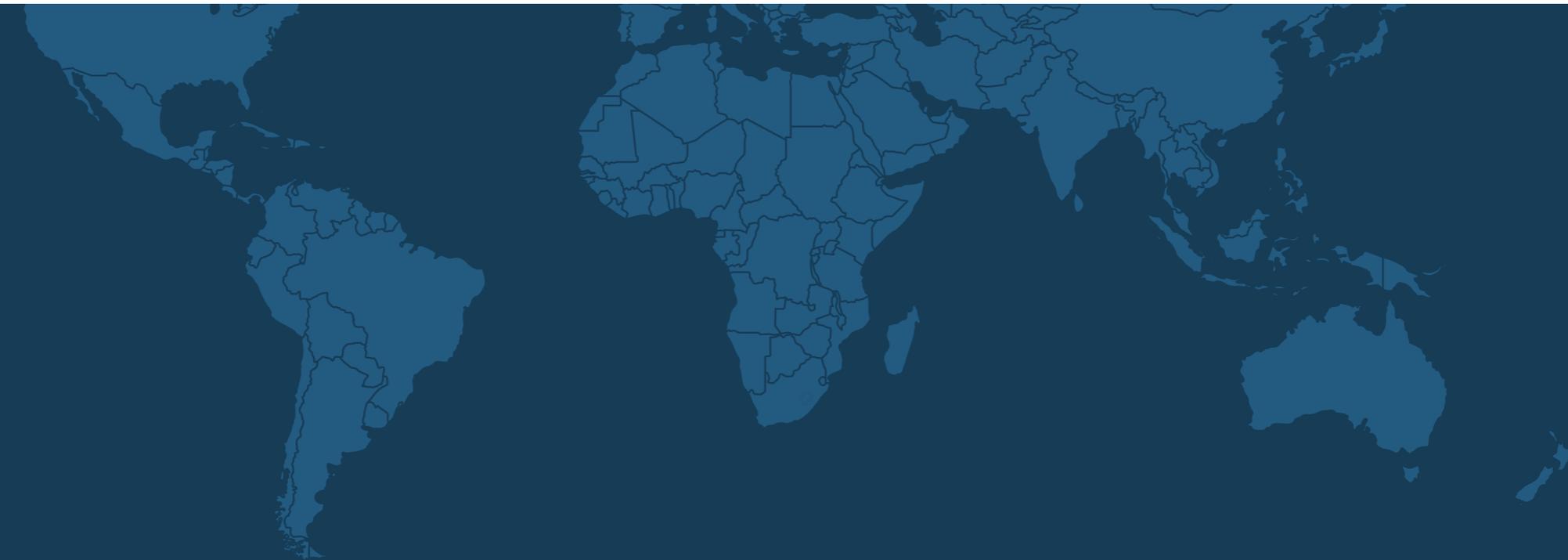




WORLD VISION  
INTERNATIONAL

2013  
ANNUAL REVIEW



A World Vision for Children

# TABLE OF CONTENTS

1. President's Foreword
2. Introduction
3. 2013 Year in Review
4. Community Development
5. Humanitarian and Emergency Affairs
6. Advocacy
7. Accountability
8. The Global Partnership
9. Where We Work
10. Financial Summary



## A World Vision for Children

World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice. Our 45,000 staff members in nearly 100 countries are committed to working with the world's most vulnerable people, regardless of religion, race, ethnicity, gender or sexual orientation.

---





## PRESIDENT'S FOREWORD

### Measuring Child Well-being

Our Vision Statement galvanises us to work towards life in all its fullness for every child. And exploring what it means to have 'life in all its fullness' led us to develop Child Well-being Aspirations.

Our aim is to contribute measurably to helping children enjoy good health, be educated for life, be cared for and protected, participating fully in decisions that affect their lives, and experiencing the love of God and their neighbours.

In order to be accountable for this, in 2011 and 2012 we adopted targets for some of the outcomes we sought. This year's Annual Review shows the progress we're making. I'm grateful to the external consultants who helped ensure that our methods are valid.

Each pillar of our ministry – long-term sustainable development, emergency relief response and advocating for justice for children – has made a significant contribution to children's well-being.

For the first time, we're able to report on the 'top 10' situations that make children vulnerable – vital information for those of us committed to reaching the most vulnerable. Of course, the situation is compounded for a child with multiple vulnerabilities.

I met seven-year-old Asadur in World Vision's Sundarban Area Development Programme in Bangladesh, when I visited the New Life Street Children's Centre. He had been found by the project's outreach workers as an infant. His father left before he was born, and he was living on the roadside with his mother. Asadur was seriously malnourished and unable to move his limbs properly. He did not speak, sleep or play. The staff who worked with him knew that his life was at risk if he wasn't helped.

World Vision provided health check-ups and treatment, supplementary feeding and milk. Over the years, he regained his strength. Last year he began attending classes at the centre and, amazingly, he is now going to the local school.

