

World Vision  
International | 2012



For Children. For Change. For Life.

# ANNUAL REVIEW

# Expect the unexpected

As a Christian organisation, World Vision seeks to be an expression of God's heart for the world's most vulnerable people by bringing love, hope and faith into their communities.



World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice. Its 46,000 staff members in nearly 100 countries are committed to working with the world's most vulnerable people, regardless of religion, race, ethnicity, gender or sexual orientation.

Each office subscribes to common values and aims:

We are Christian • We are committed to the poor • We value people  
We are stewards • We are partners • We are responsive

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Life in All Its Fullness: Dedicated to Children's Well-being Through Faith, Hope and Love

**I**T WAS HARD to know what to expect when I gave a handful of letters to Cambodia's Prime Minister Hun Sen in May 2012, but for the next hour they transformed my meeting with him.

Each letter was written by a youth from a different part of the country. I had met them the day before, and was touched by how simply they explained their lives and how humbly they described their hopes for the country's future.

For an hour the Prime Minister dipped into the letters. He reminisced about his own difficult childhood experiences. He offered insightful suggestions about

what could be done to make life better in these children's communities and gave immediate instructions for an assistant to put some of them into practice.

Children are perceptive about the things which affect their communities. The honest and apolitical way they express their feelings can be disarming. World Vision, as a global, child-focused organisation, took steps in 2012 to make itself more accountable to the children we serve. We included youth participation in our regional leadership meetings, and we seized opportunities to let young people speak for themselves. (See comments of Irwa Juana Riansyah of Indonesia on page 8.)



**World Vision International**  
President Kevin Jenkins meets with youth leaders who wrote letters to Cambodian Prime Minister Hun Sen.

**'We constantly search for meaningful evidence on which to base our work.'**

Our commitment to transparency extends from the children and communities to the sponsors and donors who support us and all who partner with us. Our Child Well-being Targets provide a clear framework for measuring results on some of the core aspects of our work – in health and nutrition, education, child protection, and sense of purpose and worth. The targets link us to the UN's Millennium Development Goals, aspirations that we share with others to improve life for the world's poorest by 2015. Our focus on child well-being is also central to our contribution to the goals that will follow these, loosely called the post-2015 agenda.

We constantly search for meaningful evidence on which to base our work. In 2012, we commissioned an independent five-year study of our efforts to improve children's protection from disease, infection and hunger with researchers from Johns Hopkins University (see sidebar on page 17). Increasingly meaningful analysis of our projects helps us to identify interventions that work best – for instance,

school attendance in some areas of Zambia was increased from 45 per cent of children to 95 per cent by, among other things, providing bicycles to those living furthest from school.

Our sponsors and donors have remained loyal to the communities they support despite a widespread economic recession. By carefully stewarding this generous support, and cutting back our own expenses, we succeeded in investing approximately the same amount of money in the communities we serve as in the previous year.

But money is only part of the story. As a Christian organisation, we seek to be an expression of God's heart for the world's most vulnerable people by bringing love, hope and faith into their communities. The Bible makes the instruction very simple: 'As we have the opportunity, let us do good to all people' (Galatians 6:10).

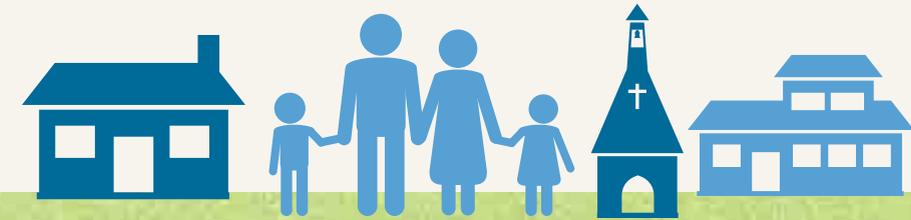
The world is making progress on improving life for the poorest, but there are still vast numbers of people who don't have access to nutritious food, healthcare, or a decent education. Some are caught up in conflicts in which they have no part, and others are the victims of poor governance.

World Vision is the most local of organisations wherever we work. Being rooted in the community gives our staff insight into local solutions to these problems. We can't fix everything, but by persevering with faith and love we are able to inspire the hope that a better day is coming.

In addition to the letters I took to the Cambodian Prime Minister was a painting by teenager Khim Sok, a farmer's daughter. She said that, despite the poverty that sometimes seemed so overwhelming, the hope she had seen through child sponsorship gave her an optimistic vision for a future as a teacher. 'I must be like a lotus flower,' she told me. 'Though it grows from submerged soil, the lotus flower is still strong.'

As you read this annual review, please keep Khim Sok in mind. There are millions of children like her. Thank you for partnering with us as we seek to bring life in all its fullness to every child and to see a generation breaking free of the problems that submerge them. ■

# Life in all its fullness through God as the agent of change



Sustained well-being of children, especially the most vulnerable, within families and communities

## CHILD WELL-BEING ASPIRATIONS

**CHILDREN ENJOY GOOD HEALTH**



**CHILDREN ARE EDUCATED FOR LIFE**



**CHILDREN ARE CARED FOR, PROTECTED AND PARTICIPATING**



**CHILDREN EXPERIENCE LOVE OF GOD AND THEIR NEIGHBOURS**



## CHILD WELL-BEING OUTCOMES



**CHILDREN** are well-nourished



**CHILDREN** are protected from injury, disease and infection



**CHILDREN** and their caregivers access essential health services



**CHILDREN** read, write and use numeracy skills



**CHILDREN** make good judgements, can protect themselves, manage emotions and communicate ideas



**ADOLESCENTS** are ready for economic opportunity



**CHILDREN** access and complete basic education



**CHILDREN** are cared for in a loving, safe family and community environment with safe places to play



**PARENTS** and caregivers provide well for their children



**CHILDREN** are celebrated and registered at birth



**CHILDREN** are respected participants in decisions



**CHILDREN** enjoy positive relationships with peers, family and neighbours



**CHILDREN** grow in their awareness and experiences of God's love in an environment that recognizes their freedom



**CHILDREN** value and care for others and their environment



**CHILDREN** have hope and a vision for the future

STRIVING TO ACHIEVE THE WELL-BEING OF

# 150 MILLION

of the world's most vulnerable children by 2016



# 2012 Year in Review

# 120 MILLION

Estimated number of children reached in combination with World Vision's work with local community partners and peer agencies



# 95

Countries where World Vision worked

Approximately

# 46,000

Number of staff

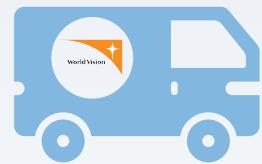
# 87



Emergencies to which World Vision responded (81 national; 6 global)

# \$548 MILLION

(U.S.) spent on those 87 emergencies



# 1,614

Number of Area Development Programmes



# 4.7 MILLION

donors including 3.4 million child sponsors

# 2.67 BILLION

income (U.S. DOLLARS)

# 60

Nations contributed to fund-raising



## VISIONFUND

# \$419 MILLION

Portfolio

# 807,000

Active borrowers

# 4.1 MILLION

Children registered for child sponsorship



# Child Well-being Aspirations

Through our work to improve the lives of children for more than 60 years, World Vision has defined our understanding of child well-being. The Child Well-being Aspirations describe a good life for children, affirming our desire for children to experience life in all its fullness.



Children enjoy good health



Children are educated for life



Children experience love of God and their neighbours



Children are cared for, protected and participating

Our vision for every child, life in all its fullness; Our prayer for every heart, the will to make it so.

# Our Journey Has a Long Way to Go

IRWA JUANA  
RIANSYAH

A letter from the President of the Child Forum in Pontianak-West Kalimantan, Indonesia



*(EDITOR'S NOTE: Ms. Riansyah is 18 years old and served as a youth delegate to an international conference in Bali, Indonesia, in February 2013. The conference was hosted by the Indonesian president, who convened world leaders to discuss the Millennium Development Goals.)*

**S**EEING the physical and mental abuse suffered by children has made me realise our journey to empower youth to understand their rights still has a long way to go. By spreading the word about children's rights, we hope to change this situation. At the conference, we also shared our recommendations to the leaders of the provincial government and encouraged them to establish more children forums.

We have benefited a great deal from the forums and we would like more children to benefit from knowing their rights. My goal is to engage many more children in positive activities.

In my role as President of the Children's Forum in Pontianak-West Kalimantan, I work with all our members spread out over nine villages. Our children's forums address child rights through 18 self-help groups. We try to network with other child forums in different cities within the same province as well. Our efforts are supported by World Vision Indonesia.

I help new members understand their rights. We hope through our networking and regular discussions we will

accomplish our goals, which include children playing a greater role in community development and, thereby, helping to improve their lives and the lives of others. Furthermore, I want parents to have a better understanding of children's rights, so children will be allowed to share their opinions. Advocacy for children and parents must go together.

I aspire to be the mayor of my city in 10 years. From now until then, I plan to strengthen my leadership skills. I already have programmes in mind that I want to create in my hometown.

If I had the opportunity to speak to the leaders of the G-8, I would tell them: 'Would you like to help us to fulfil our rights? What will you do to increase our well-being? What are your concrete plans, and when is the best time to start? We are your children and grandchildren. We are the future.' ■

## Child Well-being Aspiration No. 1

# Children enjoy good health.

Good health is the foundation on which a promising future is built. We help mothers and children be well-nourished, be protected from infection and disease and have access to essential health services. Nutritious food is a key building block for growth. Safe water and good hygiene are also critical to the physical well-being of children.



Children enjoy good health when they are:

- Well-nourished
- Protected from infection, disease and injury
- Provided access to essential health services

Our vision for every child, life in all its fullness; Our prayer for every heart, the will to make it so.

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# Global Health

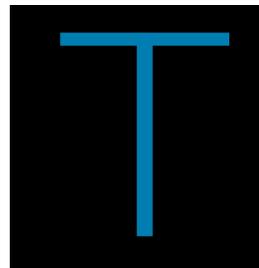
A young boy in the Manonga area development programme in Tanzania collects clean water from a borehole provided by World Vision.



**Five-month-old** Arafat receives an oral vaccine to help prevent polio, diphtheria and pertusis at a World Vision clinic within the Shishu area development programme in Dhaka, Bangladesh.

Contributing to our aspiration, 'Children enjoy good health' and recognising that a child's health is inherently linked to the health of the mother

# Mothers and children: Are well-nourished Are protected from infection and disease Have access to essential health services



THE YEAR 2006 was important in the field of global health with a growing sense of urgency to address maternal and child health and nutrition (MCHN). The respected UK-based medical journal,

*The Lancet*, published in 2003 a series of articles on child survival that, for the first time, provided a consolidated analysis of global under-5 child mortality and prioritised evidence-based and cost-effective interventions to address the problem with early, prompt and simple interventions. Many of these interventions focused on empowering parents and communities to keep their children healthy. Moreover, as part of the Millennium Development Goals (MDGs), global leaders and others had pledged their intent to: reduce child mortality globally by three-fourths, and maternal mortality by two-thirds by the year 2015; as well to reduce by 50 per cent

the proportion of the population without sustainable access to safe drinking water and basic sanitation, and reverse the spread of HIV.

Subsequent to its 2003 series, *The Lancet* published a series of articles in 2008 on maternal and child under-nutrition, the outcome of hunger and repeated exposures to infectious diseases. The articles provided new insights into the high prevalence and far-reaching impact of under-nutrition, and presented 25 interventions for addressing the problem. If implemented at scale in all poor countries, 25 per cent of child deaths would be prevented and the prevalence of stunting at 36 months would be reduced by 33 per cent.

World Vision's leadership recognised the imperative it was facing: rededicate itself to promoting health and strengthening services to help enable children to live 'life in all its fullness', or, potentially, put the organisation's future at risk. A strategy was adopted focusing on pregnant mothers, newborns, and children under age 2 years and was designed to achieve three primary goals: help ensure they are well-nourished, are protected from infection and disease, and have access to essential health services. The organisation's commitment culminated in 2011 when it pledged US\$1.5 billion over five years. 'The first 1,000 days from conception through age 2 represent a period of pronounced vulnerability and a critical window of opportunity,' says Martha New-



In Niger, an infant is weighed at a World Vision-funded health center.

some, World Vision's Partnership Leader on Health, Water, Sanitation and Hygiene. 'Before birth and during these early months of life, a child's nutrition and health status set the course for lifelong physical and cognitive development in ways that are largely irreversible. Evidence clearly shows that most detriments to children's health during this time are preventable, as long as certain targeted interventions are provided. Furthermore, keeping their mothers alive can significantly increase children's chances to survive and thrive.'

World Vision is now implementing MCHN programmes in more than 60 countries, representing all seven regions of the world

where the organisation works. This includes nations as diverse as the Democratic Republic of the Congo, Ethiopia, India, Lebanon, Laos and Nicaragua.

Recognizing the need for improved preventive health practices in households, World Vision supports community health workers and volunteers to provide counseling to families during their own 1,000 day life-cycle. The individuals are trained to engage families on practical and comprehensive health issues and to encourage people to change their behaviour to help ensure good health.

As this approach creates demand for services, World Vision's local

advocacy efforts seek to improve the quantity and quality of health services in communities.

Essentially, the health workers and volunteers help people in communities to better understand which activities contribute to – or detract from – their personal and children's well-being and understand their rights to services. These efforts, in turn, build the individuals' skills to engage others, such as service providers, to negotiate improvements to the community's healthcare.

The combined efforts of governments, humanitarian agencies and others since 1990 have seen the under-5 child mortality rate

drop from 87 deaths per 1,000 live births to 51 in 2011, and the proportion of underweight children has declined from 28 per cent to 17 per cent in 2011, according to the World Health Organisation. This is significant progress. However, much remains to be done.

**CONSIDER:**

■ **EACH DAY, 25,000** children still die from preventable causes such as diarrhoea, malaria, and pneumonia

- **EACH YEAR, 3.5 million** children under age 5 die from malnutrition-related causes; this represents approximately one-third of all child deaths.
- **WORLDWIDE, 55 million** children under 5 are acutely malnourished, and, of these, 19 million children suffer severe wasting or related problems.
- **WORLDWIDE, 330,000** children were infected with HIV in 2011, making a total of 3.3 million living with the virus that causes AIDS.

By investing in health-related services during the first 1,000 days

- of a child's life, the organisation asserts it can:
- **SAVE** more than 1 million lives each year.
  - **REDUCE** the risk of developing non-communicable diseases such as diabetes and other chronic conditions later in life.
  - **IMPROVE** an individual's educational achievement and earning potential.
  - **INCREASE** a country's gross domestic product (GDP) by at least 2-3 per cent annually.
  - **DIMINISH** the human and economic burden of diseases, such as HIV and AIDS, tuberculosis, and malaria.

**WorldVision's 7-11 Strategy**

Evidence-based and cost-effective preventive practices for pregnant women and children aged 0-24 months.

TARGET 1: Pregnant Women	TARGET 2: Children 0-24 months
1. Adequate diet	1. Appropriate breastfeeding
2. Iron/folate supplements	2. Essential newborn care
3. Tetanus toxoid immunisation	3. Hand washing with soap
4. Malaria prevention and intermittent preventive treatment	4. Appropriate complementary feeding (6-24 months)
5. Birth preparedness and healthy timing and spacing of delivery	5. Adequate iron
6. De-worming	6. Vitamin A supplementation
7. Facilitate access to maternal health service: antenatal and postnatal care, skilled birth attendance, prevention of mother-to-child transmission of HIV, HIV/TB/STI screening	7. Oral re-hydration therapy/zinc
	8. Prevention and care seeking for malaria
	9. Full immunisation for age
	10. Prevention and care seeking for acute respiratory infection
	11. De-worming (+12 months)

In addition to helping prevent malnutrition, World Vision in 2012 treated nearly 200,000 children suffering from acute malnutrition through community-based management services in 11 countries, with a cure rate of 92 per cent. Also, the organisation is seeking to address moderate malnutrition through training more than 70 health facilitators.

Moreover, the organisation's global technical team, including its Nutrition Centre of Expertise, an internal endeavour to improve nutrition programmes, is working with experts to carry out research examining significant global health questions.

