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.

KEVIN JENKINS

It 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.)

Kevin Jenkins

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Life in All Its Fullness: Dedicated to Children’s Well-being Through Faith, Hope and Love
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 on 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 hope that a better day is coming.

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. ©
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

60
Nations contributed to fund-raising

$548 MILLION
(USD) spent on those 87 emergencies

87
Emergencies to which World Vision responded (81 national; 6 global)

$2.67 BILLION
income (USD)

2.67 BILLION income (USD)

807,000
Active borrowers

$419 MILLION
Portfolio

4.7 MILLION
Children registered for child sponsorship

1,614
Number of Area Development Programmes

$4.1 MILLION

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

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

IRWA JUANA RIANSYAH

EDITORS 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.

Seeing the physical and mental abuse suffered by children has made me realize 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 child 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 fulfill 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.
A young boy in the Manonga area development programme in Tanzania collects clean water from a borehole provided by World Vision.
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: re dedicate 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 some, World Vision’s Partner ship 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 detriment 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...
Global Health

World Vision's 7-11 Strategy
Evidence-based and cost-effective preventive practices for pregnant women and children aged 0-24 months.

<table>
<thead>
<tr>
<th>TARGET 1: Pregnant Women</th>
<th>TARGET 2: Children 0-24 months</th>
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</thead>
<tbody>
<tr>
<td>1. Adequate diet</td>
<td>1. Appropriate breastfeeding</td>
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<tr>
<td>2. Iron/folate supplements</td>
<td>2. Essential newborn care</td>
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<td>3. Tetanus toxoid immunisation</td>
<td>3. Hand washing with soap</td>
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<td>4. Malaria prevention and intermittent preventive treatment</td>
<td>4. Appropriate complementary feeding (6-24 months)</td>
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<tr>
<td>5. Birth preparedness and healthy timing and spacing of delivery</td>
<td>5. Adequate iron</td>
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<tr>
<td>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</td>
<td>7. Oral re-hydration therapy/zinc</td>
</tr>
</tbody>
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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. 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.

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.
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 young, the 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.”
Kenjigul’s mother describes her as an “avid learner” who enjoys doing her homework. They live in Mongolia.
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.

**Improve children’s learning outcomes with equitable access to education**
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

**THE PRIORITIES**

- Strengthening partnerships and collaborative opportunities with external organizations 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 organization works. Some of those countries include: Sierra Leone, Albania, India, Bolivia, Swaziland and Burundi. There are also 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.

**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.
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 experience 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 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 Informatics will introduce 250 interactive 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 up to 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...
Education and Life Skills

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 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. World Vision is ensuring that new approaches, models, tools, and guidelines are well-researched, developed and understood by our staff and our partners in communities.”

“World Vision 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

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 World Vision office in Myanmar commissioned a review to identify and document 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 World Vision 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 World Vision staff are embracing, promoting and extending the services for early childhood care and development.

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

**THE NUMBERS**

- **NUMBER** of illiterate 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
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 Nansomboou area development programme in Mali.
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 building block of food production, nutrition and health, and economic opportunity

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) is being piloted in several countries in Southern Africa. The system leverages decision support tools to help World Vision’s humanitarian partners to identify the risk factors associated with future shocks, develop strategies for reducing the impact of shocks, and implement them based on evidence and what has worked in the past.

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

- Assessing risks to lives and livelihoods
- Building foundational livelihoods
- Improving livelihood strategies
- Protecting lives and livelihoods
- Building foundational livelihoods
- Improving livelihood strategies
- Protecting 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
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 organization 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 half a 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 6,000 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 Organization 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 societies, 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. Consequently, 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

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**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’.

Sini 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 Nations 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.’

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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

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.

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 youths, 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 fulfill 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.

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

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.

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.
T., a former prostitute and drug addict, is being cared for at World Vision’s Trauma Recovery Centre in Phnom Penh, Cambodia.
Keota, working in a Cambodian brick factory to support her family, has received encouragement from staff of World Vision’s Social Mobilisation 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.
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.”