Asadur's journey from unresponsiveness to healthy student is a wonderful example of child well-being in action. Health and education are both key building blocks towards life in all its fullness.

As we gather more evidence, we are continuing to learn and refine our work in many sectors, including in the following areas:

- Violence is a pre-eminent issue for children, making life dangerous and miserable for countless millions. We are recalibrating many interventions to take better account of this sad reality. Several of our offices have lobbied governments to ensure child-protection referral systems are set up and working. We have introduced a programme called Celebrating Families to tackle violence, abuse and neglect in the home, and adapted our world-class Channels of Hope programme to help inform and equip religious leaders to confront abuse.
- Many children are vulnerable because their births were not registered, making it harder for them to access education and health care. In countries where birth registration is weak, children in World Vision's programme areas are more likely to be registered than the average. We have extended this success by campaigning for better national registration of all children. Interestingly, we have found that engaging traditional and religious leaders is a way to faster and better results.

I hope you enjoy this review of our work in 2013, and share our enthusiasm for how the growing body of evidence related to our work is contributing to the well-being of children around the world.

Kevin Jenkins, President & CEO  
World Vision International



# INTRODUCTION

Our Vision For Every Child, Life In All Its Fullness  
Our Prayer For Every Heart, The Will To Make It So

How does an international Christian humanitarian organisation, founded long before most of its 45,000 staff were born, realise the vision and the bold aspirations it implies in the lives of vulnerable children?

The answer is as complex and challenging as the work World Vision staff perform each day, whether in the slums of New Delhi or at the United Nations in New York City. For 63 years, World Vision has been committed to bringing hope to children, their families and their communities in many of the world's most difficult and dangerous communities.

That hope is exemplified in many ways:

- An easily maintained well delivering clean water next to a river contaminated by disease-carrying organisms
- A \$100 (US) loan enabling a woman to launch a new business and earn money to pay school fees for her daughter
- A six-year-old discovering the joy and power of reading, thanks to a teacher in a classroom with dirt floors
- A month-old infant receiving a vaccine against polio
- A man being given a week's supply of food and water after his community was ravaged by a typhoon
- Schools adopting curricula promoting non-violence and religious tolerance based on results from a conference convening Christian and Muslim leaders and teachers.

'World Vision is focused on one goal: the sustained well-being of children, especially the most vulnerable,' says Mark Lorey, Partnership Leader for Child Development and Programme Effectiveness. 'We strengthen local efforts to improve vulnerable children's lives, and seek to work humbly and respectfully with churches and other faith communities, governments, businesses, and community-based and humanitarian organisations. Leveraging local capacities is the best way to enable large-scale, sustained impact in health, nutrition, education, protection, livelihoods, and other key sectors.'

The organisation integrates its core characteristics – Christian, child-focused and community-based – into programmes. In nearly 100 countries, World Vision works with communities and partners towards achieving those aspirations.



Sadhna

Fifteen-year-old Sadhna, who lives in India, personifies 'life in all its fullness'.

I am the third girl child and it's from there that my life story starts. My mother told me that when I was born it was one of the saddest days for my grandparents and for our relatives. They cursed my mother for giving birth to a daughter for the third time. It hurts growing up in an environment where your presence is neglected and ignored. It is difficult when your family members continue to taunt you for being a girl.

When I was 8 years old, I was enrolled in World Vision's child sponsorship programme. This journey of seven years has been very beautiful.

There are many changes I have seen in the lives of the children in my community because of participating in World Vision programmes. I am very active in my school academic and cultural activities. My teachers appreciate my understanding and my ability to ask the right questions and answers. My friends come to me for my advice and trust me. If they are undergoing any issue, especially gender discrimination, I counsel them and their parents or guardians.

My parents now support me and love me. They played the most important role in my success by allowing me to participate in World Vision's programmes. I thank God and World Vision for making me what I am today; for being my guide, my supporter and my teacher.

World Vision Works with Communities and Partners Towards Four Child Well-being Aspirations:



## Children Enjoy Good Health

Good health is the foundation on which a promising future is built. The organisation helps mothers and children to be well-nourished, protected from infection and disease, and provided with essential health services. Nutritious food is a key building block for growth. Safe water and good hygiene are also crucial to the physical well-being of children.



## Educated for life

A life without education is a life without opportunity. World Vision works so that children – especially the most vulnerable – have access to quality education so they can attain functional levels of literacy, numeracy and essential life skills. When children can read, they are in a much better position to become productive members of society, and they can better advocate for their rights.



## Cared for, protected and participating

Protecting children from abuse, exploitation and neglect are critical steps to fulfilling their rights, representing fundamental expressions of justice. Child protection programming focuses on strengthening systems to build up protective environments around children and provide them with a foundational security to develop and pursue their dreams. World Vision's work also empowers parents and caregivers with skills and economic opportunities to help them care well for their children.