Another vital element of World Vision's health strategy seeks to address the impact of HIV and AIDS, which continues to grow as babies are born with HIV. Equally concerning is the declining worldwide attention and funding to the pandemic, despite the increasing number of children, youth and adults needing treatment. According to the World Health Organisation:

- Nearly 90 per cent of new HIV infections in children are the result of mother-to-child transmission, and 90 per cent of these infections occur in sub-Saharan Africa.
- The number of children under age 15 living with HIV totals 3.3 million.
- More than 16 million children have lost one or both parents as a result of AIDS.

Elimination of mother-to-child transmission of HIV is now considered a realistic public health goal.

Susan, a first-time mother is in labour and is being assisted by a World Vision-trained traditional birth attendant in Turkana, Kenya.



**THE SOLUTION**

**The Child Health Targets Impact Study (chTIS)**

World Vision is collaborating with a leading university on a quantitative study of its impact on children's health and well-being.

Working with Johns Hopkins University School of Public Health, The Child Health Targets Impact Study (chTIS) is a 5-year evaluation measuring two targets: 'Children are protected from infection and disease' and 'children are well-nourished'. The primary objective of the study is to understand the impact of World Vision's core programming strategy for maternal and child health. Secondary objectives of the study are to document the relevance, effectiveness and efficiency of these interventions.

'Rather than relying on anecdotal or narrative descriptions of our "good" work, we are collaborating with Johns

Hopkins to assess our programmes in an objective manner using independent and scientific rigor that will withstand critical external scrutiny and peer review,' says Martha Newsome, World Vision's Partnership Leader on Health, Water, Sanitation and Hygiene.

The study will focus on four countries – Guatemala, Kenya, Cambodia and Zambia – and cost nearly US\$5 million. It is expected to be completed in 2018.

Ms Newsome says this effort is 'imperative' for World Vision because of the need to refine and strengthen programmes, increasing calls for external accountability of community development work, and the value of contributing to the international evidence base for maternal and child health interventions.

'Even more important, this study will save lives,' she says. ■

## Global Health

**In Bangladesh,** Nurzahan and her family members recognise the value of proper hygiene by washing their hands thoroughly after using their latrine.



The United Nations has designated 2015 as its deadline to reduce the number of children newly infected with HIV by 90 per cent.

‘We are working with communities to help more pregnant women access treatment and support to help prevent new HIV infections and deaths among infants, children and the most vulnerable,’ says Ms Newsome. ‘The intention is to prevent mother-to-child transmission of the virus, as well as expand care and treatment for the very youngest children and most vulnerable.’

Anyone associated with maternal and child health knows that all these interventions are only part of the equation.

Clean water, effective sanitation services, and proper personal hygiene are essential to realising the goals World Vision is pursuing. Nearly 800 million people lack dependable access to clean water and, according to the World Health Organisation, by 2015 there will be 2.7 billion people without access to basic sanitation.

Like many other humanitarian agencies, World Vision partners with governments to provide latrines in public areas, such as schools and health clinics and marketplaces. More significantly, World Vision staff are educating people to

prevent open defecation through personal hygiene training, knowing that individual behavioural change is the most important objective. The vast majority of communities in developing nations use unimproved pit latrines that include a floor generally made of rough wooden poles or tree limbs, laid side-by-side and covered with dirt and mud. World Vision is working in communities to enable residents to build and use improved sanitation facilities.

### In 2012, in Africa alone, World Vision:

■ **PROVIDED** 1 million people with access to water in area development programmes through 1,200 new wells, 400 rehabilitated wells, and 1,200 water points developed from alternative systems.

■ **REACHED** 850,000 people with improved sanitation, including 64,000 latrines constructed by community members and 3,000 improved sanitation facilities in schools and clinics.

■ **TRAINED** more than 1 million people in hygiene practices.

In addition to its longtime work drilling or facilitating the construction of wells, the organisation is also helping ensure the delivery of clean water through: hand-dug wells, gravity-fed water systems, protected springs and,

where appropriate and safe, rainwater harvesting.

‘In partnership with communities, we can reach more than 1 million people per year with water, sanitation and hygiene in African nations alone,’ says Ms Newsome. ‘World Vision has become a recognised leader among international organisations in this sector, and independent studies have shown 90 per cent of our water projects remain operating after 10 years.’

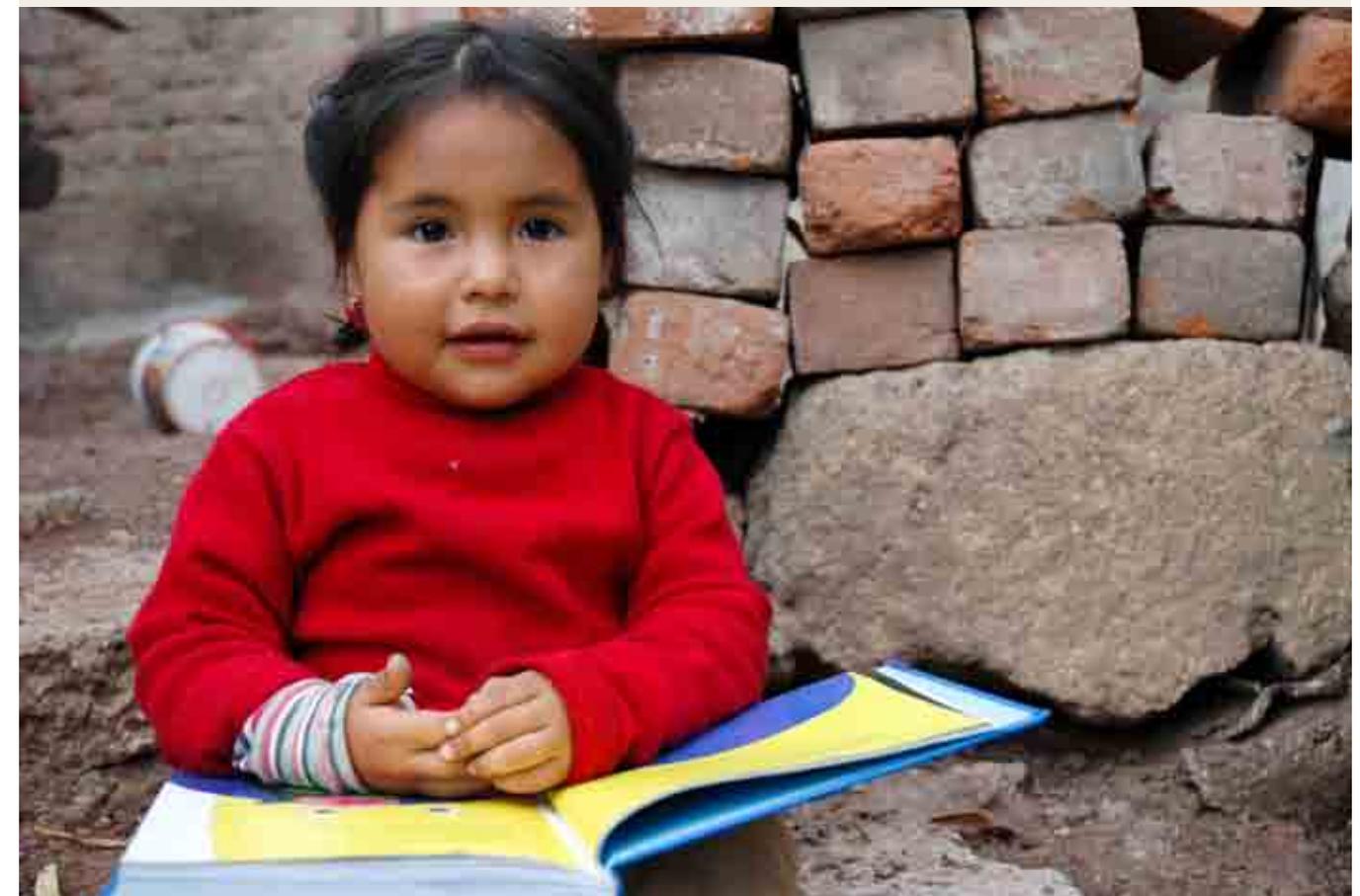
Ms Newsome is keenly aware that she and her organisation face a daunting task in fulfilling the leaders’ 2011 mandate: focusing on pregnant mothers, newborns, and children under age 2 years to help ensure they are: well-nourished, protected from infection and disease, and have access to essential health services.

‘World Vision recognises that different health interventions – maternal and child care, nutrition, HIV prevention, water, sanitation, hygiene and others – comprise an inter-related strategy to improve the health and well-being of the world’s most vulnerable children. We also recognise that it may take years – even decades – to accomplish. But the alternative, that is, ignoring the needs of poor communities, is not acceptable. And never has been.’ ■

## Child Well-being Aspiration No. 2

# Children are educated for life.

A life without education is a life without opportunity. We help children, especially the most vulnerable, access quality education and attain functional levels of literacy, numeracy and essential life skills. When children can read, they can better advocate for their rights and help provide for their families.



### Educated for life means:

- Children read, write and use numeracy skills
- Children access and complete basic education
- Children make good judgements, can protect themselves, manage emotions and communicate ideas
- Adolescents are ready for economic opportunity

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## Education and Life Skills

Kenjegal's mother describes her as an 'avid learner' who enjoys doing her homework. They live in Mongolia.



# Improve children's learning outcomes with equitable access to education

**In Goma**, in the Democratic Republic of the Congo, women who have been sexually abused learn basic reading and math. They also receive psychosocial and emotional care and job training in a World Vision-supported Women Stand Up Together shelter.

Helping address child well-being by:

Increasing the percentage of children who can read by age 11

Increasing children's self-perception – increased hope, better protection, increased participation and empowerment

Patricia reads by candlelight in her home in Ghana.



T

HE 2012 fiscal year represented a landmark in World Vision's commitment to children's education. The organisation has embarked on a six-year strategy and has begun launching pro-

grammes to meet the leaders' directive to strengthen education programming.

This effort will increase the scale and effectiveness of contributions to child learning, while continuing to improve access to education, especially for vulnerable children and communities.

The Education Transition Initiative (ETI) seeks to increase:

- The percentage of children who can read by age 11

#### THE PRIORITIES

**STRENGTHENING** partnerships and collaborative opportunities with external organisations in the education profession.

**DEVELOPING** resources to support national offices in re-purposing current and future education budgets towards activities proven to have the greatest impact on learning outcomes

- Children's perception of their well-being through increased hope, better protection, civic engagement and empowerment.

'Through our Education Transition Initiative, World Vision is dedicated to improving learning outcomes for children with equitable access to education and helping ensure children are learning, not just attending school,' says Linda Hiebert, Senior Director of Education and Life Skills for World Vision International.

World Vision is implementing this strategy in 25 countries, representing all seven regions of the world where the organisation works. Some of those countries include: Sierra Leone, Albania, India, Bolivia, Swaziland and Burundi. There also are efforts under way to review existing education programmes in 22 other countries. The programming aspect of this initiative leverages a significant investment in funds, staff and other resources to achieve measurable results in literacy, numeracy and

foundational and applied life skills for children from birth to age 18. Education programming targets the following three age groups: 0-5 years, early childhood care, development and education; 6-11 years, basic education, literacy, numeracy; and 12-18 years, positive adolescent development.

Such a significant investment is needed because the problems associated with children learning, especially illiteracy, are daunting.

#### CONSIDER:

- More than 57 million primary school-age children are out of school.
- In sub-Saharan African nations, children with five years of education still have a 40 per cent chance of being illiterate, and 10 million drop out of primary school every year.
- More than 20 developing nations spend more on arms than primary schools, and if their military budgets were reduced by only 10 per cent, nearly 10 million more children could be educated.

**‘Through our Education Transition Initiative, World Vision is dedicated to improving learning outcomes for children with equitable access to education and helping ensure children are learning, not just attending school.’**

—Linda Hiebert, *Senior Director of Education and Life Skills for World Vision International*

World Vision recognises that the benefits of education, and particularly reading, contribute in compelling and convincing ways to individual lives as well as to communities and nations:

- A child born to a mother who can read is 50 per cent more

likely to survive past the age of 5 years.

- Nearly 200 million people could emerge out of poverty if all students in developing nations finished school with basic reading skills.

- Nations with 20 to 30 per cent increases in literacy also experi-

ence simultaneous increases in their economic productivity by up to 15 per cent in their GDP, the market value of a nation’s officially recognised goods and services.

In addition to its work in poor communities, World Vision is collaborating with government

**A sister** helps her younger brother with his school work in the Van Yen area development programme in Yen Bai Province in Vietnam.



**Education** volunteers in the World Vision Boribo II area development programme in Cambodia oversee young children learning through playing with puzzles.

agencies in Australia and the United States to fund innovative literacy programmes in developing nations devised by other organisations. ‘All Children Reading: A Grand Challenge for Development’ is expected to improve the primary grade reading skills of more than 100 million children by 2015. It is a multi-year, US\$20 million grant-making initiative, with World Vision Australia and World Vision United States together contributing US\$5 million. The first round of 32 projects totalling US\$7.5 million was announced in September 2012 at an International Literacy Day celebration in Washington, D.C. The projects were selected among more than 400 proposals from 75 countries. Among those projects funded are:

- **IN HAITI**, the Institute of Higher Education and Infotronics will introduce 250 interac-

tive whiteboards into Haitian classrooms in more than 20 elementary schools in the capital, Port au Prince.

- **IN INDIA**, an organisation in the states of Maharashtra and Gujarat called ‘PlanetRead’ will seek to improve the literacy skills of 28 million children by adding subtitles to Hindi TV programs, music videos, and popular movies.

- **IN TIMOR-LESTE**, the Asia Foundation is launching ‘Projetu Apprende Labarik Le’, which will provide the first-ever booklets for teachers and children produced in the community’s mother tongue. The materials will be distributed in three pilot districts and reach more than 1,000 children.

- **IN NAIROBI**, ComTech University is equipping more than 200 student teachers with the accreditation experience necessary for careers in

education. They will work with upward of 12,000 children from pre-school to eighth grade with curricula in English and Kiswahili.

The ‘All Children Reading’ initiative is just one example of how World Vision is seeking to raise the standards of excellence for children’s education in the developing world. Other efforts include working with technology companies to increase access to computers as tools for teachers, children and parents.

In addition, the organisation is collaborating with other humanitarian agencies, such as Save the Children and its ‘Literacy Boost’ (LB) programme, to enhance assessment, increase reading resources and teacher training, and expand the involvement of parents and other community members. World Vision’s offices in Burundi, Ethiopia, Kenya and Malawi have already started

THE  
NUMBERS

■ **AMONG** the 650 million children globally of primary school age, 120 million do not reach grade 4, and an additional 130 million are in school, but fail to learn the basics.

■ **NUMBER** of illiterate adults worldwide – 775 million; per cent who are women – 64

■ **NUMBER** of illiterate youth worldwide – 122 million; per cent who are female – 60

■ **NUMBER** of teaching positions needed to be created by 2015 to achieve universal primary education – 1.7 million

Source: UNESCO

implementing LB through a partnership with Save the Children.

The leaders of Education and Life Skills know that the road from launching an initiative to achieving children’s learning outcomes is long and sometimes not easy to navigate. They have and will continue to seek answers to vital questions, such as:

- How do we achieve education for all in poor countries?
- Where general education is poor in terms of resources and quality, how can we ensure that the education is inclusive to girls, children with disabilities, street children, ethnic minorities and others?
- What are the most appropriate practices for under-resourced countries? Who are the most vulnerable?
- How do we ensure children living in communities devastated by emergencies are educated?

Answers to some of those questions have been forthcoming. From June to August of 2012, the WorldVision office in Myanmar commissioned a review to identify and docu-

ment what was working well in education interventions. This included documenting barriers that constrain efforts to improve outcomes and education quality. The study was conducted by a master’s degree candidate at the Paul H. Nitze School of Advanced International Studies at Johns Hopkins University.

‘The fact that the WorldVision office in Myanmar sought and won a grant for the study demonstrates that our organisation’s so-called “field offices” that take education seriously can secure funds directly for their work,’ Ms Hiebert says.

Six of 35 area development programmes in Myanmar were evaluated and the conclusions reveal both risks and opportunities:

- **RISKS:** high teacher turnover, parental expectations for early childhood care and development programmes; in some communities, children are not learning basic skills, such as addition and subtraction with more than two-digits.
- **OPPORTUNITIES:** non-formal education efforts that have improved children’s lives, reading abilities and self-esteem; many people in communities mobilised by WorldVision staff are embracing, promoting and extending the services for early childhood care and development.