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

CHILD PROTECTION

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

THE GOAL

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

CHILD PROTECTION

THE GOAL
‘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 CPBA 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 Tino, 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-Wellbeing 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 compiled 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.

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 cruel and heartless end of a young girl’s sight,’ says Mr. Forbes. ‘They also are precious — or should be precious — in the eyes of the world.’

■ **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.’
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). 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.

‘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 sustaining 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 prosecution 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 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.
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.
Children growing in their awareness and experience of God’s love in an environment that recognises their freedom.
Christian Commitments

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

What does it mean that ‘children experience love of God and their neighbours?’

For World Vision 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 World Vision’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 fulfill their God-given potential.

World Vision 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 vulnerability 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 children because it is essential to World Vision’s commitment to help fulfil Jesus’ promise of “life in all its fullness.”

- **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 members to help them provide a nurturing environment for their children.
Christian Commitments

- **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 development, 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
Students at the Mabela International School in the community of Bushbela 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 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.

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 wanting 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 programmes 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.

World Vision’s contribution to children’s well-being and ensuring we are accountable to the children, communities and donors we serve.

‘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.

Ms Currie says. ‘Visitors to our development programme in Arme-nia 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 development programmes between 2008 and 2012. Staff there indicated that children who were better nourished and free from illnesses, such as diarrhoea and anemia, have mothers with medium to high levels of education. In addi-tion, World Vision’s work in Peru includes promoting a balanced diet and exclusive breastfeeding, as well as strengthening net-works and a multi-sectoral and integrated approach to nutrition.

‘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.’
Youth participate in a march promoting children’s rights in the Leuk Daek district in southeastern Cambodia.
Advocacy

7

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 in 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

In 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.

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 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:** World Vision’s five-year campaign to help children and families have equitable access to primary healthcare.

- **CHILD PROTECTION:** Leveraging World Vision’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 communities.

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.
Advocacy

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 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 provide greater public discourse about, child mortality.
- INFORM and persuade decision makers and governments to do all they can to keep children healthy.
- COMMUNITY 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 organization’s health, 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 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, 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 organization’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.

‘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
Advocacy

‘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 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.’
Amidst the despair following the devastating earthquake in Haiti in 2010, World Vision staff distribute tents, blankets and other supplies.
A World Vision staff member comforts a victim of a severe flood in Manila.

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

POLITICAL 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 associated 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. Organizations 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.

■ EXPANGED 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 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
being ubiquitous as a means to communicate information ranging from price comparisons to 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 the 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 restructing 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, risk reduction, and development.

World Vision staff selected Muzaffargarh, 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 women 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; friends, 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.’
In Jakarta, a VisionFund loan has helped enable this man to launch a tailoring business.
A VisionFund client service officer presents a loan to a woman for her small business in a village in Kampong Chamang Province in Cambodia.

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

Unlock the potential for communities to thrive

OW 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 the kind of clients we lend money to every day,’ says Scott Brown, the President and CEO of VisionFund, the microfinance subsidiary of World Vision. ‘By providing small loans and other financial services, VisionFund-affiliated microfinance institutions (MFIs) help people create small businesses to support their families. Moreover, our staff understand local cultures and the needs of our clients. They 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 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.

Over the last few years, the integrity of the micro-lending industry has been criticized 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 we get 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.

‘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
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.”

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

Award-Winning Banking

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- 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
More than 35,000 Taiwanese youth participate in a ‘Hero Rally’ to promote the World Vision 30-Hour Famine.
A VisionFund client service officer presents a loan to a woman for her small business in a village in Kampong Chhnang Province in Cambodia.

Asian offices driving significant growth in fundraising.

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 by providing clean water, sanitation services, playing fields and other important amenities.
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.

Fundraising

Economists 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 Ali 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 revivify 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 elevation 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 the 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 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 Toyota-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 totalled 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.’
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.
Accountability

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

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 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 principles 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...
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).

‘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 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, advocating 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.’