## Experience the love of God and neighbour

World Vision's work includes pursuing reconciliation to mend broken relationships between people and God and among each other. It includes the spiritual nurture of children, enabling them to enjoy positive relationships with peers, family and community members, valuing and caring for others and their environment, and having hope and vision for the future.

World Vision: For Children. For Change. For Life.

# 2013

# YEAR IN REVIEW

How World Vision Supporters Helped Change Lives in 2013

 **4.3 MILLION** CHILDREN  
WERE SUPPORTED IN SPONSORSHIP PROGRAMS

 **11 MILLION** SURVIVORS OF **89** MAJOR DISASTERS WORLDWIDE  
RECEIVED ASSISTANCE  

MILLIONS OF **PEOPLE**

were equipped to advocate with their governments, leading to significant improvements in children's:

  
HEALTH

&   
EDUCATION

 **MORE THAN 1 MILLION** people gained **SUSTAINABLE** access to clean water 

**OVER 1.5 MILLION PEOPLE** gained ACCESS TO IMPROVED SANITATION



**12** 

**NEARLY 175,000 CHILDREN** in 12 countries were treated for acute malnutrition 

**7.5 MILLION PEOPLE** in **33 COUNTRIES** RECEIVED AID through World Vision food assistance programs 

more than **1 MILLION SMALL LOANS** were made to poor entrepreneurs, **CREATING OR SUSTAINING 1.2 MILLION JOBS** and benefiting **2.8 MILLION CHILDREN**  

World Vision staff and communities where we work contributed to policy changes or implementation helping to address vulnerability for about **400 MILLION CHILDREN**  **AROUND THE WORLD**



# COMMUNITY DEVELOPMENT

## Helping Children to Have 'Life in All Its Fullness'

'Life in all its fullness' means different things to different people in different contexts.

For a grassroots organisation, such as World Vision, it can mean everything from agricultural strategies that result in a 50 per cent increase in crops, to a conference of Christian pastors and Muslim imams who agree to promote education for girls, to a 10-year-old boy receiving an encouraging email from his child sponsor living half a world away.

For 63 years, World Vision has worked with vulnerable children and their families, seeking to help fulfil Jesus' statement in John 10:10: 'I came to give life, life in all its fullness.'

In 2013, those services, comprising comprehensive community development programmes, were better integrated than in any year previously. Essentials for full and healthy lives – such as improving health care, water, sanitation, nutrition, education and life skills, micro-enterprise, spiritual nurture, and food and livelihood security – represent inter-connected strands in the cord of World Vision's interventions to improve child well-being.

That cord is strong, but much more needs to be done to fulfill the organisation's vision.

'We believe it is unacceptable that nearly 7 million children under the age of 5 are dying from preventable diseases each year,' says Martha Newsome, World Vision's Partnership Leader for Sustainable Health. 'In addition, it is outrageous that in this modern era of medicine, nearly 300,000 women perish each year from pregnancy-related causes.'

In 2013, the organisation sought to address these problems by:

- Supporting more than 75,000 community health workers and volunteers who reach vulnerable women and children
- Treating nearly 175,000 children for life-threatening acute malnutrition through activities that help them recover within the safety of their own homes and communities
- Training 71,000 skilled volunteers, 47,000 community groups and 64,000 faith-based congregations serving 1 million orphans and vulnerable children in 22 HIV-prevalent countries
- Reaching more than 1.1 million people with water and nearly 1.4 million people with sanitation interventions, as well as influencing government policies on water and sanitation.

A child's education is equally critical to well-being, and, of course, reading is the fundamental building block for lifelong learning.

In 2013, World Vision implemented Literacy Boost, a specialised reading programme in five nations – Ethiopia, Burundi, Kenya, Malawi and Rwanda. In addition, there are education initiatives in various stages of planning in more than 40 others.

'Literacy Boost's evidence-based approach supports early grade learning and incorporates three critical components – reading assessments, teacher training and community action,' says Linda Hiebert, Senior Director of Education and Life Skills. 'It focuses on developing five core reading skills: letter knowledge, phonemic awareness, vocabulary, reading fluency and comprehension.'

In both emergency relief and community development programmes, we are providing essential building blocks of food production, nutrition and health, and economic opportunity.

— Thabani Maphosa, Global Director of the Food Programming and Management Group



The programme, in collaboration with Save the Children, has significantly improved children's learning outcomes in Ethiopia after only six months, according to an assessment conducted at the end of 2013. Nearly 600 students were assessed in 15 schools, as well as in 21 control schools. As a result, more than 35 per cent of Literacy Boost students became new readers, compared to 19 per cent in the control schools.

In addition to health and education, communities need economic opportunities to embrace 'life in all its fullness.'

VisionFund, World Vision's microfinance subsidiary, offers financial services in 35 countries and helps empower communities. In 2013, VisionFund's network of microfinance institutions provided more than 1 million loans to 935,000 borrowers. These efforts helped create or sustain more than 1.2 million jobs and helped improve the lives of 2.8 million children.

