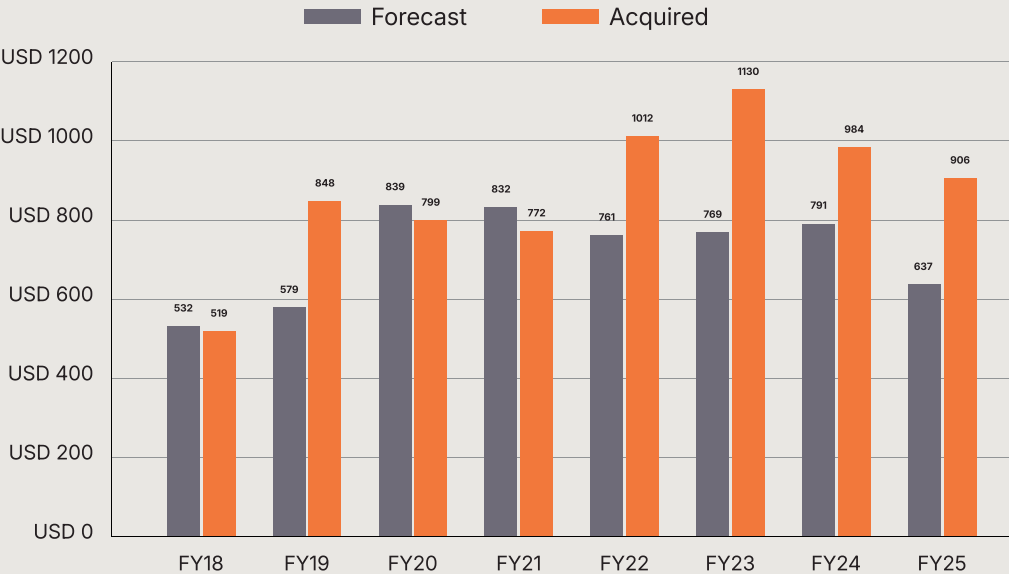
Though both our humanitarian and development spending have reduced in the last two years due to a challenging donor landscape, our humanitarian portfolio has grown to nearly half of our overall programming. Even in this context, we continued to deliver strong results, demonstrating both our resilience and our unwavering commitment to vulnerable communities.

World Vision continues to be the World Food Programme’s largest implementing partner. Our strategic partnership allowed us to reach affected communities with a \$639 million portfolio, with notably large operations in Lebanon, Chad, Sudan, and DRC.

Funding from other UN agencies remains critical for WV to respond to humanitarian needs. As such, we strengthened our collective partnership with OCHA and UNHCR by 4%, driven by programmes in Sudan and Ethiopia.



WFP expenditures in USD millions



UN acquisitions trend in USD millions

For the third year in a row, we exceeded our forecast UN humanitarian acquisitions due to increased need, strategic fragile context alignment, and a track record of high performance and quality implementation.

INNOVATING FOR GREATER IMPACT

Piloting route-based cash assistance in Latin America

We believe people deserve aid that moves with them. Our pilot Routes of Hope initiative breaks from traditional country-bound aid models, instead providing support along international migration pathways for Venezuelan migrants, whose vulnerability often transcends borders.

Over nine weeks, 81 families (292 individuals) received unconditional cash transfers via prepaid cards, empowering them to make autonomous decisions about their needs, whether it was food, shelter, transport, or entrepreneurial ventures. This approach prioritises dignity, flexibility, and safety, reflecting World Vision's commitment to restoring hope and enabling self-determination.



Partnering with fintech provider AAvance, World Vision facilitated financial inclusion for migrants, many of whom lacked formal documentation, offering not just immediate relief but a pathway to long-term integration.

Beyond financial aid, the project also utilised digital tools like a WhatsApp chatbot to provide real-time guidance, protection information, and referrals to health and psychosocial services. This tech-enabled model reduced re-victimisation and streamlined access to support across borders.

Key outcomes included:

- ✦ \$33,693 distributed across three transfers per family
- ✦ Reduced homelessness
- ✦ Improved protection for women and children
- ✦ Enhanced decision-making power for families on the move

This pilot challenges the status quo of humanitarian aid, demonstrating that mobility-centred, cross-border solutions are not only feasible but essential. As displacement continues across Latin America, scaling this model could redefine how humanitarian actors protect, empower, and walk alongside people on the move.



Capturing children's voices on school meals creatively

We believe children's voices should be heard and amplified. In Malawi, Tanzania, CAR, and Sri Lanka, we piloted using emoji-based scorecards during participatory discussions so that more than 280 children—many of them young, with limited literacy—could share their experiences and insights on food availability, menu diversity, quality, frequency, and overall satisfaction.