—Beris Gwynne, Partnership Leader for Global Accountability for World Vision International
Children in Safia, a community in the West Bank, study information on websites as part of their learning in the Keep Children Safe Online curriculum.
In a disaster management training session, a World Vision staff member employs a mobile device to track information.

The right knowledge to the right people at the right time
Global Knowledge Management

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.

The office also has established mechanisms for more than 1,000 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 quantitatively—a programme’s performance.

The Evaluation and Research Office of Global Knowledge Management also plays a significant role in helping the organization globally understand the complexity of community development and humanitarian work, 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.

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 humanitarians and development sector, and help influence public policies that contribute to the well-being of children.

- 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 its central, 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 jobs 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 organizational 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.’
Annual Review 2012 World Vision International

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 Hetarakul, 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 Matak, Kenya
- Mr. Peter McClure, New Zealand
- Mr. Ron J. McKlerlie, Canada
- Dr. Akiko Minato Ichihira, Japan
- Sylvia M. Novaas Fernandez, Mexico
- Annemarie Pfeifer, Switzerland
- Mr. Stephen W. Phelps, United Kingdom
- Donna Shepherd, Australia
- Dr. Elizabeth Smythe, New Zealand
- Dr. Ja Song, South Korea

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

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

* asterisk refers to nations that contributed to fundraising.
## Financial Summary

### Income for FY 2012
(cash and donated products, also known as gifts-in-kind.)

<table>
<thead>
<tr>
<th>Year</th>
<th>Income in Billions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>$2.67</td>
</tr>
<tr>
<td>2011</td>
<td>$2.58</td>
</tr>
<tr>
<td>2010</td>
<td>$2.41</td>
</tr>
<tr>
<td>2009</td>
<td>$2.37</td>
</tr>
<tr>
<td>2008</td>
<td>$2.28</td>
</tr>
<tr>
<td>2007</td>
<td>$2.20</td>
</tr>
<tr>
<td>2006</td>
<td>$2.17</td>
</tr>
<tr>
<td>2005</td>
<td>$2.13</td>
</tr>
<tr>
<td>2004</td>
<td>$2.09</td>
</tr>
<tr>
<td>2003</td>
<td>$1.97</td>
</tr>
</tbody>
</table>

### Expenditure on International Programmes* by Region
(amounts in US dollars)

<table>
<thead>
<tr>
<th>Region</th>
<th>Expenditure in Billions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>$1.04</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>$0.82</td>
</tr>
<tr>
<td>Australia and New Zealand</td>
<td>$0.41</td>
</tr>
<tr>
<td>Middle East and Eastern Europe</td>
<td>$0.24</td>
</tr>
<tr>
<td>Other International Programs (Including Domestic)</td>
<td>$0.28</td>
</tr>
<tr>
<td>Total</td>
<td>$1.7264</td>
</tr>
</tbody>
</table>

### WorldVision Partnership Income Trend

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Income in Billions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>$2.67</td>
</tr>
<tr>
<td>2011</td>
<td>$2.58</td>
</tr>
<tr>
<td>2010</td>
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<td>2004</td>
<td>$2.09</td>
</tr>
<tr>
<td>2003</td>
<td>$1.97</td>
</tr>
</tbody>
</table>

### Expenditure by activity
(all amounts in millions of US dollars)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Expenditure (in millions of US dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue and Rehabilitation International Programs</td>
<td>$547.4</td>
</tr>
<tr>
<td>Administration</td>
<td>$274.0</td>
</tr>
<tr>
<td>Community Education, Advocacy, Other*</td>
<td>$156.7</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$129.0</td>
</tr>
<tr>
<td>Total</td>
<td>$1,035.8</td>
</tr>
</tbody>
</table>

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*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 resource and managerial oversight.

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### Income for FY 2012
(cash and donated products, also known as gifts-in-kind.)

- **Total Income:** $2.67 Billion
- **Expenditure:** $2.3 Billion
- **Fundraising:** $46.6 Billion (20%)
- **Expenditure on International Programmes:** $286.7 Billion (12.5%)
- **Income for FY 2012:** $1,035.8 Billion

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