'I am delighted that we are working alongside World Vision colleagues delivering services in water and sanitation, education, disaster recovery and housing,' says VisionFund President and CEO Scott Brown.

In 2013, VisionFund and World Vision collaborated on a market-led agricultural programme in Tanzania. The programme is helping farmers grow their crops in a sustainable manner – from planting, to production, to selling at markets. Microfinance is at the core of the project's design, and plans are under way to expand this approach to other African nations.

The role of technology in microfinance services has also expanded. Mobile banking and tablet computing systems are being tested in many rural communities to help improve efficiency and data collection, enabling more clients to be served. If successful, results will be integrated into operations across VisionFund's global network.

One of World Vision's most innovative uses of technology is designed to increase efficiency and accountability of food delivery to beneficiaries. It has been used for five years and, in 2013 was introduced to 10,000 Philippine households in World Vision's response to Typhoon Bopha. This is one of 33 countries in which nearly 180 food assistance projects were implemented.

Approximately 76 per cent of food projects in 2013 were in Africa. Due in large part to the Syrian refugee crisis, Middle East projects increased significantly to 13 per cent of World Vision's total food portfolio. The food assistance programme increased by US\$30 million to US\$231 million.

'In both emergency relief and community development programmes, we are providing essential building blocks of food production, nutrition and health, and economic opportunity,' says Thabani Maphosa, Global Director of the Food Programming and Management Group.



Another building block of World Vision's holistic approach to community development is the opportunity for children to understand and experience the love of God and neighbour in a way that recognises their religious freedom.

'World Vision is open and transparent about our Christian identity as a positive influence in our work and relationships,' says Dan Ole Shani, Partnership Leader for Christian Commitments. 'We seek to serve the needs of others at all levels, and this service is expressed through our Christian identity in many different ways. Among our principles and practices are inclusion and non-discrimination, regardless of the religions or faith traditions in communities. And we have strict policies against proselytism.'

These efforts in 2013 included the expansion of Channels of Hope, in which World Vision staff educate Christian and other faith leaders about caring for vulnerable children and families, as well as breaking down prejudices. Child protection often is the centrepiece of these community workshops; other topics include reproductive health, HIV, and gender-based violence.

There were more than 7,500 participants from 717 congregations attending 440 Channels of Hope HIV workshops in 2013; more than 300 new facilitators were trained. Numerous sessions were held on gender and maternal and child health.

In addition, Christian Commitments has developed a comprehensive curriculum and called 'Celebrating Families', a safe and loving environment for children's well-being and nurture'. By the end of 2013, there were more than 4,600 staff, church leaders, volunteers and community members participating in 20 national offices.

World Vision's work is supported through prayers contributed from each office which can be accessed worldwide through an innovative prayer app for iPhones and iPads. The app has been used more than 7,000 times as people pray for the needs of children and communities.

For many in World Vision, 2013 will be remembered for the launch of its Sponsorship Transformation Programme which aims 'to inspire communities locally and globally for the well-being of children, through life-enriching experiences with children and supporters, their families and communities,' says Kathy Currie, Partnership Leader for Child Sponsorship.

Sponsorship helps enable children to participate as 'agents of change in their own communities, and amplify the voices of children and youth in development', says Ms. Currie. It also enables donors to become more aware of and engaged with children and their communities through 'inspiring videos, photos and other digital communications'.

World Vision makes the protection of children a priority through programmes such as Keeping Children Safe Online. In partnership with Microsoft, these efforts have helped parents, children, teachers and communities in developing nations uphold their own standards for children's safety and security.

In 2013, more than 3 million sponsors provided more than US\$1.3 billion and helped World Vision and its partners to serve 32 million children directly through community development and advocacy. Sponsors also contributed over US\$300 million for disaster response and other services.

'Child sponsorship helps strengthen the social fabric and provides a greater, more effective environment for child and community development,' says Ms Currie. 'It is integral with our sector-based programmes, such as improving health, water, education and food security, and helps us make substantive progress towards our Child Well-being Aspirations.'

### Top 10 situations which make children vulnerable:

1. Children living in poorest households (including child-headed households)
  2. Disability (child or caregiver)
  3. Orphans or abandoned children
  4. Children out of school (social exclusion, drop out)
  5. Malnourished and sick children (including chronic illness)
  6. Child abuse
  7. Child labour
  8. Children without birth registration or without access to services
  9. Children living or working on the streets
  10. Children affected by conflict
- Source: 2013 partnership report on child well-being targets





# HUMANITARIAN AND EMERGENCY AFFAIRS

## Addressing the Needs of Vulnerable Children in Disasters and Developing New Strategies to Meet Complex Challenges of the Future

The demands and challenges facing humanitarian agencies are growing increasingly complex. Disaster response and risk mitigation professionals recognise the inter-relation among issues such as ethnic-driven conflicts, the collapse of livelihoods, and sudden-onset events such as floods, earthquakes and hurricanes.