The results? In CAR, children's feedback led to the introduction of two daily meals, improved food quality, and stronger community oversight. School attendance rose by 15%, and satisfaction jumped from 60% to 85%. In Malawi, community-based childcare centres reported zero malnutrition cases and increased enrolment after launching daily feeding programmes.

We're not just feeding children. We are learning from them to build a future where every child thrives.



Building resilience, protecting futures

We believe every dollar spent should move communities closer to self-reliance. Our newly launched Resilience Programming Guidelines offer a practical, field-tested framework for designing and scaling integrated, evidence-based interventions in fragile contexts.

With over \$ 65 million mobilised for resilience-focused programming, we supported emergency livelihoods and resilience initiatives that reached 1.8 million people, helping families maintain food security and reduce harmful coping strategies that threaten children's health, safety, and education.

In Malawi, over 24,000 households adopted climate-smart agriculture and savings practices, leading to a 22% drop in child malnutrition and improved diets. And in Cambodia, 900 households across 73 villages benefited from integrated support - agriculture, nutrition, and market access - empowering families to rise above adversity.

As humanitarian models evolve, World Vision is positioning resilience as a core pillar of our global programming.

Bridging the gaps in child wellbeing through a life-cycle approach

We believe children need support that grows with them. However, most interventions are age-specific, focusing either on early childhood, school-age children, or adolescence, leaving children without the consistent and holistic support they need to thrive. When programmes isolate one age group, they risk missing key opportunities to build resilience and address root causes of vulnerability. For example, strengthening adolescent-parent relationships requires understanding the early attachment patterns formed in childhood.

For this reason, we have developed [Life in Fullness Together \(LIFT\)](#), a bold new initiative designed to transform how we support children and their caregivers. LIFT is built on a life-cycle model that delivers age-specific programming for children aged 0–5, 6–11, and 12–17, while actively engaging caregivers and fostering intergenerational connections within a single programme. It is a unified framework that reflects our deep commitment to nurturing wellbeing across the full arc of childhood.

Currently being piloted in refugee settings in Uganda and Türkiye, LIFT is led by a dedicated child wellbeing team, including community facilitators and peer educators who work directly with children, adolescents, and caregivers. From the beginning, the programme has embraced inclusive design: children helped plan tree planting around the LIFT centre, adolescents created seating spaces using decorated tyres, and caregivers contributed materials and labour to renovate facilities. These collaborative efforts reflect a core belief that wellbeing flourishes in shared, inclusive environments.

LIFT offers a strategic opportunity to invest in a scalable, evidence-informed model that addresses the full spectrum of child wellbeing, unlocking potential not just for individual children, but for entire families and communities.

Reimagining emergency logistics for greater impact

In FY25, World Vision's Disaster Management team took bold steps to transform how we prepare for and respond to emergencies, making our logistics smarter, faster, and more sustainable.

Guided by our Disaster Management Business Plan and a commitment to long-term impact, we shifted from a traditional prepositioning model to a virtual stock system supported by centralised warehousing. Dubai remains our global hub, with contingency stocks in Kuala Lumpur and Nairobi to strengthen regional readiness.

This new approach enhances visibility, speeds up mobilisation through pre-approved protocols and global agreements, and significantly reduces both financial and environmental costs.

We also reintroduced Gift-in-Kind (GIK) for emergencies and launched updated guidelines that will shape future resource mobilisation across our global Partnership. These changes mark a shift from reactive aid to proactive preparedness, rooted in community relevance and forecasted need.



Restoring hope through education in Myanmar

When a 7.7 magnitude earthquake struck Myanmar, it left behind more than just physical damage. It disrupted the dreams and daily lives of hundreds of children. In Thiri Mingalar, the primary school suffered severe structural damage, leaving classrooms unsafe and unusable. With 120 students suddenly lacking a proper learning space, Headmistress Daw Lwin Lwin Maw took action. Determined to keep education going, she organised temporary classrooms, but they didn't protect children from the intense heat and seasonal rains. As a result, several students fell ill due to exposure to cold and wet conditions.

The situation caught the attention of a concerned community volunteer, who submitted a report through World Vision's Accountability & Feedback Mechanism. Assessing the needs quickly, World Vision committed to constructing a safe, shaded, and weather-resistant school shelter. With private funding from our generous supporters, we provided essential shelter materials and covered labour costs. The construction was overseen by World Vision staff, in collaboration with community leaders, and completed within a week: a testament to the power of rapid, community-driven response.

Today, the children are back in school. Teachers can focus on delivering lessons without the constant worry of student safety. With this support, World Vision reaffirmed its commitment to child well-being, ensuring that even in the face of disaster, every child has the opportunity to learn, grow, and thrive.

STORIES OF IMPACT



STRATEGIC PARTNERS



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- <https://www.linkedin.com/company/worldvision/>
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