One of the recommendations from this study will be a top priority for the programme during 2013 – training to support education endeavours in Myanmar and other World Vision national offices. One of the initial aims of the Education Transition Programme is to ensure the organisation’s staff at all levels understand the new commitment to education and incorporate it into their strategies and programmes as appropriate. Technical advice and funding have been provided, so national offices can review their approaches to education and life skills programming and align their work to the global strategy.

Other priorities for the 2013 fiscal year include:

- Completing the recruitment of technical and operations staff, as well as guidelines, project models, and indicators.
- Strengthening partnerships and collaborative opportunities with external organisations in the education profession.
- Developing resources to support national offices in repurposing current and future education budgets toward activities proven to have the greatest impact on learning outcomes.
- Creating a business plan for raising additional funds beyond the 2014 fiscal year, especially for those countries without



A young girl studies at a school in India’s Amri area development programme, where World Vision has been working since 1997.

‘WorldVision is ensuring that new approaches, models, tools and guidelines are well-researched, developed and understood by our staff and our partners in communities.’

—Linda Hiebert, Senior Director of Education and Life Skills for World Vision International

access to sponsorship funding. ‘We are committed to helping address child well-being,’ says Ms Hiebert. ‘When we advance children’s literacy skills, we also are increasing their self-perception and potential future opportunities. WorldVision is ensuring that new approaches, models, tools, and guidelines are well-researched, developed and understood by our staff and our partners in communities.

This provides the foundation for on-going work. Overall, I’m encouraged by the emerging commitment across the organisation to begin transitioning our education portfolio toward learning outcomes, while still helping ensure access to school for many of the most vulnerable children in the communities we serve.’ ■

Annual Review 2012 World Vision International

Life in All Its Fullness: Dedicated to Children's Well-being Through Faith, Hope and Love

# Food and Livelihood Security

Djeneba, left, a sponsored child, waters the family's onion crop with her grandmother at the Nonsombougou area development programme in Mali.



Farmers celebrate the season's first rice harvest in Malpethhawa village in Sri Lanka.

Believing in a world where every child is fed and hunger is not tolerated

## Food and Livelihood Security: Helping fulfil the vision for children to enjoy 'life in all its fullness'

## Providing the essential build- ing block of food production, nutrition and health, and economic opportunity

E

XPERTS in humanitarian response would agree that it is much easier to prioritise action, mobilise staff, and initiate emergency programmes once a disaster is defined and documented. This

operational model, however, is tailored towards rapid-onset disasters, such as earthquakes and typhoons. When applied to slow-onset crises, such as famines, it is inadequate. These crises are created or exacerbated by increasingly unstable political, economic and environmental conditions.

For World Vision's greatest priority, enabling children to enjoy 'life in all its fullness', such emerging disasters represent threats to its programmes

and staff. To help address this concern, World Vision is pursuing an ambitious goal: gathering information about the future and taking action before natural – or man-made – crises occur.

'There is no "silver bullet", no single factor that consistently and clearly predicts that a certain event, such as a famine, will happen at a certain place and time,' says Walter Middleton, World Vision's Partnership Leader for Food and Livelihood Security. 'So we are developing an Early Warning and Early Action System to help enable World Vision employees to work faster, smarter and better in mitigating the effects of slow-onset disasters.'

The Early Warning and Early Action System (EWEAS) project

has its roots in the 2008 global food crisis and subsequent emergencies, such as the 2011 Horn of Africa disaster, in which nearly 13 million people in Somalia, Kenya, Ethiopia, Tanzania and Djibouti were affected by severe drought. Evidence indicates drought cycles are becoming shorter, and yet, this drought caught many in the humanitarian sector by surprise. The world witnessed a failure not to issue warnings, but to act on them.

Many in the so-called 'international community', international non-governmental organisations, governments, and the United Nations, fumbled the transition from 'early warning' to 'early action'. Their response – or the lack thereof – serves as a stark reminder that moving from warning to action is vital in saving people's lives and livelihoods.

The 'early warning' system represents a constant, on-going process that includes data collection, programme analysis, risk analysis, building knowledge and formulating recommendations for 'early action'. To help ensure accuracy, a parallel process is required to verify and analyse the information with external sources, including other humanitarian organisations, government leaders and others.

'Adopting this approach requires a change in institutional mind set,' Mr Middleton says. "'Early action" requires acting on un-

A World Vision agricultural expert gives advice to a farmer near Zinder, Niger.



certainty. Absolute certainty is a luxury accompanied by a terrible human cost. At times, we will get things wrong. But waiting until a disaster has matured and the body count is on the rise is equally damaging. We take every step possible to verify our predictions, but we must not be afraid to make mistakes. If the fear of being wrong leaves us paralysed to act, then we are already wrong.'

Mr Middleton says the Food and Livelihood Security group is taking a further step and testing a system for 'real time vulnerability monitoring' in Kenya, Ethiopia and Uganda, along with all the nations in which World Vision works in Southern Africa.

**'There is no "silver bullet", no single factor that consistently and clearly predicts that a certain event, such as a famine, will happen at a certain place and time.'**

—Walter Middleton, World Vision's Partnership Leader for Food and Livelihood Security

The efforts to create an effective system lie at the heart of the group, the goals of which are inter-related:

- Building foundational livelihoods
- Improving livelihood strategies
- Protecting lives and livelihoods

### ■ Assessing risks to lives and livelihoods

Any one of these four endeavours, as important as it might be, cannot be sustained without the integration of the other three. The underlying causes of hunger and poverty must be addressed in the short term – emergency

## Food and Livelihood Security

feeding or immediate opportunities for employment – concurrently with systemic change for long-term sustainability.

In 2012, World Vision reached a monthly average of over 1.3 million beneficiaries in 32 countries with food assistance programmes valued at over US\$200 million. The organisation worked with the United Nations World Food Programme (WFP) on 75 per cent of its programmes, the United States government on 22 per cent, and the remaining 3 per cent with other donors. Efforts in 2012 to build better and more resilient livelihoods, while addressing risk and vulnerability in a changing climate, included:

- **INCREASING** to more than a half million the number of

families participating in savings groups to help build economic livelihoods; their assets exceed US\$5 million.

- **PROVIDING** support to World Vision's Secure the Future initiative in Tanzania where the income of 5,000 rice farmers rose by 118 per cent from US\$7.8 million to US\$18.9 million; their rice production rose by 36 per cent, and the average price for a bag of rice increased from US\$30 to more than US\$45.

- **WORKING** with the United Nations Food and Agricultural Organisation on joint agricultural development projects and food security programmes in five pilot countries: Ethiopia, Angola, Ghana, Niger and Malawi.

- **SCALING UP** Farmer Managed Natural Regeneration in East and West Africa combining soil and water conservation

practices, such as regenerating trees from existing stumps, and thereby protecting crops from strong winds, increasing soil fertility and harbouring natural predators of pests. This helps increase annual grain yields.

Another issue of great concern for World Vision and other humanitarian agencies is helping address the needs of the poor in 'megacities', sprawling urban areas usually with populations exceeding 10 million, such as Mexico City, Delhi and Lagos. Today, more than half of the world's population lives in cities, and in some Asian and African cities, growth over the past several years has been exponential. The United Nations estimates that by 2050, nearly 65 per cent of the developing world will be urbanised.

As a result, many families in overcrowded slums are threatened by landslides, floods and disease. As the demand for food grows, sprawl and unplanned urbanisation exacerbate the degradation of forests and water sources, as well as cause land rights disputes. Many migrants from rural areas, displaced people, and refugees struggle daily for their subsistence.

This vulnerability can escalate easily into food crises. Poverty, unemployment, malnutrition and food insecurity are eroding people's abilities to withstand disasters. Consequentially, soaring food prices have severely affected cities, drastically reducing purchasing power and increasing the number of hungry people. In several countries, civil conflict, droughts and trade disruptions persist. Sound policies

**A woman** in the Amri area development programme in India picks oranges grown by her women's self-help group called Junali ('Moonlight'.)



**Haitians** employed in a World Vision cash-for-work project funded by the World Food Programme, sign in to receive their payments using Last Mile Mobile Solutions, mobile technology making aid distributions and payments faster and fairer.

## SUCCESSES

### Last Mile Mobile Solutions

This is a story of high tech – and high touch.

Innovations in technology have begun breaking down the barriers of hunger, poverty and illiteracy in communities where, just a few years ago, few, if any, computers could be found.

Last Mile Mobile Solution (LMMS) is a World Vision innovation designed to increase efficiency and accountability of the delivery of aid to beneficiaries at the 'last mile'. It has been used for five years and, since April of 2012, is the organisation's mandated stand-alone system for food distribution, registration, beneficiary data management and reporting.

During registration at a food distribution site, World Vision field monitors use hand-held devices to photograph beneficiaries and record important information, such as the beneficiaries' names,

locations, and information about their eligibility for food assistance. This data is transferred to a laptop through a wireless network for verification and tracking.

Each beneficiary then receives a photo identity card with a barcode that is scanned each time there is a food distribution – to record the delivery of the food, and to verify and calculate the ration size. The process takes just a few seconds and results in fewer errors and helps eliminate duplication. The system keeps track of distributions and easily picks up any attempt by a beneficiary to 'double dip'.

Sinini Masuku, a World Vision employee in Zimbabwe's Lupane District, says: 'Before the food distribution even begins, it is evident LMMS has eliminated the massive paperwork that my team has had to deal with in the past, thus cutting costs on paper, ink, cartridges and manpower. It is a

secure, tamper-proof verification tool that encourages the registration of factual data, thus discouraging beneficiaries from inflating household member numbers.'

In addition, every component of LMMS is password protected and is subject to encryption. If someone steals the equipment or acquires the data, the individual will find the information scrambled and impossible to read, unlike paper-based records.

The success of LMMS has garnered attention among other organisations. In Haiti, those include the United National Development Programme. Such partnerships represent a new frontier for adopting and adapting the system for broader use in the humanitarian profession, demonstrating the need for innovative technologies. In addition, World Vision's representatives served as a lead participant on an expert panel in London alongside Accenture Consulting, the UK government's Department for International Development and other international organisations.

'When a disaster hits a community, people desperately need food, medicine and other help while trying to rebuild their lives,' says Mr Middleton. 'Now, with technology and the swipe of a card, LMMS brings dignity and efficiency to aid distribution.' ■

Food and Livelihood Security

The manager of a World Vision programme in Bolivia examines an irrigation system constructed in partnership with the local municipal government.



**‘We take every step possible to verify our predictions, but we must not be afraid to make mistakes.’**

—Walter Middleton, *World Vision’s Partnership Leader for Food and Livelihood Security*

and adequate public and private investments are required to reverse this situation.

Since 2007, the organisation has developed and implemented several urban ‘pilot projects’ in Phnom Penh, Beirut, Johannesburg and La Paz. These projects test efforts such as securing land rights, creating income-generation activities, creating opportunities for youth, and empowering children to participate in community

decision-making. Each of these has provided World Vision staff opportunities to learn from diverse urban contexts. A number of important lessons have emerged, including the value of city-wide partnerships, and targeting municipalities and civic institutions.

Whether operating in urban or rural areas, the staff of the Food and Livelihood Security group regard their work as an integral part of helping World Vision fulfil

its vision for children to live their lives ‘in fullness’. For those living in an urban slum in Lima or a rural community 100 kilometers from Maputo, ‘fullness’ may look and feel quite different. Regardless of the path to ‘fullness’, one must have the essential building blocks: food production, nutrition and health, and economic opportunity. ■

Child Well-being Aspiration No. 3

# Children are cared for, protected and participating.

Children need to be cared for by loving and safe families and communities. When children are cared for and feel secure, they grow in self-esteem and have a better chance to succeed in life. Children also need to be able to say what they think about decisions that affect their lives. As children grow, parents, schools and communities must make sure no one harms their minds, hearts and bodies. Protecting children from abuse, exploitation and neglect is critical to fulfilling their rights, and is one of the most fundamental expressions of justice.



Cared, protected and participating means:

- Children are cared for in a loving and safe family and community environment, with safe places to play
- Children are celebrated and registered at birth
- Parents or caregivers provide well for their children
- Children are respected participants in decisions that affect their lives

Our vision for every child, life in all its fullness; Our prayer for every heart, the will to make it so.

Annual Review 2012 WorldVision International

Life in All Its Fullness: Dedicated to Children's  
Well-being Through Faith, Hope and Love

# Child Protection

**T, a former prostitute and drug addict, is being cared for at World Vision's Trauma Recovery Centre in Phom Penh, Cambodia.**



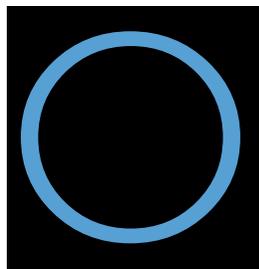
**Keota**, working in a Cambodian brick factory to support her family, has received encouragement from staff of World Vision's Social Mobilization Against Child Labour Project. She says she is determined to stay in school and fulfil her dream to become a cosmetologist.

Committed to the protection of children from harm so that every child has the essential foundations for life in all its fullness

Child protection staff:

Strengthening prevention and response to exploitation, neglect, abuse and other forms of violence

Advocating for strategies and programming that influence the protection of the most vulnerable children



NE in six children between the ages of 5 and 14 in developing countries is engaged in child labour. Significant proportions of adolescent girls – in some nations as many as 20 per cent – report they have been victims of sexual violence.

In recent years, there has been a growing recognition among child protection experts that addressing or preventing child abuse demands comprehensive and holistic strategies, not fragmented approaches in which interventions are based on particular problems or groups of children.

THE GOAL

To strengthen the protection of children from abuse, neglect, exploitation and other forms of violence, utilising a systems approach.

‘The goal of our child protection strategy is “To strengthen the protection of children from abuse, neglect, exploitation and other forms of violence, utilising a systems approach”’, says Bill Forbes, World Vision’s Child Protection Director. ‘That phrase “systems approach” is crucial. We won’t see improvements to child protection if only government policies improve, although this is an important part of our overall strategy. There must also be changes to social norms and

practices in communities where the abuse of children remains prevalent and accepted.’

Child protection programmes suffer from a lack of evidence regarding effectiveness and outcome of interventions, Mr Forbes explains. As a result, World Vision’s global child protection work includes several elements: developing and implementing effective monitoring and evaluation systems; targeted action research in a wide range

of communities; advancing advocacy efforts built on experience; collaborating with other humanitarian agencies to expand community awareness and understanding of ways to protect children; and expanding knowledge management and mutual learning across the organisation.

The organisation has developed a Child Protection and Advocacy Project Model (CP&A) to help address the problem as well as improve

what Mr Forbes calls the ‘protective environment for children.’ Such an environment is the objective of this multi-faceted and coordinated approach, he says, which will enable World Vision to assess its work from cultural, political, social, spiritual and economic perspectives, as well as affirm:

■ **THE RESPONSIBILITY OF PARENTS** (both mothers and fathers) and other caregivers as those primarily expected to care

Sonia, a young girl, searches through a garbage dump in Rawalpindi, Pakistan, looking for rags or other things to sell, thereby supplementing her family’s income.



**‘Our aspiration is for all children to be cared for, protected and participating.’**

—Bill Forbes, *Child Protection Director, World Vision International*

for and protect their children.

■ **THE RESPONSIBILITY OF GOVERNMENT AGENCIES** to guarantee the care and protection of children.

■ **THE ROLES CHILDREN** can play in protecting themselves and their peers.

In implementing the CP&A model, the agency’s staff use the newly developed Child Protection Analysis, Design and Planning Tool (ADAPT) to help identify, prioritise and analyse the root causes of child abuse. One important aspect of this process is listening to children. In Bolivia, World Vision employees met with more than 4,500 children and community members, who expressed their views on child protection and shared their stories.

The organisation’s employees learned that sexual, psychological and physical violence; child labour; and discrimination and neglect were the highest priority concerns for Bolivian children. Among the reasons for those concerns were: the ‘macho culture’ of the society, along with drug and alcohol abuse, poverty, and a lack of understanding of child rights.