In the past decade, some of the more significant trends include:



### 1 Increasing economic losses

The economic impact of humanitarian emergencies is increasing, according to the United Nations. In 2012, (most recent statistics), the total was US\$157 billion.



### 2 Urbanisation

For several years, more than 50 per cent of the global population has lived in cities. The UN estimates that by 2050 more than 67 per cent of the world's population will be city dwellers.



### 3 Conflict

Protracted conflicts between and within nations have led to the forced migration of millions of people, as the world in 2013 witnessed in Syria, South Sudan and other countries.



### 4 Funding limitations

As the gap widens between the cost of responding to multiple disasters and funding limitations from institutional donors, it has become imperative for humanitarian organisations to diversify funding opportunities.



Increasingly, World Vision implements its humanitarian activities in multi-faith environments where spirituality is of paramount importance to communities. To be relevant and effective, the organisation ensures that its efforts are appropriate and respectful of this dimension of peoples' lives and identities. This is achieved by staff who understand the importance communities place on their faith traditions and through programmes that honour religious diversity.

'Our commitment to the well-being of children affected by disasters means we listen to them and are guided by their hopes and aspirations, as well as enable families and communities to retain or recover sustainable livelihoods,' says Dan Kelly, World Vision's Partnership Leader for Humanitarian and Emergency Affairs.



The challenges associated with that commitment were exemplified in 2013 by the effects of the civil war in Syria and the refugee crises in Lebanon and Jordan.

In Syria, between February and the end of September 2013, World Vision served approximately 70,000 residents with water, hygiene and household supplies, and improved access to water and sanitation facilities and primary healthcare. Programmes were funded by private donations, government agencies, and regional and international institutions.

Across the Syrian border in Jordan, World Vision's assessment of problems facing families and children revealed an unexpected critical need and desire: education. Only 43 per cent of school-age Syrian refugee children in Jordan were enrolled in schools located in refugee camps and host communities. Nearly one-third of these boys and girls required alternative education to help them integrate into the Jordanian school system.

World Vision launched a back-to-school campaign to increase enrolment and worked with other agencies to provide remedial classes to Syrian and vulnerable Jordanian children.

As in Jordan, Syrian children in Lebanon cited education as a primary need. World Vision recruited Syrian teachers from among the refugees. Child-friendly spaces, a hallmark of World Vision's emergency programming, enabled students to ease the trauma of their situations and to assimilate into their new and, it is hoped, temporary homes.



Another emergency in 2013, brought on by conflict and exacerbated by natural disasters, continued to bring instability and violence in South Sudan. Clashes among rebel groups and inter-ethnic hostilities were complicated by flooding and drought, as well as the influx of refugees from Sudan. World Vision also provided: psychosocial support and protection to more than 10,000 children; training in child rights and peacebuilding for more than 5,500 community leaders; and the construction of child-friendly spaces for 4,000 children.



Halfway across the world in Vietnam, the organisation responded to effects of climate change. World Vision embarked on a programme to educate children on disaster risk reduction, enabling them to teach their families on disaster preparedness. These activities, some of which included teachers so concepts could be reinforced in the classroom, included singing, dancing, role-playing, quizzes and contests.

'Children demonstrated an increased understanding of different hazards and vulnerable areas as well as mapping nearby safe locations,' says Mr Kelly. They analysed and monitored the disaster risks, vulnerabilities and capacities of their communities to better protect themselves.'



In the coastal province of Thanh Hoa, World Vision helped more than 60 rapid response teams draft operations protocols and disaster risk reduction plans, provided rescue equipment, and conducted disaster simulations, as communities developed strategies to respond to recurring typhoons and flooding.

The growing complexities of responding to and seeking to prevent disasters have led World Vision to establish Disaster Management 2020 (DM2020), a child-focused strategy. The goal is to become 'operational and thought leaders in child-focused disaster management with relevant, agile and responsive systems, structures and programmes', according to Mr Kelly. Objectives include:

- Addressing the well-being of at least 20 per cent of all children affected by emergencies.
- Creating a comprehensive and integrated disaster management programmes, including: early warning, disaster risk reduction, preparedness, response, recovery and transition.

'As urbanisation increases, we will devote even more resources – time, energy and funding – to programmes designed to meet the emerging challenges of poor and vulnerable children and families in densely populated cities,' says Mr Kelly.



Our commitment to the well-being of children affected by disasters means we listen to them and are guided by their hopes and aspirations, as well as enable families and communities to retain or recover sustainable livelihoods.