‘Instead of focusing on a single issue, we took them all into consideration,’ says Jimena Tito, who is the child protection lead in the Bolivia office of World Vision.

‘Using the systems approach helped us to engage multiple actors to address root causes and push for structural and social changes. We are striving for changes in structures, paradigms, social norms, and harmful cultural practices against children.’

The results in Bolivia, Mr Forbes says, represent critical contributions to all four of World Vision’s Child Well-being Aspirations, since a safe environment is foundational for all efforts to improve child well-being. Those aspirations are that children:

- Enjoy good health
- Are educated for life
- Experience the love of God and their neighbours
- Are cared for, protected and participating.

Another incident in Bolivia demonstrates an emerging potential threat to children: social media. The office recently hosted several bloggers who, prior to their arrival in the country, were tutored by World Vision staff in ‘geotagging’, the process of adding geographical identification data, such as latitude and longitude, to websites, text messages and other forms of social media. The bloggers complied with the child protection procedures, disabled GPS functions on their cameras and phones, and later posted field-based stories on

social media without revealing the precise locations of the communities they visited.

As World Vision staff use social media and digital technology in their work with children, families and donors, the organisation has both the opportunity and the responsibility to raise awareness and improve procedures to protect children and minimise threats. World Vision will be placing a particular focus on empowering children and parents in communities to use digital technology safely, and to recognise and respond to online threats and risks. In 2012, the agency’s Child Protection Standards were updated and employees, volunteers, parents and donors were trained on how to use digital technology without disclosing identifying information on individual children or their villages or towns.

World Vision takes all possible steps to ensure that its staff, consultants, supporters, partners and volunteers understand the organisation has a ‘zero tolerance’ approach to exploitation and abuse of children and adults, recognising that misuse of power by aid workers represents an especially heinous abuse of trust.

The effectiveness of child protection work in communities

is enhanced significantly by advocacy efforts to bring attention to the plight of children in developing nations as well as to those seeking to exploit children through prostitution, child labour and other means. In several Asian nations, including Thailand, Laos, Vietnam and Cambodia, World Vision staff, under the programme End Trafficking in Persons (ETIP), worked with a systems approach in 2012 to educate, enlighten and inspire children, the general public, government officials and tourists, all of whom can play a role in reducing the problem. ETIP focuses on three areas:

- **PREVENTION:** Reducing risk factors that contribute to human trafficking at the individual, community, and structural levels; and increasing the protection factors and resilience of the most vulnerable families and individuals.
- **PROTECTION:** Strengthening the protective services for vulnerable persons and victims of trafficking and promoting their re-integration into society.
- **POLICY:** Advocating for policies that advance the protection of children and for more effective laws enabling the prosecution of those who have abused or exploited children – or those seeking opportunities to do so.



**Krishna**, married at 17, walks with her daughter Sunita, while holding her son Karanpriti in World Vision’s Faridkot area development programme in Punjab, India.

## THE PROBLEM

### Early Marriage

A wedding should be a celebration of faithful love and commitment, not the cruel and heartless end of a young girl’s adolescence.

Every year, nearly 14 million girls get married before their 18th birthdays, according to a 2012 report by the United Nations. This problem affects one in three girls in the developing world, including nearly half of all girls living in the least developed countries. In three nations, Niger, Chad and Bangladesh, the percentage of girls married before age 15 exceeds 30 per cent. For boys ages 15 to 19, the percentage is much lower, often 5 per cent or less.

‘There is a myriad of reasons girls are forced into early marriage,’ says Bill Forbes, World Vision’s Child Protection Director. ‘But the impacts often are the same: severe sexual and reproductive health complications, high infant or child mortality, and brutal beatings.’

World Vision combines its programme strategies with its advocacy work to help address the problem through several ways, including:

- **IMPROVING** access to good quality primary and secondary education, and helping ensure gender gaps in schooling are eliminated.
- **SUPPORTING** girls and young women already married by providing them options for education, and sexual and reproductive health services, including HIV prevention.
- **MOBILISING** communities for social change to address the values, attitudes and practices behind child marriage.
- **EDUCATING** girls on ways to prevent, mitigate or escape violence in their homes.
- **SEEKING** the enactment and enforcement of laws raising to 18 years the minimum age of marriage for girls.
- **DRAWING** the attention of world leaders, and helping them realise that child marriage represents a violation of human rights.

‘All children are precious in God’s sight,’ says Mr Forbes. ‘They also are precious – or should be precious – in the eyes of the world.’ ■

## Child Protection

### THE LAUNCH

During the 2012 fiscal year, the organisation launched a website to advise tourists, business owners and others on child protection ([www.childsafe-tourism.org](http://www.childsafe-tourism.org)). Among the suggestions it offers travelers are:

■ If you see or suspect child abuse while travelling, report it immediately to law enforcement officials.

■ Rather than giving money to begging children, support enterprises that give youth and their families safe employment, or donate to reputable children's charities.

■ Choose hotels, tour companies and businesses that implement child protection standards.

■ Ask permission before taking photos and avoid giving gifts directly to children or taking them anywhere alone.



**A young girl** labours in a quarry in Ghana, one of millions of children forced to work and help their families survive.

'Regardless of the form of violence against children – child abuse, child labour, child prostitution, child trafficking, or others – the exploitation of children is reprehensible,' says Mr Forbes. 'It perpetuates a vicious cycle of harmful behaviour that can – and must – be addressed, not by one humanitarian organisation or one law enforcement agency, but by coalitions and individuals dedicated to this cause. Child protection is foundational to achieving the fulfillment of child rights and realising our ministry goal of sustained well-being for all children, especially the most vulnerable.'

The commercial sexual exploitation of children is but one aspect of the overall deplorable practice of child labour. According to the Internal Labour Organization, the large majority of children in the worst forms of child labour – more than 90 per cent – are those children working under

hazardous conditions, such as: construction and welding, mines and quarries, or the asphalt industry; exposure to physical, psychological or sexual abuse; night work and long hours of work; work under water; work with dangerous machinery, equipment and tools; manual handling or transport of heavy loads; and the agricultural sector which exposes children to dangerous conditions, or to pesticides or insecticides.

Those dangerous conditions include harvesting of food and other commodities, such as cotton. Child cotton labourers receive little, if any, pay. According to a children's rights commission in India, a child working on a cotton seed farm receives less than US\$1 per day. Studies by two human rights agencies found that in Uzbekistan, children are made to work in cotton fields from early in the morning to evening, often

without sufficient food, and that children are beaten or threatened with bad grades or expulsion from school if they fail to meet quotas or pick poor quality cotton.

'Trafficking is a crime and the root cause of this crime is the demand by offenders to exploit other people,' says Mr Forbes. 'The reasons people are vulnerable include a lack of employment and economic opportunities, lack of opportunities for low-skilled workers to migrate to other countries, and conflict areas where children are left in vulnerable situations. There has not been enough focus on prosecutions of the end exploiters in the trafficking continuum, the worst offenders in this process – the people who are directly profiting from the exploitation of others.' ■

## Child Well-being Aspiration No. 4

# Children experience love of God and their neighbours.

Both physical care and spiritual care are essential to the overall well-being of all boys and girls. Spiritual nurture helps children shape their view of themselves, others and God. Our goal is for every child to experience the love of God in meaningful ways, always being mindful that we are guests in cultures that hold many diverse beliefs.



### Experiencing love of God and their neighbours means:

- Children grow in their awareness and experience of God's love in an environment that recognises their freedom
- Children have hope and a vision for the future
- Children value and care for others and the environment
- Children enjoy positive relationships with peers, family and community members

Our vision for every child, life in all its fullness; Our prayer for every heart, the will to make it so.

# Christian Commitments

A woman who is HIV-positive and a member of a World Vision-funded support group for widows prays in her community, Lume, in the Democratic Republic of the Congo.



**Pastor Rath Uong**  
of the Samrith  
Methodist Church in  
Cambodia leads his  
church in a Scripture  
reading.

Children  
growing in their  
awareness  
and experience  
of God's love  
in an environment  
that recognises  
their freedom

Helping children:  
Have hope and a vision for  
their future  
Value and care for others  
and the environment  
Enjoy positive relationships  
with family, peers and  
community members



**W**HAT does it mean that 'children experience love of God and their neighbours?'

For WorldVision it is a child well-being aspiration as well as a foundational

premise – that all children are made in God's image. For a child to enjoy the fullness of life, his or her well-being must be nurtured holistically so they can shape their own views of themselves, their families, their communities and God.

'Our Christian faith teaches us that every child is a precious gift from God, and a child's well-being and future concern us all,' says Dan Ole Shani, Partnership Leader for Christian Commitments. 'We place great importance on the spiritual nurture of

children because it is essential to WorldVision's commitment to help fulfil Jesus' promise of "life in all its fullness."

Spiritual nurture is integral to human development and is viewed in the context of an individual's social, intellectual and physical development and maturity. It is a journey of discovery for children as they grow in self-awareness and seek to learn their purposes in life. The organisation works with people of all faiths to help provide children the opportunity to fulfil their God-given potential.

WorldVision is transparent about its Christian identity, but it does not proselytise or impose its beliefs on those it serves. The organisation does not exploit children's vulner-

Children in Turkana district in Kenya enjoy themselves with World Vision staff.



abilities to promote its faith or use its work as inducement to conversion. 'We have some essential principles and practices that guide our work as a Christian organisation,' says Mr Ole Shani. 'They are fundamental to our integrity.'

**SOME OF THOSE PRINCIPLES AND PRACTICES INCLUDE:**

■ **INCLUSION AND NON-DISCRIMINATION:** World Vision works with all chil-

dren in a community irrespective of religion or faith traditions.

■ **EMPOWERMENT, RESILIENCE AND HOPE:**

Spiritual nurturing of children is expressed in ways that encourage love for God and others, empower children, and build resilience and hope.

■ **SUPPORTIVE AND FACILITATIVE ROLE:**

World Vision's role in spiritual nurture is primarily supportive

and facilitative, expressed through partnerships with churches, as well as through the character and witness of staff, other ministry partners and volunteers. In partnerships with churches, World Vision is mindful of the diverse expressions of Christian faith, especially those traditions represented in the local community.

■ **ACKNOWLEDGEMENT AND RESPECT:** World Vision's involvement in children's

spiritual nurture acknowledges that children's expression of spirituality varies depending on context, denominational or faith background, and age.

■ **PRIMARY ROLES AND RESPONSIBILITY:**

Children's nurture, including their spiritual nurture, is primarily the responsibility of families and caregivers. Therefore, World Vision intentionally engages with parents, caregivers and community

## Christian Commitments



partners to help children's holistic development, protection, and spiritual nurture.

■ **PARTICIPATION OF CHILDREN:** World Vision promotes the participation of children, taking into account their developmental capacity and context. It affirms the role of children as agents in their own spiritual and faith develop-



A teenage Armenian boy (far left) prays about his upcoming surgery to help address his physical disability. A sponsored child in Swaziland prays in a Hope Centre, where World Vision helps provide supplementary education, hot lunches, and spiritual nurture for children affected by HIV and AIDS.

ment, their right to express their views, examine their beliefs, and participate in decision-making within the family and broader society.

■ **FREEDOM OF CONSCIENCE:** Spiritual nurture enables – and does not hinder – children's ability to express their faith, and to nurture each other's development. World Vision endorses children's rights to freedom of conscience, thought, and religion, and supports the United Nations Convention on the Rights of the Child.

■ **PROTECTION:** World Vision promotes children's rights to protection from all forms of abuse, including spiritual abuse. Where a child's well-being and rights are endangered through harmful cultural or religious practices, the organisation advocates and responds with partners, children

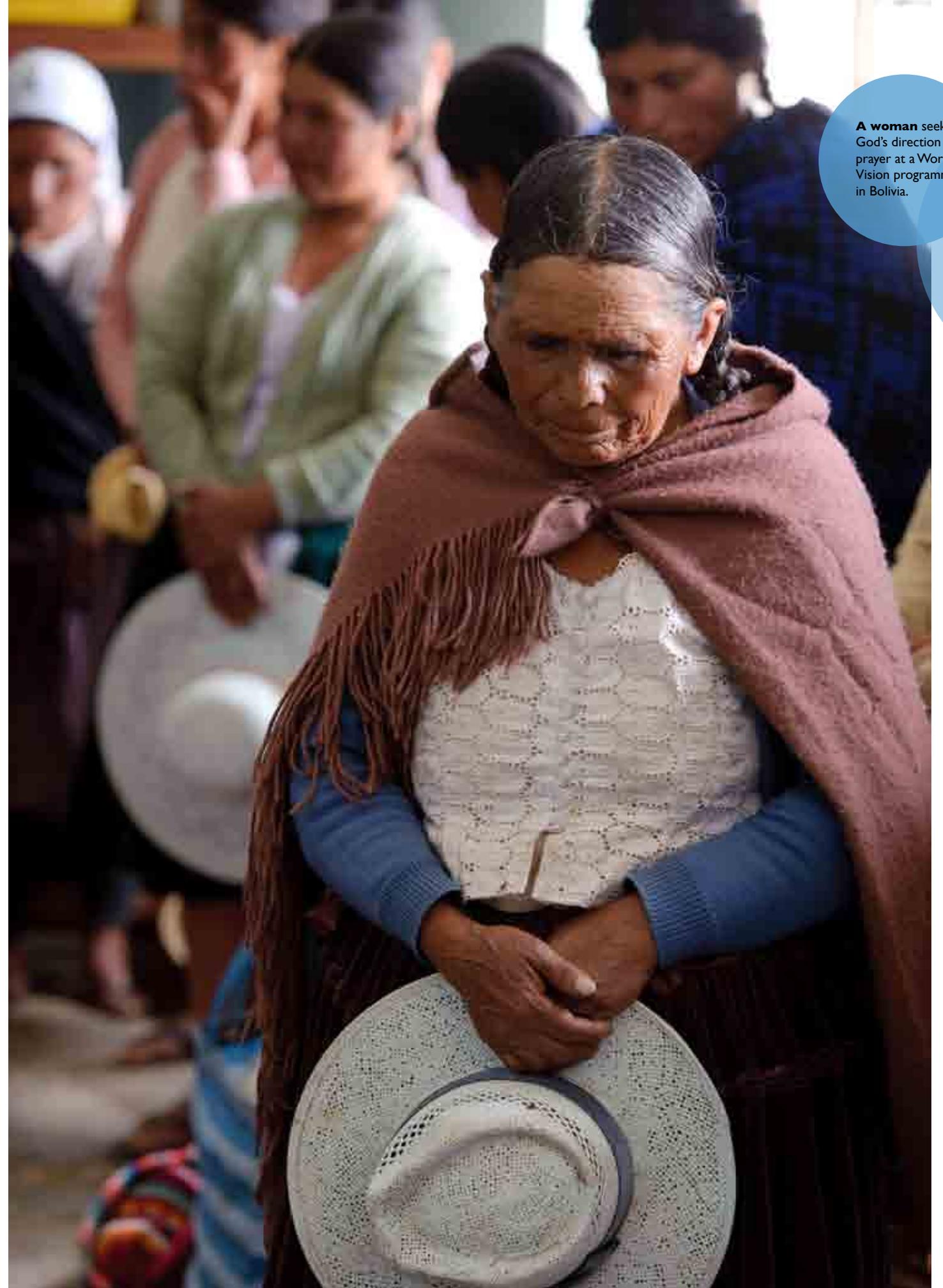
and communities to stop or reform these practices.

■ **SHARED VALUES:** World Vision promotes universal human values that are shared by most religions, such as peace, justice, love, responsibility and respect. These are values of the Kingdom of God expressed in Scripture. Spiritual nurture creates opportunities for dialogue, understanding and relationships among children of all faiths.

'World Vision started in 1950 as a Christian organisation,' says Mr Ole Shani. 'As we have grown, and as our programmes have expanded and improved, we have never lost sight of our commitment to our Christian faith. It is the essence of who we are, and the motivation for all we do.' ■

**'Our Christian faith teaches us that every child is a precious gift from God, and a child's well-being and future concern us all.'**

—Dan Ole Shani, *Partnership Leader for Christian Commitments*



A woman seeks God's direction in prayer at a World Vision programme in Bolivia.

# Child Sponsorship

**Students** at the Mabela International School in the community of Botshabelo in South Africa receive instruction on corresponding with their World Vision sponsors.



In a Philippine school, students celebrate their graduation.

Inspiring communities locally and globally for the well-being of children through life-enriching experiences with children and supporters, and their families

## Sponsorship:

A special, joyful part of life

An inspirational and life-affirming journey

Real and lasting improvements in the lives of the world's most vulnerable children



WORLD VISION has defined its understanding of child well-being by identifying aspirations which are that all children:

- Enjoy good health
- Are educated for life
- Experience love of God

and their neighbours

- Are cared for, protected and participating.

These aspirations comprise the foundation for all of World Vision's work, including child sponsorship. Families, caregivers, community groups and the children themselves endeavour to work with World Vision to envision life-changing opportunities, and then create practical plans for improving children's lives and the community. Many child sponsors then become engaged with their children as well.

Child sponsorship seeks to connect people around the world who want to help address poverty and build better lives for children. The sponsor commits to a monthly contribution and has opportunities to witness and understand improvements for that child, as well as other children in that community. World Vision and community groups work together to monitor each sponsored child regularly, thereby helping children to be cared for and protected, and to participate in projects in that community, such as improving access to health, education, literacy, or other services. By combining the donations given by sponsors in a specific project area, the organisation is able to work in that community for an extended period – typically 15 years.

Children are selected for sponsorship during preparation for

the start of a programme. Community representatives collaborate with World Vision staff to identify and prioritise the needs in their area, such as clean water and education, and then, with the organisation's local employees, select children to participate. 'For sponsors, it is an opportunity to make visible, tangible and long-lasting change in communities for children's well-being. And also share the journey in a personal, meaningful way. Correspondence may be exchanged – presenting opportunities for rich, personal connections to emerge between families across the globe, and in some cases, sponsors visit the communities to see firsthand the work that is under way,' well-being,' says Kathy Currie, World Vision's Partnership Leader for Child Sponsorship.

In 2012, World Vision embarked on plans to transform the way it conducts child sponsorship, which the organisation started in 1953. Today its staff work with more than 4 million registered children in nearly 60 countries – together with their siblings, parents and neighbours – and helps connect them to sponsors from 33 countries. While the organisation's programme strategies for improving children's lives have become more effective over the years, communications between sponsor and child have remained largely unchanged for decades – exchanging letters and photographs through the mail.

It is expected that in 2013 World Vision will launch



Som, a sponsored child living in World Vision's Huay Kwang area development programme in Bangkok, reads letters from her sponsor.

significant improvements to its sponsorship programme. 'The transformation we are seeking will help make sponsorship more engaging, more effective and more efficient by redefining the "sponsorship experience" for the supporters, children, communities and our staff,' says Ms Currie. 'We are exploring innovative ways of connecting people for children's well-being in local communities and around the world, so that the experience of child sponsorship is more transparent, immediate and rewarding for all involved.'

Over the past two years, several World Vision fundraising offices, including those in Australia, Canada and the United States, have been trying new ways to engage donors, such as through individual project websites, video greetings from the children, and digital updates from the community. To build on these efforts, the organisation is now exploring a 'deliberate revitalisation' of sponsorship in several countries.

Ms Currie says World Vision expects in 2013 to introduce new innovations in several countries,

which will include building on recent accomplishments:

- Digital tracking of all child records
- Transmitting digital images of children from more than 1,000 projects in 55 countries
- Producing online photo albums of 500 projects
- Sharing more than 50,000 video greetings from children.

Such efforts also are designed to help empower children and their families to become advocates for their communities. It is hoped that many children will be able to

## Child Sponsorship

tell their own stories and learn skills in photography, writing, and video and web production as part of their education.

With such opportunities also come risks, especially when using social media. Specific protocols are in place to help protect children's private information and specific locations of their communities.

as well as a copy of our Child Protection Behaviour Protocols. They must sign a declaration stating their willingness to abide by those protocols. In addition, all visitors are accompanied by local World Vision employees to communities.'

Ms Currie also says that unlike some agencies that work only in nations with Christian majorities, World Vision serves the poor of all faiths. The organisation is a signatory to the Code of Conduct

with correspondence between children and sponsors are offset by the long-term commitment of sponsors, thereby resulting in the long-term value for these child-focused development programmes.

Even though World Vision strives to be transparent in its communications, in the minds of many donors, journalists and members of the public, 'sponsorship' is often associated with hand-outs for specific children, raising concerns that such efforts may be exclusive or divisive within a community. World Vision seeks to address this with its approach of 'shared direct benefits', and, Ms Currie says, to be 'equitable and inclusive in serving sponsored children and other vulnerable children in their community.'

'What we are seeking is nothing short of transformation – the donor, the child, and his or her community,' says Ms Currie. 'I've witnessed all three. Breaking cycles of poverty and protecting vulnerable children from injustice, enabling a child's future success, and inspiring donors to get involved in changing our world as we focus together on aspirations for the well-being of children. I have met children and youth with vision and hope and capabilities to change their worlds.' ■

for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief which states, 'Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.'

She also points out that the organisation has a prohibition against proselytising, the practice of using aid to induce a person to change religious beliefs.

One of the most prevalent criticisms of sponsorship is the expense associated with administering communications and seeking new sponsors. The cost of recruiting sponsors is generally recouped within the first year, Ms Currie says. Costs associated

World Vision staff and volunteers must pass rigorous background checks before being hired, and the same protocols are in place for sponsors or other donors seeking to travel to communities where the organisation works. In addition, people in communities are trained to spot threats and in how to protect children, as well as to report inappropriate activity. (See Accountability on page 98.)

'While we are excited about new ways to engage with sponsors and children, we also have updated our child protection protocols in light of new technologies, and will continue to be vigilant to help ensure children are protected from harm,' Ms Currie says. 'Visitors to our projects are given an orientation on appropriate behaviour,



**Children** and parents (left) celebrate at a sponsorship birthday party in Yasiqie area development programme in El Salvador. **World Vision** staff in Laos (right) take notes and capture digital images of a prospective sponsored child, one aspect of World Vision's 'deliberate revitalisation' of its child sponsorship programme.

## CHILD WELL-BEING TARGETS

### 'These reports influence our strategies and improve programming'

Data + analysis = knowledge = better programmes for children.

This equation is much more complex than it appears, as demonstrated by efforts of humanitarian organisations seeking to quantify their work and to improve their programmes in the developing world. For World Vision, the 2012 Partnership Report on Child Well-being Targets provides an unprecedented level of data from 43 national offices on its work towards each of the four targets.

The targets, associated with Child Well-being Aspirations, are:

- **CHILDREN** report an increased level of well-being (ages 12-18)
- **INCREASE** in children protected from infection and disease (ages 0-5)
- **INCREASE** in children who are well-nourished (ages 0-5)
- **INCREASE** in children who can read (by age 11)

'Many of the reports included valuable analyses of most vulnerable children,' says Eleanor Monbiot, Senior Director for World Vision's International Office of Global Knowledge Management. 'Similarly, a significant number of reports provided insightful analysis on the sustainability of the processes facilitated by the organisation's interventions. However, when interpreting the findings on child

well-being, it is important to note that changes cannot be solely attributed to World Vision. Positive and negative changes are the result of multiple actors and factors.'

For example, data from one area development programme in Armenia indicated that the proportion of children and youth who believe that they are protected and can stand up for their rights if necessary increased from 16.4 per cent in 2008 to 97.7 per cent in 2012. An important level of change also took place in the proportion of children and youth who demonstrate increased knowledge on their rights and know which institutions to turn to if those rights are violated – from 6 per cent in 2008 to 87 per cent in 2012.

The report notes that 'the remarkable achievements in the area of child participation in decision making are strongly connected to the extensive application of the "Citizens Voice and Action" approach of local advocacy... [The Armenia office of World Vision] aims to become a leader in advocacy, through making the voices of children heard and in allowing this to shape the organisation's advocacy agenda.'

Data from the Peru office indicated an average decrease of 43 per cent in child malnutrition rates among nine area develop-

ment programmes between 2008 and 2012. Staff there indicated that children who were better nourished and free from illnesses, such as diarrhoea and anaemia, have mothers with medium to high levels of education. In addition, World Vision's work in Peru includes promoting a balanced diet and exclusive breastfeeding, as well as strengthening networks and a multi-sectoral and integrated approach to nutrition.

In Indonesia, 'Harmony', a programme in primary schools that aims to foster friendships between children of different ethnic and religious groups, witnessed an increase from 36 per cent to 84 per cent of students saying they would consider making friends with someone of a different religious or ethnic background. The project received special recognition and a World Bank award for best practice in development efforts in the eastern part of the country.

'World Vision is using these reports to influence our strategies and improve programming,' says Ms Monbiot, whose office is on course to have substantive, quantifiable data from all national offices annually by October of 2015. 'With our continuing commitment to improving data quality, analysis and utilisation, we have significant potential to measure impact, to enhance programming and to be an authoritative voice for change, thereby improving World Vision's contribution to children's well-being and ensuring we are accountable to the children, communities and donors we serve.' ■

# Advocacy

Youth participate in a march promoting child rights in the Leuk Daek district in south-eastern Cambodia.



Promoting justice through changes in policies, systems, structures, practices and attitudes, citizen mobilisation and education about human and child rights

Children at the Child Protection Learning Center at Muzaffargarh in Pakistan demonstrate their support for World Vision's Child Health Now campaign.

A commitment to justice:  
Guided by a prophetic and biblical vision of the life in all its fullness that God desires for every child

Belief that advocating for justice for children will transform the lives of children, their families and communities, our supporters and partners, and ourselves

to UNICEF. Ten years later, that number dropped to 26,000. Last year, it was 19,000.

Mr Badenoch and the advocacy staff throughout the organisation have four primary goals:

- **CHILD HEALTH NOW:** WorldVision's five-year campaign to help children and families have equitable access to primary healthcare.
- **CHILD PROTECTION:** Leveraging WorldVision's child protection programmes to advocate for changes in public policy regarding the safety and security of children.
- **EMPOWERING THE SOUTH:** Enabling the organisation's staff in developing nations to advocate for enlightened and progressive policies in their

A mother and ill child wait to be seen by a physician at the World Vision-funded Kiroche Clinic near Minova, in the Democratic Republic of the Congo.

**I**N 2012, we saw a trend emerging among governments, organisations and corporations working to eliminate poverty, a trend toward zero targets, rather than the halfway ones we've tended to set in the past,' says Charles Badenoch, Leader of Advocacy and Justice for Children for World Vision International.

**Children's parliaments,** such as this one in Bolivia, help empower children and youth to develop their opinions on important issues and to make valuable contributions to society.



There is reason for this push towards zero. In 1990, 33,000 children under the age of 5 died each day, the majority from preventable causes, such as malnutrition and diarrhoea, according



**Youth** in Rio de Janeiro (left) express their views on the environment and other public policy issues at a forum convened by World Vision prior to the Rio+20 United Nations conference. **World Vision** International President Kevin Jenkins (right) addresses the United Nations General Assembly on the Millennium Development Goals.



**THE FACTS**

The five-year Child Health Now campaign, launched in 2009, aims to:

**CONTRIBUTE** to the reduction in child mortality by two-thirds by 2015, particularly in the poorest regions of the world.

**RAISE** awareness of, and provoke greater public discourse about, child mortality.

**INFORM** and persuade decision makers and governments to do all they can to keep children healthy.

communities and among their nations' leaders.

■ **INTEGRATION:** Helping all 46,000 World Vision staff so that each one – in his or her own way – can and will be an advocate for helping children.

In its pursuit of these goals, the organisation made deliberate efforts in 2012 to help ensure children are at the centre of conversations that concern them, both in local settings and international forums, such as the Rio+20 Summit in Brazil in June, where World Vision supported a group of teenagers to become involved in special youth sessions.

'They held their own, talking to industry and country officials about their recommendations on

health, environment, and violence against children,' Mr Badenoch says. 'In Rio and at other meetings throughout the year, children and youth have had unprecedented opportunities to have leaders hear what matters to them.'

Those conversations, as one might expect, led to common themes emerging: children struggle for equal representation, and with ethnic segregation and gender discrimination. And they frequently are excluded from participating in society.

'Many of the declarations and statements children produced as we included them in global discussions, such as those with the United Nations, highlighted equality and non-discrimination,' Mr Badenoch says. 'Our advocacy work is

informed by children and families in Malawi, the Philippines, Brazil, Armenia and many other nations where World Vision works. We target decision makers who affect the daily lives of these children and their families. By involving communities in a collaborative, rather than an adversarial approach, we can influence governments in developing countries, which is the most effective way to bring about the change we want to see.'

Such change is exemplified by Child Health Now, World Vision's first global advocacy campaign focused on achieving a single goal: reducing the preventable deaths of children under the age of 5 through improved maternal, newborn and child health.

Active in more than 40 countries, the campaign is closely linked to the organisation's health,

promises. Those promises include halving extreme poverty and hunger, promoting gender equality, reducing child mortality and improving maternal health. Informed by World Vision's community development programmes, the organisation's leaders can speak with authority on the progress of the MDGs and assess the work yet to be completed.

Thirteen years ago when those leaders made commitments to achieve the MDGs, Western economies were booming. The value of 'dot com' stocks was growing, and many economists believed the world was on the verge of a new era of growth brought about by technological innovation. With the paper 'Shaping the 21st Century', developed by the Organisation for Economic Co-operation and Development as their guide, world leaders met in New York at the UN in September 2000. They were willing to put their names to a forward-looking document that set a vision for the international community.

'The MDGs were the catalyst for major improvements in the lives of millions of children,' reflects Mr Badenoch. 'But many of the world's most vulnerable children have missed out. Even the best-case results will leave the job unfinished after 2015, because the goals themselves were aimed only to reduce extreme poverty by half. A new set of enhanced goals is the best way to complete this unfinished business, goals that are based on engaging children and youth, and that address the needs of the most vulnerable children,

**'World Vision undertakes a campaign when we identify an issue affecting children that seems so urgent and insurmountable that using ordinary advocacy tactics won't achieve the needed change.'**

—Charles Badenoch, Partnership Leader of Advocacy and Justice for Children for World Vision International

water, sanitation and hygiene programmes (see Global Health on page 10). In 2012, through the campaign, World Vision mobilised over 2.2 million people face-to-face through more than 5,500 public events in 80 countries.

The organisation's advocacy efforts are also focused on the 2015 deadline for the UN Millennium Development Goals (MDGs), urging government leaders who pledged their support for the goals in 2000 to fulfil their

**‘Our work is guided by a prophetic and biblical vision of the life for children as God sees them.’**

—Charles Badenoch, *Partnership Leader of Advocacy and Justice for Children for World Vision International*

particularly in fragile contexts.’ Today, as Mr Badenoch rightly notes, many nations are still struggling to emerge from a global recession that started in 2008. While they are focused on the economic situations in their own countries, some world leaders, he says, have ‘demonstrated commitments to look beyond their geographic borders, rather than turn their backs on the world’s poorest people.’

‘This is a timely reminder to us of the need to continue to make the case, politically and publicly, for those who often go unheard: children and families living in some of the worst conditions around the world,’ he says.

‘Effectively mobilising the public can help deliver political leadership which, in turn, can overcome weak economic conditions and move us toward achieving our organisation’s vision: “all children living life in its fullness.”

World Vision’s collaboration with Save the Children on a report looking at resilience in the Sahel Region in Africa helped produce tangible results. ‘Ending the Everyday Emergency’, issued in July 2012, stated that as the regional food crisis in Africa entered its most critical stage, leaders of the nations affected, including Senegal, Mauritania, Mali and Niger, needed to identify ways to break

the cycle of chronic hunger and malnutrition:

‘There are two basic ways forward. One is “business as usual”, perhaps with more funding, in which governments, the UN agencies and donors largely maintain their existing current institutional strategies and ways of working. The second way forward is to undertake a fundamental review and overhaul of the existing system and to identify and act on the major changes required for a comprehensive, coordinated and multi-institutional approach to resilience ... The system has to change.’

The two organisations and their report, Mr Badenoch says, helped shape the strategies of regional UN officials and those of the UK Department for International Development.

**Other endeavours during 2012 included:**

■ **INFLUENCING** the UN Security Council Resolution on Mali, which was unprecedented in addressing the protection of children during conflict, and the separation of humanitarian action from military engagement.