– Dan Kelly, Partnership Leader for Humanitarian and Emergency Affairs

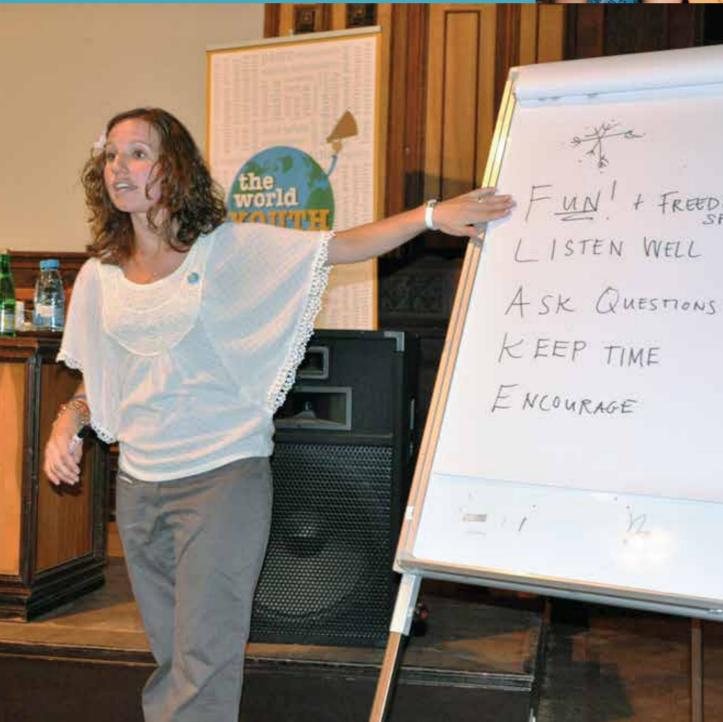


## Promoting Justice Through Changes in Policies, Systems, Practices, Attitudes and Citizen Mobilisation

Just as community development and emergency response are integral to World Vision's work, advocacy helps educate, enlighten and empower children, their families and communities to champion issues and causes to improve child well-being.

'World Vision staff and communities where we work contributed to policy changes or implementation helping to address vulnerability for about 400 million children,' says Charles Badenoch, World Vision's Partnership Leader for Advocacy and Justice for Children.

These changes in 2013 were possible as a result of actions taken by children and their communities in partnership with World Vision's advocates at national and global levels.



Through World Vision's Citizen Voice and Action programmes, people in more than 400 communities learned of and advocated for their rights. As a result, schools, health clinics, local governments and other service providers became more accountable and, ultimately, more effective.

This local advocacy work is becoming an increasing focus for World Vision, enabling and empowering beneficiaries, who, in turn, seek to hold leaders to account.

But the communities World Vision collaborates with are not just those in poor countries, says Mr Badenoch.

'Groups of citizens in some of the world's richest countries are determined to ensure their leaders commit resources and support to where they are needed most,' he says. 'In the past year alone, people in these communities, as well as World Vision advocates in our local programmes, took more than half a million advocacy actions, such as contacting government officials and speaking out on issues of child well-being.'

'We say from local to global – that's World Vision's advocacy in action in 2013,' says Mr Badenoch.

World Vision staff and communities where we work contributed to policy changes or implementation helping to address vulnerability for about 400 million children.

— Charles Badenoch, Partnership Leader for Advocacy and Justice for Children

The Child Health Now campaign continues to provide the foundation for World Vision's advocacy work, linking local issues and evidence to help influence national and global policies, along with seeking to hold government leaders accountable for their global commitments. More than 50 countries are involved in the campaign to help end preventable deaths of children under age 5; 80 per cent of advocacy actions taken by supporters were in favour of this goal. In 2013, the campaign influenced more than 30 changes in policies in several nations, including India, Brazil, El Salvador and Kenya, some of which have high rates of child mortality.



In Kenya, Citizen Voice and Action groups from different regions worked together to develop a policy statement on health issues and recommendations to improve maternal and child health. The statement was presented to national government representatives. As a result, it influenced the national government's budget, which allowed extra money for services and supplies to health centres, two significant aspects of the communities' demands.



Meanwhile, ahead of the World Health Assembly, World Vision advocates from 23 countries joined efforts, pressing global leaders to pass a resolution for better health care for children and their mothers. In September, prior to the United Nations General Assembly, World Vision advocates in 51 countries called on governments to 'Close the Gap' between 'health-rich children' – those with access to good health care and services, regardless of where they live, and 'health-poor children' those who cannot access such services. The endeavour reached more than 8.6 million people through social media. It was, says Mr Badenoch, just one example of many where World Vision advocates stood up for improvements for child well-being in 2013.

'We brought together people united in their desire to change the injustice of children living in fear, those who die before their fifth birthdays, and to improve systems that should protect them,' says Mr Badenoch.

In addition, more than 1,800 children in 14 countries united to influence a UN process creating global development goals beyond 2015. They told world leaders that they wanted to see greater attention paid to:

- Inequalities and discrimination of all kinds, including economic, racial and gender
- Participation of children in decision-making on matters that concern them
- Protection from all forms of violence and vulnerabilities
- Opportunities for better education in and out of school.

1800 CHILDREN



Indonesia

'Advocacy has a multiplier effect and, when entwined with our other work in development and emergency programmes, we have a bigger and deeper impact for the well-being of children,' says Mr Badenoch. And World Vision's faith sits at the heart of its advocacy work.