■ **COMPELLING** leaders at the Inter-Parliamentary Union in Uganda to recognise the need to

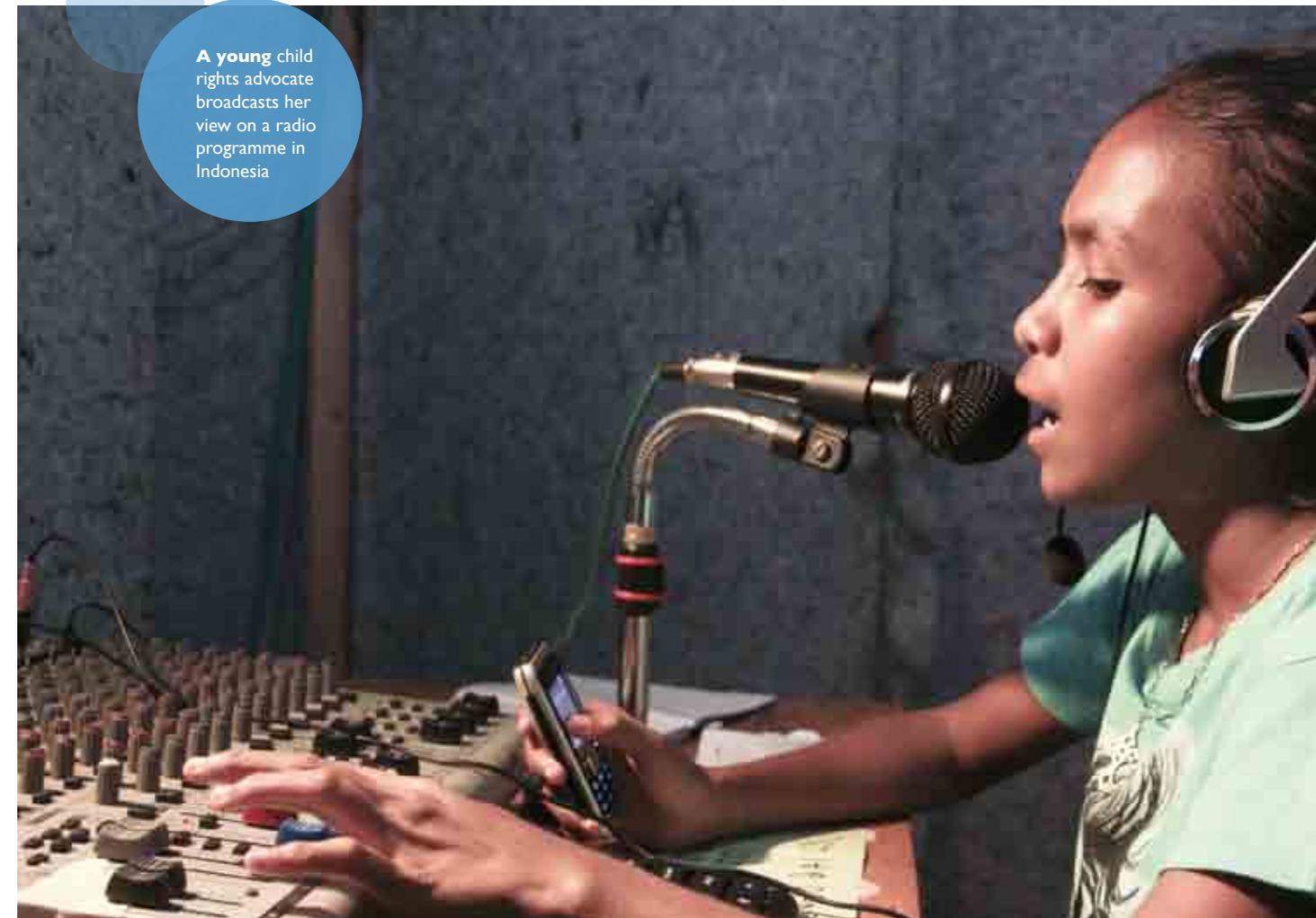
improve child nutrition and increase investment in healthcare, which were adopted in the final text of the official resolution.

■ **PRESSURING** government officials at the World Health Assembly, the decision-making body of the World Health Organisation, to approve a resolution outlining six priority targets to be achieved by 2025, including reducing the number of stunted children and mothers suffering anaemia, decreasing the number of babies with low birth weight, and increasing rates of exclusive breastfeeding.

■ **HELPING LEAD** the UN’s Human Rights Council to pass a ground-breaking resolution on birth registration, thereby assisting some of the estimated 40 million children born unregistered each year, and who may never be registered during their lifetimes.

‘Our advocacy work is guided by a prophetic and biblical vision of the life for children as God sees them,’ says Mr Badenoch. ‘Of course, we depend on coalitions working with us. But we always commit our work to prayer and leave room for God’s abundant grace.’

Looking ahead to 2013, the organisation will continue to play



A young child rights advocate broadcasts her view on a radio programme in Indonesia

a substantive role in government-led movements, such as the New Deal for Engagement in Fragile States, aiming to develop strong institutions in countries where governments are unwilling or unable to care for their citizens. More than 1 billion people – one-seventh of the world’s population – live in conflict-affected and so-called ‘fragile states’, such as the Democratic Republic of the Congo and Afghanistan, and about 70 per cent of those nations have been burdened with conflicts for more than 20 years.

World Vision has expertise helping to build peace and resilience,

as demonstrated by its work over the past 15 years in Sierra Leone, Bosnia, northern Uganda and other nations.

‘The pursuits of peaceful solutions by World Vision and other NGOs to seemingly intractable conflicts are indispensable,’ says Mr Badenoch. ‘Our grassroots efforts have proven that community development and peace are complementary. We have witnessed courageous and unarmed civilians – often children and youth – who subvert the power of the gun simply by talking to their neighbours.’ ■

# Humanitarian and Emergency Affairs

Amidst the despair following the devastating earthquake in Haiti in 2010, World Vision staff distribute tents, blankets and other supplies.



Saving, protecting  
and restoring  
the lives of  
children, their  
families and their  
communities

A World Vision staff member comforts a victim of a severe flood in Manila.

## Humanitarian and Emergency Affairs:

Mobilises effectively and  
efficiently when disaster  
threatens or strikes children  
and their families

Transforms suffering into  
well-being

Protects the rights, dignity and  
livelihoods of all people, with a  
focus on children – especially  
the most vulnerable

**P**OLITICAL and humanitarian crises often go hand-in-hand.

‘The gap between humanitarian needs and what aid organisations are able to deliver is widening, primarily as a result of security-related and political barriers,’ says Dan Kelly, World Vision’s Partnership Leader for Humanitarian and Emergency Affairs. ‘These crises underscore the mandate for organisations to better understand and prepare for disasters associ-

ated with armed conflicts. We cannot afford to ignore the effects of war on a nation’s most vulnerable groups, especially children.’

Intractable, politically motivated conflicts can distract global attention from other serious man-made or natural emergencies, such as those in Afghanistan and the Sahel region of West Africa. And while conditions in Darfur improved in 2012, long-standing civil unrest in Somalia and the Democratic Republic of the Congo continued to

inflict suffering upon millions of people. There were 26 such major armed conflicts around the world in 2012. For World Vision and other humanitarian agencies, resources were stretched and their abilities to meet humanitarian needs were diminished. Mr Kelly believes there are six complex challenges to non-governmental organisations (NGOs) demanding comprehensive solutions over the next several years:

■ **NEW FINANCING:** The discrepancy between the funds available for agencies’ responses to crises and the costs to help address the needs of people affected by those crises is growing. Organisations cannot continue relying on humanitarian grants from traditional government donors and must seek a diversification of funding opportunities, as well as cost-effective disaster management programmes.

That diversification should include private foundations, corporate donors and, potentially, the governments of emerging economies, such as Brazil, Russia, India and China, the so-called BRIC nations. NGOs expecting to benefit from the ‘pooled funding’ of some government agencies, such as the UK’s Rapid Response Facility and European Union’s Emergency Mechanism, may be disappointed. Most of those funding schemes actually represent reallocations of existing funds, not new financing opportunities.



Two World Vision staff conduct an emergency feeding programme in Kerkorisogol, a community in Kenya where residents were facing a severe food shortage.

■ **EXPANDED COLLABORATION:** Over the next several decades, humanitarian organisations likely will need to expand existing collaborative networks. Traditional NGOs, such as Oxfam, CARE, Save the Children and World Vision, increasingly will be joined by scientists, academics, corporate leaders and others, that represent new possibilities for engagement. However, such engagements demand time and money. Further, NGOs working effectively with these new prospective partners will need to sort out roles and responsibilities in meeting the needs of people affected by disasters.

■ **INCREASED URBANISATION:** Increasing numbers of people are relocating from rural areas to so-called ‘mega-cities’ (cities with populations exceeding 10 million), as well as to medium-size cities and what demographic experts call ‘peri-urban’ areas. This migration is overwhelming the cities’ abilities to cope with the influx of population, even to provide basic services. As a result, humanitarian practitioners cannot remain focused on rural communities. Moreover, Mr Kelly expects to see emerging partnerships among NGOs, urban planners, representatives of the financial sector and others to help

### HEA ACTIONS

During the 2012 fiscal year, World Vision responded to ■ **87 EMERGENCIES**, 81 of which were managed by national staff, six were managed by staff globally. **THE SPENDING** on those emergencies totaled **US\$548 million**

address the problems of densely populated areas, which include disease and inadequate sanitation.

■ **IMPROVED TECHNOLOGY:** Technology will play an increasing role for humanitarian organisations as they seek to work more efficiently and to demonstrate their effectiveness to prospective donors. One of the most promising uses of technology is the development of early warning systems to help predict the size and scope of so-called slow-onset disasters such as droughts (see Food and Livelihood Security, beginning on page 30). In addition, texting and other applications on mobile devices are

**Children** in Badu Township Central Primary School (left) in Long County, Shaanxi Province, China participate in a disaster response drill conducted by World Vision staff. **In a World Vision Child-Friendly Space** in Lebanon (right) children whose parents have fled from the conflict in Syria listen attentively to as a teacher reads.



becoming ubiquitous as a means to communicate information ranging from price comparisons of a kilo of rice to the locations of emergency food distributions.

■ **FORCED MIGRATION:**

Economic problems, natural disasters and conflicts led to the migration of more than 70 million people globally in 2012. Many of these were women and children being trafficked across borders for exploitation in factories and brothels. These immigrants lose basic support associated with family or community, thereby creating an additional layer of complexity, and exacerbating the personal anguish associated with disasters. The international community witnessed such a trend during the recent droughts in the Horn of Africa and the Sahel in West Africa, as well as in Mali, where many internally displaced people gravitated towards overburdened urban centres.

■ **INTERRELATED FACTORS:**

Many complicating factors are interrelated. For example, the loss of arable land due to climate change affects farmers whose yields per acre decline, thereby affecting the availability of food. This situation, in turn, results in more people, often men from rural areas, migrating to major urban centres in hopes of finding work. These new residents increase the demands on essential city services like potable water and sanitation, further diminishing quality of life in slums and increasing the risk of disease.

'NGO leaders are beginning to grasp the significance of these emerging challenges and, to an increasing degree, are focusing their time and attention on building resilience in their organisations,' says Mr Kelly. 'Meeting these challenges will require new ways of thinking about the future of community development, as well as restructuring operations to

accommodate new players in the humanitarian arena. The task is daunting, but those of us committed to serving the poor affected by complex emergencies – whether slow-onset or rapid-onset emergencies – have no choice.'

Building resilience was a key factor in World Vision's work in helping prevent a humanitarian crisis in Pakistan in 2012. Following severe flooding in several areas in 2010, which affected nearly 20 million people, the country's National Disaster Management Authority recognised it needed a comprehensive disaster risk reduction system, and developed a plan linking relief, rehabilitation and development.

World Vision staff selected Muzafgarh, a district in Punjab situated between the Indus and Chenab rivers and prone to flooding, as a model in which to educate the public about preventing flooding. The organisation strengthened

an existing community resilience project by creating awareness of risks and training people to prepare for, and cope with, any disaster, including floods, fires and earthquakes. Such efforts included:

■ **TRAINING** more than 1,200 students on disaster risk reduction awareness and safety, as well as 20 teachers on ways to assess and mitigate their communities' vulnerability to natural disasters.

■ **FORMING** disaster management committees among 250 men and woman in 10 villages who developed early warning systems using telephones, mosque speakers, and megaphones, as well as providing each of the adults with risk reduction kits which included rope, tarps and other items needed in disasters.

■ **DISTRIBUTING** 1,500 disaster risk reduction workbooks among committee members, as well as teachers and government officials.

■ **DISSEMINATING** 1,000 leaflets, more than 900 booklets and 600 banners containing disaster risk reduction information to teachers, students and civil society organisations.

■ **BROADCASTING** locally a radio programme that raised awareness on flooding, earthquakes, fires and ways to contact emergency service providers.

'In 2012, once again the rivers overflowed, but this time loss of lives and livelihoods was minimised,' says Mr Kelly. 'The residents were aware of what signs to watch for and how to measure increases in river levels. Moreover, the methods by which to share this information with the wider community were also in place. This early warning system and the disaster management plans enabled a timely and well-coordinated evacuation of people and livestock.'

Pakistan is one of five nations in which World Vision in 2012

conducted surveys of children to assess their needs and fears, especially during emergencies. The other four countries were: Democratic Republic of the Congo, Ethiopia, Lebanon and Somalia; all five are considered 'fragile contexts' – countries with poor governance, or that are prone to violence, or both. To measure the well-being of children during periods of relative calm, the organisation used a survey developed by the Search Institute, a United States-based research firm devoted to young people's healthy development and well-being.

More than 100 children ages 9-18 were surveyed. Among their nearly 1,400 statements, just over 25 per cent referred to basic necessities, such as shelter, health, food, water and material possessions. The remaining statements totaling 72 referenced: parents, 31 per cent; education, 28 per cent; friendships, 12 per cent; activities, 12 per cent; positive values, 10 per cent; and safety, 10 per cent.

'Once this pilot testing is analysed, we will have an effective tool to measure child well-being in emergency situations,' says Mr Kelly. 'We are making progress towards building children's resilience, but we also recognise that in areas of conflict, children rarely have developed the ability to protect themselves. With parents and other family members injured, imprisoned or killed, and with markets, schools and daily routines disrupted, children often can easily fall prey to disease, malnutrition, trafficking, violence and other threats to their well-being.' ■

**'The task is daunting, but those of us committed to serving the poor affected by complex emergencies – whether slow-onset or rapid-onset emergencies – have no choice.'**

—Dan Kelly, Partnership Leader of Humanitarian and Emergency Affairs for World Vision International

Annual Review 2012 World Vision International

Life in All Its Fullness: Dedicated to Children's Well-being Through Faith, Hope and Love

VisionFund

In Jakarta, a VisionFund loan has helped enable this man to launch a tailoring business.



Empowering clients to grow successful businesses that help enable their children to enjoy 'life in all its fullness'

A VisionFund client service officer presents a loan to a woman for her small business in a village in Kampong Chhnang Province in Cambodia.

Through small loans and other services, VisionFund:

- Improves the lives of children living in poverty
- Empowers women and their families
- Helps create real and lasting change
- Unlocks the potential for communities to thrive

A Maasai woman in the Minjingu village in Tanzania started a weaving business after receiving a micro-finance loan from VisionFund.



their parents' business ventures. Some of the efforts behind that strategy included:

- Started learning and development programmes for its senior and middle managers who oversee the work of 6,000 staff in 36 countries, and to help ensure VisionFund's work is focused on World Vision's Child Well-being Aspirations.
- Trained loan officers and branch managers in several nations – including Malawi, Tanzania, Cambodia, Sri Lanka, Honduras and Ecuador – about best practices in credit management and employee performance management.
- Provided risk management training to managers of MFIs addressing financial exposure, local conflicts and other issues to help protect the integrity of the MFI and the services offered.