'Being led by our faith means working for a world where the restoration of right relationships is at the heart of World Vision's advocacy,' he says.

One example of this is the Harmony Education project in Indonesia.



Teams from the education, peacebuilding, interfaith, communications and advocacy departments collaborated to promote positive relationships among people of different faiths and to provide training in non-violent behaviour in a region affected by religious conflicts and segregation. The endeavour included teachers, leaders of faith-based organisations, children, community organisers and government education representatives at local to national levels.

The project is now in some schools' curricula, and has been recognised by governments in Central Sulawesi and North Maluku provinces; talks are under way to implement the project in other schools.

Advocacy's role during emergency 2013 saw World Vision emergency relief staff

helping Syrian refugees in Lebanon, as well as Lebanese nationals, to increase international attention to the crisis. 'We used our grassroots experience to bring it up to the world,' says Olivia Pennikian, World Vision Lebanon's advocacy manager, citing a report created by Syrian refugee children to give an insight into their needs and hopes.

Widespread media coverage and increased interest from parliamentarians and politicians in the UK, Netherlands and Germany among others, helped lead to pledges of financial support and visits to Lebanon to hear stories firsthand from Syrian refugees and the Lebanese people hosting them.

According to Mr Badenoch, this end-to-end approach to advocacy meant that once again, in 2013, children were at the centre of World Vision's efforts to seek justice.



# ACCOUNTABILITY

Enabling children, their communities, donors and other stakeholders to hold World Vision accountable, believing that accountability improves effectiveness, strengthens integrity, and builds confidence.



Accountability assures the integrity of any relationship – professional or personal. For World Vision, accountability is demonstrated in its commitment to work with staff, peers, partners and other stakeholders to help children thrive.

'Accountability and its counterpart transparency are journeys, not destinations. They are objectives of individual and organisational excellence toward which World Vision strives. We must always guard against complacency,' says Beris Gwynne, the 2013 Partnership Leader for Accountability. 'While we celebrate recognition by our peers of good practices in some areas, there are other areas where we struggle to provide evidence of our effectiveness.'

In 2013, the organisation increased its efforts to be more accountable to children and their constituencies, generating guidelines and standards to help assimilate children's opinions into its work. Special steps were taken to ensure the voices of children are heard and appreciated in the Millennium Development Goal Post-2015 process at the United Nations, and to promote children's participation in ways that are meaningful, ethical, safe and gender-sensitive.

'International standards of accountability have been adapted for and are being applied in all of our programmes, demonstrating our commitment to enabling children and communities and partners to hold us to account,' says Ms Gwynne. 'Ninety per cent of our offices have piloted new accountability requirements and are reporting on actions to improve information-sharing, consultation and participation, and we are accessing feedback and response mechanisms.'



World Vision's 2013 Accountability Update includes a comprehensive analysis of steps taken to strengthen accountability to stakeholders regarding child sponsorship, consolidate organisational requirements and contribute to shaping industry standards. The development of Child Protection Incident Preparedness Plans for every national office and the creation of an integrated system have resulted in increased reports of such incidents.

Financial accountability and transparency are hallmarks of any reputable organisation. During 2013, World Vision implemented a system to strengthen audit processes by enabling auditors to conduct risk assessments of each audited office or programme and to focus on the high-risk areas. In addition, the organisation made improvements in fraud investigation and IT audit functions, as well as investigation protocols and procedures. These measures will help increase the accountability, efficiency and effectiveness of the organisation's financial systems.

Many organisation-wide policies were introduced or updated during the year; including: the promotion of justice; microfinance and VisionFund governance; whistleblower management; anti-corruption; human resources; and security management. In May of 2013, senior leaders approved a Risk Management Framework that outlines in detail risk management and reporting processes.

'Risk management is the responsibility of everyone in the organisation – not just the people with risk or compliance in their job titles,' says Enterprise Risk Management Director Linda Foster.

In addition to being accountable to its beneficiaries, donors and other stakeholders, World Vision is serious about its accountability to staff. More than 80 per cent of its employees participated in the annual staff survey. They expressed opinions on World Vision as an employer and offered suggestions on areas for improvement.