**'By providing small loans and other financial services, VisionFund-affiliated microfinance institutions (MFIs) help people create small businesses to support their families.'**

—Scott Brown, *President and CEO of VisionFund*

**THE TARGETS**

- RAISED US\$15 million for the MFIs
- TRAINED LOAN OFFICERS in several nations about best practices in credit

Over the last few years, the integrity of the micro-lending industry has been criticised for, among other reasons, charging clients interest on loans, as well as providing excessive debt to the poor.

'We make sure clients can afford the amount of debt and the interest before we loan to them,' says Mr Brown. 'As a not-for-profit organisation we do need to cover our costs. Therefore, the repayment of the loan and any interest go back into the business to help ensure the operational stability of the MFI and

to make loans available to others in the community.'

Mr Brown notes that small loans in rural areas are more expensive to deliver than in cities or towns. For example, a loan officer can travel for three hours every month to collect US\$50 of monthly repayments. The organisation also is working

through networks to help lead the improvement of industry practices, including the promotion of responsible lending and the protection of vulnerable clients.

Also in 2012, Mr Brown and the leadership of VisionFund sought to attract new funding opportunities for the organisation through new and exist-

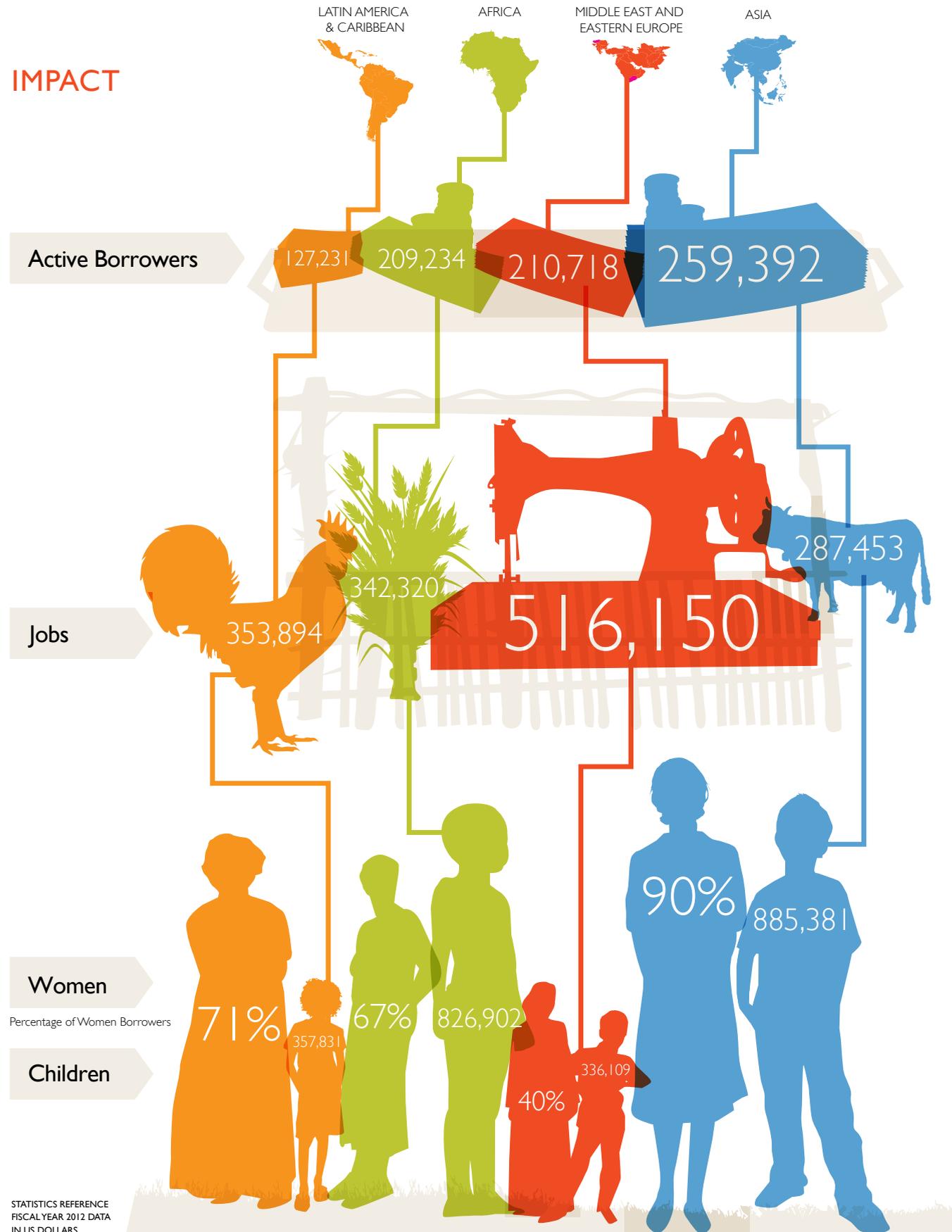
ing fundraisers, and raised an additional US\$15 million for the MFIs. In addition, Bankers with Vision, VisionFund's mentoring programme, has enabled private bankers and financial consultants to volunteer their services, such as reviewing business plans and supporting local MFI staff with skills training and coaching. A collaborative pilot project,

HOW does a woman in South Africa, with no collateral, obtain a US\$200 loan to start a sewing business making school uniforms for children? Or how might a couple in Cambodia living in a rural area, with no credit history borrow US\$300 to buy goats to launch a business selling milk and cheese?

These are well positioned to give clients advice to help them build sustainable enterprises.'

Mr Brown says the organisation entered 2012 in the midst of its three-year strategy whose goal is to improve the lives of 3.5 million children each year by 2015. It aims to do this by investing in

IMPACT



STATISTICS REFERENCE  
FISCAL YEAR 2012 DATA  
IN US DOLLARS

Award-Winning Banking

VisionFund International and its network of microfinance institutions (MFIs) in several countries have won numerous awards over the past several years. Here are a few:

- MIX Social Performance 2011 Platinum Awards: Azerbaijan, Philippines, Bosnia, Ecuador and Cambodia
- MIX 5 Diamonds (highest rating): Azerbaijan, Bolivia, Bosnia, Cambodia, Ecuador, Georgia, Mexico and Peru
- El Programa Nacional de Financiamiento al Microempresario: Best social contribution, VisionFund Mexico
- Deutsche Bank and Community Development Finance Group: Bosnia
- Citi Microentrepreneurship Awards: Vietnam and the Dominican Republic
- Americas Top 100 Microfinance Institutions in Latin America and Caribbean: The affiliated MFI in Ecuador was ranked 8th in 2011 and 6th in 2012

called Secure the Future, was launched in 2012 in Tanzania with VisionFund, World Vision and other development agencies seeking to organise farmers into cooperative groups and providing access to financial services, such as financial literacy and access to markets. The aim is to improve agricultural and economic systems, as well as to protect the environment and help preserve and enhance the future of the nation's farming community.

'Traditionally, whilst loans to smallholder farmers for seeds, fertilizer and other needs have been done cautiously, due to the higher risk of default in the event of drought or flooding risk, the addition of weather-index insurance, if successful, would be a "game changing" product,' says Mr Brown.

The insurance would help protect farmers from volatile weather changes and would reduce the risks assumed by lenders, thereby allowing VisionFund and other MFIs to provide capital for high-quality agricultural seeds and other inputs needed to increase farmers' productivity. In addition, plans are under way to introduce mobile banking to allow credit and savings services in remote areas.

'The Secure the Future initiative aligns with all the principles of VisionFund's mission statement,' says Mr Brown. 'First, that is "unlocking the potential for communities to flourish and

become sustainable". Second, since women comprise a majority of the agricultural workforce in Tanzania, the initiative aligns with our efforts to empower poor women and their families with small loans and other financial services. And, finally, our third principle is to ensure that the focus of our work remains on improving the lives of children living in poverty.' ■

# Fundraising

More than 35,000 Taiwanese youth participate in a 'Hero Rally' to promote the World Vision 30-Hour Famine.



**Representatives** of World Vision, Coca-Cola and NDTV, a national television network, discuss their collaboration on Support Our Schools, an effort in India to revitalize rural and semi-urban schools, providing clean water, sanitation services, playing fields and other important amenities.

## Asian offices driving significant growth in fundraising

Twenty-five per cent of revenues globally are raised in India and other Asian nations – an increase from 10 percent 10 years ago

Child sponsorship is foundational and builds an engaging relationship between donor and child



**E**CONOMISTS in the 1960s coined the nickname 'Asian Tigers' in reference to the highly developed economies of Hong Kong, Singapore, South Korea, and Taiwan. Nearly five decades later, the same phrase could be used to describe fundraising for World Vision - but with reference to India and other countries, as well.

Asian offices provide 25 per cent of the organisation's global income, which in the 2012 fiscal year totaled US\$2.67 billion. Ten years ago, those same offices contributed 10 per cent. The difference

represents a culmination of hard work, prayer, investment and, of course, the generosity of donors.

'This has been a remarkable accomplishment,' says Aki Temiseva, Head of Global Marketing for World Vision International. 'Our Asian colleagues have demonstrated dedication and perseverance. They have taken the message forward that "everyone can be part of community development of their own countries and can build a comprehensive and compassionate response to the poor." Moreover, they have invested for growth and have developed best practices in donor care.'

Technology has been integral to fundraising efforts throughout

the region, especially in India. That office, often recognised for its development work serving the poor, started fundraising in the early 1990s with print ads and solicitations through the postal service. The Internet, according to National Director Jayakumar Christian, changed everything. More than many other charities in India, he says, the office's marketing staff moved quickly into the 'online space'. Today, more than 70 per cent of its revenue is generated from Internet-based efforts. 'It is growing rapidly and is sure to dominate our resource generation in the future,' Dr Christian says. 'The next wave is moving from eCommerce to mobile-based mCommerce. More than many other nations, India and other Asian countries are witnessing – and embracing – the digital revolution.'

Specifically, the number of child sponsors in India has exceeded 65,000 and is growing at an average of 25 per cent annually.

The reasons behind such growth in India and other countries in the region, Dr Christian believes, are that "the pains of poverty are well-known to 'Resurgent Asia'. The sponsorship of children, both in India and other nations, "matches our donors' dreams of change" in the lives of children, families and communities, he says.

In addition to sponsorship, India and other offices, such as Taiwan, South Korea, Japan, Hong Kong and the Philippines, have worked

closely with corporations to raise funds. Following the Asia tsunami in 2004, national corporations, as well as global ones with operations in India, have collaborated with World Vision.

In 2011, Coca-Cola and NDTV, a Delhi-based commercial television network, began working with World Vision to revitalise rural and semi-urban schools, providing clean water, sanitation services, playing fields and other important amenities. The effort reached a milestone in 2012 with the celebration of the 100th school. The partnership has been extended, with a new goal of 150 schools over the next 12 months.

Corporations also are integral to the success of fundraising in South Korea. In a three-way partnership with Samsung and World Vision offices in South Korea and Sri Lanka, more than US\$120,000 was donated for the development of an information and communication technology (ICT) centre. Samsung also donated technology equipment and books and, in a demonstration of solidarity with their Sri Lankan counterparts, members of the Samsung team volunteered at the centre, helping children with computer skills. The main objective in establishing the centre is to train 8,000 children within 12 years through internationally recognised certification courses.

Samsung also has engaged with the Philippines office of World Vision. The firm, along with Folded & Hung, the clothing company, and

Youth perform on stage at the 30 Hour Famine event in Taiwan.



other corporations, has donated funds to the organisation's efforts helping advocacy and education programmes as well other development work in the country. Also, the Philippines office worked with Tokyo-based Isuzu Motors, which has provided financial contributions and vehicles to assist relief efforts in the wake of natural disasters.

In Taiwan, the World Vision marketing team organised a 'Hero Rally' at National Stadium in the city of Kaohsiung for the "30 Hour Famine," an event in which youth fast for 30 hours to raise money for World Vision. More than 35,000 people participated; it was the largest single youth fasting event since World Vision started the fundraising and awareness effort in 1971 in Canada.

In Malaysia, more than 27,000 young people engaged in various 30 Hour Famine events. Moreover, overall fundraising in World Vision's Malaysia office contributed significantly to the organisation globally in the 2012 fiscal year. Its number of child sponsors totaled nearly 54,000, a 15 percent increase over 2011.

Since World Vision established its first child sponsorship programme in 1953 in South Korea, this effort, exemplified by its monthly pledges in support of children, remains the 'economic engine' behind the organisation's fundraising. Following the efforts in the United States, the biggest net gains in sponsorship during the 2012 fiscal year have been in South Korea, India, Taiwan and Hong Kong. The organisation hopes that improvements to enhance the "sponsorship experience" for children and donors, to be launched in the 2013, will add significant new funding (see page 58).

'Yes, sponsorship is foundational to World Vision's fundraising endeavours throughout all our support offices,' says Mr Temiseva. 'It helps build an engaging relationship between the donor and the child. And with our ability to involve current as well as prospective donors through technology, I am confident we will reach more people to join us on this journey to help bring what we call "life in all its fullness" to more of the world's most vulnerable children.' ■

Annual Review 2012 World Vision International

Life in All Its Fullness: Dedicated to Children's Well-being Through Faith, Hope and Love

# Accountability

**Kamut**, a young boy living with his grandparents in the Svay Chek district of Cambodia, longs for his mother and father, who are working in construction and agriculture in Thailand.



Allowing others to know World Vision well, knowing that transparency builds confidence, improves our programmes and leads to better outcomes for all those we work with

World Vision's approach to accountability is based on:

Accepted standards of ethical behaviour

Best practices

A spiritual calling to model the highest standards of integrity



Michelle at her home which she shares with her parents and four siblings in the Rutegama area development programme in Burundi.



WORLD Vision seeks to be honest and transparent, and to help

ensure that lessons learned are applied, not only among its staff, but among other development and humanitarian agencies.

'We have a special responsibility as a Christian organisation to set the highest standard in transparency, accountability and disclosure,' says Beris Gwynne, Partnership Leader for Global

Accountability for World Vision International. 'If we are to speak with a moral authority about issues, then we must conduct our work with absolute integrity and transparency.'

World Vision's Open Information Policy articulates its approach to information sharing: There is a preference for disclosure unless there are valid reasons for withholding information. This policy is manifested in the agency's annual Accountability Report which outlines the organisation's development approach, financial data and other information about programmes, as well as its executives' compensation and investigated incidents of



CHRISTIAN COMMITMENT

PARTICIPATION AND ENGAGEMENT

REFLECTION AND LEARNING

TRANSPARENCY

GLOBAL ENGAGEMENT

reported child abuse, embezzlement, and other alleged criminal acts by staff or associates.

The organisation established an Office of Global Accountability in 2008 with five pillars as foundational to its work:

- **CHRISTIAN COMMITMENT:** Motivation for accountability and respect for individual religious freedom, including the right of all people to maintain or change their religious beliefs, and opposition to discrimination and proselytism.
- **PARTICIPATION AND ENGAGEMENT:** Applying the prin-

ciples of equity, transparency and mutual benefit to all relationships; respecting the needs, concerns, capacities and dispositions of children and communities, and the right of individuals to be involved in decisions that affect them; and strengthening ways beneficiaries can respond to the organisation.

- **REFLECTION AND LEARNING:** Ensuring best practices are followed in internal and external auditing, reporting, and monitoring; using results and data collected to improve policies and performances; and devoting time to reflect on past experiences and to learn from them.

■ **TRANSPARENCY:** Making decisions on how to manage and share information, starting with a commitment to honesty, integrity and transparency, but taking legal, privacy and security requirements; marketing; and performance management issues into account.

- **GLOBAL ENGAGEMENT:** Working with other organisations to influence industry accountability standards. Initiatives include: The International NGO Charter of Accountability, the International Aid Transparency Initiative, HAP International, the Sphere Humanitarian

Charter and Minimum Standards in Disaster Response. World Vision representatives are active participants in the Inter-Agency Standing Committee Task Forces on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse.

World Vision's code of conduct and child protection standards, applicable to all its offices, commit the organisation's 46,000 staff to the highest standards of ethical and legal behaviour consistent with its values and mission. The code states the organisation will not act as a

willing party to corruption, bribery, other financial impropriety, or illegal acts and seeks to prevent them.

In addition, the agency's corporate engagement policies prohibit any collaboration with or acceptance of funds from companies associated with: tobacco; weapons; gambling; drug cartels or individuals associated with illegal and/or criminal activities; pornography, including magazines, books, films, and websites; exploitative credit, such as interest rates significantly above market average, usury, or predatory lending; or those engaging in financing conflicts by providing funds, other than lawful government taxes, to combatants.

World Vision's Integrity and Protection Hotline is a confidential service accessible to all staff, volunteers, board members, contractors and people in communities to report exceptional situations they are uncomfortable reporting to immediate supervisors. The hotline is operated by an outside party to help ensure staff and other individuals can safely report real or potential abuses. It is available 24 hours a day, seven days a week in more than 180 languages; reports can be made either online or by phone. Any report made in good faith is investigated and appropriate action taken. There is a centralised process for all whistleblower incidents, that reports to the World Vision International Board of Directors.



**A child residing** in a slum in Delhi attends a non-formal school World Vision has established to help boys and girls catch up to their peers so they can begin a formal education at a government school.

Like other NGOs, World Vision is devoting increasing time and resources to demonstrate its accountability. Donors, government agencies, 'watchdog groups' and beneficiaries are demanding it.

At a practical level, as part of a US\$1.5 billion commitment to maternal and child health programmes, World Vision has contracted a leading university to conduct a quantitative study of its impact on children's health and well-being. The study, conducted by Johns Hopkins University, will assess World Vision's work using independent and scientific rigor that will withstand critical external scrutiny and peer review (see sidebar on page 17).

industry, World Vision needs to be a leader. We need to shape where the industry goes on these issues.'

In many parts of the world, raising resources has become difficult, even for large and established NGOs. Many government-funded aid programmes are being cut and private giving has been affected by a downturn in many nations' economies. In other parts of the world, governments are trying to limit advocacy efforts by controlling access to funding from abroad. In these situations, the trust and credibility NGOs have earned with donors, government agencies and other stakeholders are invaluable. 'If World Vision is to have a place in public policy debates, advocat-

**'Our legitimacy can be easily challenged if we make overly ambitious claims about our impact and influence. Good intentions are no longer enough.'**

—Beris Gwynne, *Partnership Leader for Global Accountability for World Vision International*

'Our industry is under a lot of scrutiny because of its mission and the moral stance it takes to demonstrate best practices,' Ms Gwynne says. 'Leading NGOs have realised that to remain viable, in an era of unprecedented competition and scrutiny, they need to provide evidence of effectiveness in line with international standards of accountability reporting. Given our size and given the role we play in the

ing on behalf of the poor and marginalised, if we are to seek to hold other stakeholders to account, we ourselves must be accountable,' Ms Gwynne says. 'Our legitimacy can be easily challenged if we make unrealistic promises or overly ambitious claims about our impact and influence. Good intentions are no longer enough.' ■

Annual Review 2012 World Vision International

Life in All Its Fullness: Dedicated to Children's Well-being Through Faith, Hope and Love

# Global Knowledge Management

**Children** in Salfit, a community in the West Bank, study information on websites as part of their learning in the Keep Children Safe Online curriculum.



The right  
knowledge  
to the  
right people  
at the  
right time

# World Vision knows: Empowerment is born out of knowledge

## Shared effectively, knowledge saves lives, makes our programmes more effective, uses our funds more efficiently, and leads to sustainable change for those we serve

**I**MAGINE a nearly US\$3 billion organisation committed to serving the world's poorest children and communities with more than

1,800 databases containing tens of thousands of documents, most of which are rarely used because they are not searchable.

That was just one of the challenges facing World Vision's Office of Global Knowledge Management when it was created five years ago. While important progress has been made addressing that problem, much more needs to be done in aligning the organisation's intellectual capital

acquired over more than six decades. The office's goal is to bring together people, processes and technology to enable World Vision to change data into information, information into knowledge, and knowledge into learning.

'It was Russian author and playwright Anton Chekhov who said, "Knowledge is of no value unless you put it into practice"', says Eleanor Monbiot, Senior Director for the World Vision International Office of Global Knowledge Management. 'It is critical that staff, communities and partners all have access to the right knowledge, at the right time, and in the right place. Shared effectively, knowledge saves lives,

### THE TARGETS

- **BY 2014** every national office will be reporting on its own contributions to Child Well-being Targets.
- **NEW GUIDANCE** on baseline and evaluations has been provided to improve the quality and quantity of programmes.

makes our programmes more effective, uses our funds more efficiently, and leads to sustainable change for those we serve.'

Global Knowledge Management seeks to capture knowledge and transfer it in several ways:

First, it is critical to establish an evidence base by: analysing and interpreting information and data from communities; monitoring and evaluating programmes; and conducting research. By creating an evidence base, the organisation will be able to measure the impact of its work on children and communities, thereby demonstrating if it is fulfilling its claims. Moreover, such measurement will lead to better programmes by scaling up successful interventions and mitigating those that fail. An evidence base also will help World Vision become a more authoritative voice in the humanitarian and development sector, and help influence public policies that contribute to the well-being of children.

Over the last two years, World Vision has developed systems and guidelines to begin obtaining this information more effectively and has formulated a three-year strategy to acquire a better understanding of the ways the organisation's work is improving child well-being, especially in the area of health, education and nutrition. These findings will then be shared through publishing activities that help ensure they are added to the evidence base.

The office also has established mechanisms for more than 70 national offices to report annually their contributions towards the child well-being targets:

- Children report an increased level of well-being (ages 12-18)
- Increasing the number of well-nourished children (ages 0-6)
- Increasing those protected from infection and disease (ages 0-5)
- Increasing the number who can read (by age 11).

For the first time in World Vision's 63-year history, by 2014 every national office will be reporting on its own contributions to these Child Well-being Targets. This is for the dual purposes of accountability as well as learning ways to improve and enhance the effectiveness of programmes serving the poor. Baseline measurements were improved in 2012, so by 2014 there will be useful data from which to identify – and quantify – a programme's performance.

The Evaluation and Research Office of Global Knowledge Management also plays a significant role in helping the organisation globally understand the complexity of community development and humanitarian work, the contextual issues that influence this work, and unintended consequences that frequently arise. Often, programmes are formulated with high levels of uncertainty. To help reduce this uncertainty, and to devise more efficient and effective programmes, the office promotes awareness of and instruction for: mapping of existing research, defining different kinds

of research, establishing research guidelines, identifying research priorities, and making research findings accessible to people throughout World Vision.

Priorities will be agreed upon, partnerships with other World Vision offices and academic institutions will be sought, and funding will be identified to undertake the required research. Such research, implemented to a higher standard of rigor, will help meet the need for information about 'what works', and 'what does not work', and improve the organisation's understanding of long-term development, advocacy and emergency aid.

Second, the office is seeking to improve collaboration among staff residing in nearly 100 countries and speaking dozens of languages. It is vital they have effective ways to collaborate, and share and support each other's work. As a result, there are nearly 30 groups – 'communities of practice' – with more than 10,000 staff sharing information on health, water and sanitation, education, food security and other topics.

Third, to support these groups, Global Knowledge Management has worked with technology experts within the organisation to help ensure staff can manage and exchange information effectively through wvcentral, an internal Internet-based portal. The portal is accessible in 36 languages and currently serves more than 25,000 employees who can access key materials to enable them to do their work more effectively, to obtain contact information for staff, as well as to

collaborate with each other. Finally, with approximately 46,000 staff, World Vision has hundreds of experts on health, nutrition, communications, advocacy, disaster mitigation and planning, and other topics. The office's Global Technical Resource Network, has identified more than 500 subject matter experts covering all sectors. As a result, national offices can contact these experts, who can be deployed for up to three months, or who can work from their communities, to assist programme staff in developing nations.

'Empowerment is born out of knowledge, and the enormity of the challenge World Vision confronts, helping transform the lives and livelihoods of children and communities, requires each and every staff member to be empowered to contribute to our mission,' Ms Monbiot says. 'We are seeking to create an organisational culture that allows staff to learn, and that equips them with tools and research, thus creating knowledge for the organisation and, thereby, contributing toward our goals.'

Many NGOs are concluding that knowledge management is not a luxury, but a necessity, says Ms Monbiot.

'Effective knowledge management produces tangible benefits that can fundamentally improve World Vision's impact and help ensure important decisions are based on facts and evidence, whether those decisions are made in our executive offices in London, or in a remote village in Latin America.' ■

# Our Global Partnership



## Who We Are

WORLD VISION was founded in 1950 in the United States by the Rev. Bob Pierce. World Vision International (WVI) was established in 1977 as the operating entity in the developing world (a role which has diminished as more offices become separate local NGOs) and as the international coordinating body, providing direction to the Partnership globally and ensuring that global standards and policies are established and followed. WVI is incorporated as a nonprofit religious corporation under the laws of the State of California in the United States, and is registered to operate in numerous countries, including in the UK, where WVI's executive offices are located.

## World Vision International Board of Directors

The World Vision International Board of Directors convenes twice a year to appoint senior officers, approve strategic plans and budgets, and determine international policy. There are 24 members of the international board from 19 nationalities, with equal representation of women and men. They are:

Josef Stiegler, *Austria* (Chair)  
 Mr James Bere, Jr., *United States*  
 Rev Soriba Joseph Camara, *Mali*  
 Maria Consuelo Campos, *Colombia*  
 Dr John Crosby, *United States*  
 Dr Jose Miguel De Angulo, *Bolivia*  
 Mrs Sharon Diamond, *Canada*  
 Mrs Joyce Godwin, *United States*

Dr Kleo-Thong Hetrakul, *Thailand*  
 Miss Tiffany Tair-Fen Huang, *Taiwan*  
 Mr Kevin Jenkins, *Canada*  
 Mr Callisto Jokonya, *Zimbabwe*  
 Mr Vinod Khisty, *India*  
 Mr Rudy Koesnadi, *Indonesia*  
 Dr Rachael Masake, *Kenya*  
 Mr Peter McClure, *New Zealand*  
 Mr Ron J. McKlerlie, *Canada*  
 Dr Akiko Minato Ichihira, *Japan*  
 Sylvia M. Novoa Fernandez, *Mexico*  
 Annemarie Pfeifer, *Switzerland*  
 Mr Stephen W. Phelps, *United Kingdom*  
 Donna Shepherd, *Australia*  
 Dr Elizabeth Smythe, *New Zealand*  
 Dr Ja Song, *South Korea*

# Where We Work



## World Vision worked in 95 nations during the 2012 fiscal year (as of 30 September 2012)

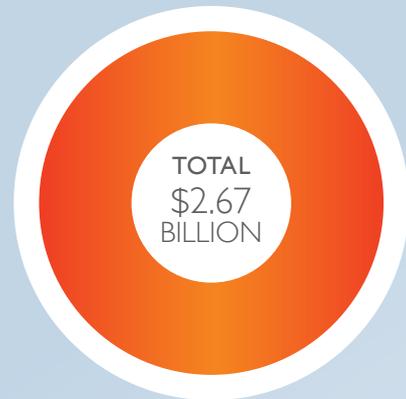
Afghanistan	China (including Hong Kong)*	Germany*	Malawi*	Philippines*	Thailand*
Albania	Colombia*	Ghana*	Malaysia*	Romania*	Timor-Leste
Angola	Costa Rica*	Gibraltar	Mali*	Russia	Uganda*
Armenia	Cyprus*	Guatemala*	Mauritania	Rwanda*	United Arab Emirates
Australia*	Dominican Republic*	Honduras*	Mexico*	Senegal*	United Kingdom*
Austria*	Democratic People's Republic of Korea	India*	Mongolia	Sierra Leone*	United States*
Azerbaijan	Democratic Republic of the Congo*	Indonesia*	Montenegro	Singapore*	Vanuatu
Bangladesh	Ecuador*	Ireland*	Mozambique*	Solomon Islands	Vietnam*
Belgium	El Salvador*	Italy*	Myanmar	Somalia	Zambia*
Bolivia*	Ethiopia*	Japan*	Nepal	South Africa*	Zimbabwe*
Bosnia and Herzegovina	Finland*	Jerusalem/West Bank/Gaza*	Netherlands*	South Korea*	
Brazil*	France*	Jordan	New Zealand*	South Sudan	
Burundi	Georgia	Kenya*	Nicaragua	Spain*	
Cambodia*		Kosovo	Niger*	Sri Lanka	
Canada*		Laos*	Pakistan	Sudan*	
Chad		Lebanon	Panama	Swaziland*	
Chile*		Lesotho	Papua New Guinea	Switzerland*	
			Peru*	Taiwan*	
				Tanzania	

\*asterisk refers to nations that contributed to fundraising

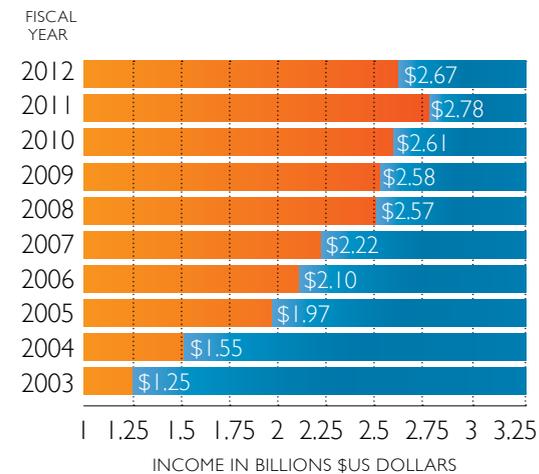
# Financial Summary

## Income for FY 2012

(cash and donated products, also known as gifts-in-kind.)

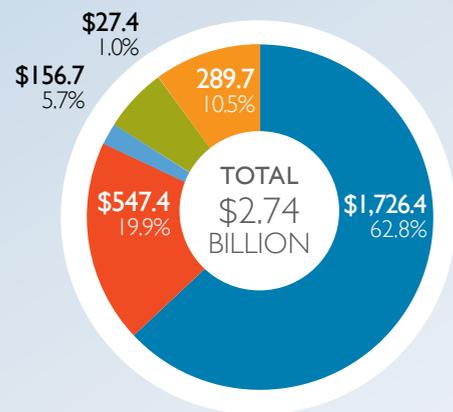


## World Vision Partnership Income Trend



## Expenditure by activity

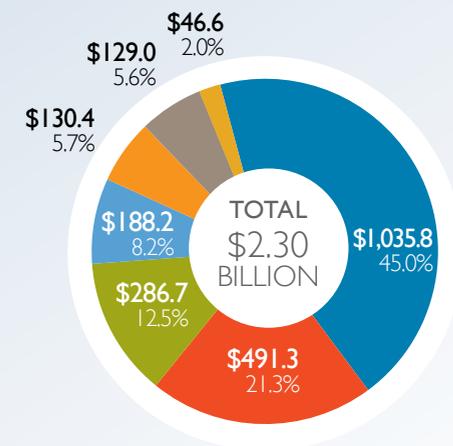
(all amounts in millions of US dollars)



- FUNDRAISING~
- COMMUNITY EDUCATION, ADVOCACY, OTHER^
- ADMINISTRATION
- RELIEF AND REHABILITATION INTERNATIONAL PROGRAMS
- OTHER INTERNATIONAL PROGRAMS (INCLUDING DOMESTIC)

## Expenditure on International Programmes\* by Region

(amounts in US dollars)



- AFRICA
- ASIA PACIFIC
- AUSTRALIA AND NEW ZEALAND
- NORTH AMERICA
- LATIN AMERICA AND THE CARIBBEAN
- MIDDLE EAST AND EASTERN EUROPE
- OTHER INTERNATIONAL MINISTRY

\*International Programmes refers to emergency relief in natural disasters and war; and development work in food, education, health, sanitation, income generation and other community needs. Also includes costs to support such programmes. Administration refers to costs of working with donors, as well as computer technology, finance and accounting functions, human resources and managerial oversight.

~Fundraising refers to soliciting contributions through the media and direct marketing, as well as costs of marketing, creative services and publishing.

^Community Education and Advocacy refer to awareness of poverty and justice issues through media campaigns, forums, speaking engagements and seeking to influence organisations and governments.

Our vision for every child, life in all its fullness;  
Our prayer for every heart, the will to make it so.

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For more information,  
including reading  
the 2012 fiscal year  
annual review online,  
please visit:  
[www.wvi.org](http://www.wvi.org)

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World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities worldwide to reach their full potential by tackling the causes of poverty and injustice.