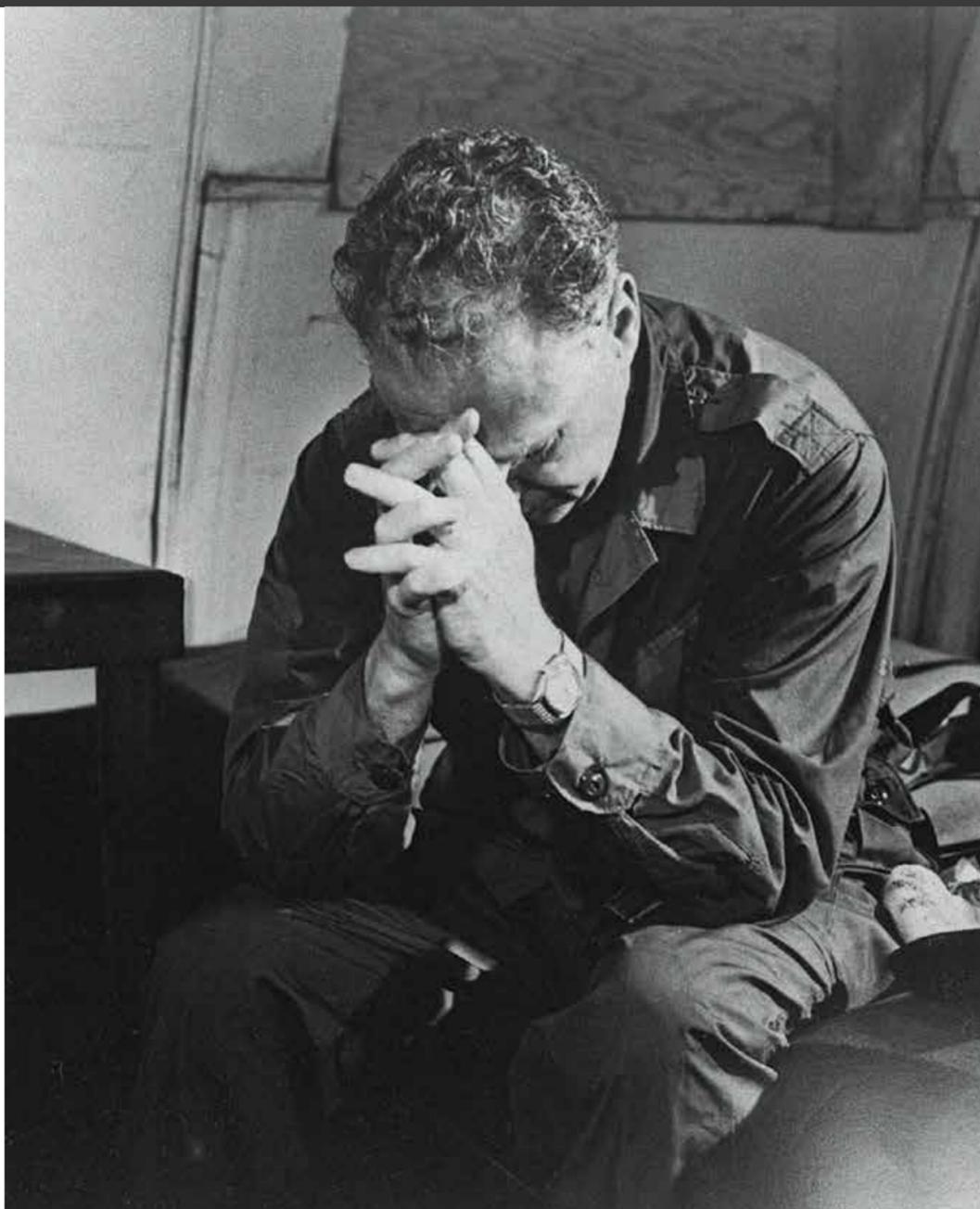
'World Vision's efforts towards greater accountability, transparency and integrity are deeply rooted in our Christian identity and are guided by biblical tenets,' says Ms Gwynne. 'We are called to work 'as unto the Lord,' and are reminded that each of us, one day, will be called to account for our stewardship of resources entrusted to us.'

World Vision's efforts toward greater accountability, transparency and integrity are deeply rooted in our Christian identity and are guided by biblical tenets.

— Beris Gwynne, Partnership Leader for Accountability



# THE GLOBAL PARTNERSHIP



REV. BOB PIERCE  
Founder, World Vision



**World Vision**<sup>®</sup>

World Vision was founded in 1950 in the United States by the Rev. Bob Pierce. Nearly 30 years later, in 1977, World Vision International was established as the coordinating body, providing direction to this global Partnership, assuring appropriate technical capabilities are in place to meet the mission, and ensuring that standards and policies are established and followed. World Vision's international executive office is located near London, UK, with its officers and staff working in many locations around the world.

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 on the board from 19 countries. They are:

Mr Josef Stiegler, Austria (Chair)  
Mr Shannon Adams, Australia  
Mr James Bere, Jr, United States  
Rev Soriba Joseph Camara, Mali  
Ms Maria Consuelo Campos, Colombia  
Dr John Crosby, United States  
Ms Sharon Dymond, Canada  
Ms Tiffany Tair-Fen Huang, Taiwan  
Dr Akiko Minato Ichihira, Japan  
Mr Kevin Jenkins, Canada (President and CEO)  
Mr Eduardo Cabral Jimenez, Philippines  
Mr Callisto Jokonya, Zimbabwe  
Mr Vinod Khisty, India  
Mr Rudy Koesnadi, Indonesia  
Mr Philip Koh, Malaysia  
Dr Rachael Masake, Kenya  
Mr Peter McClure, New Zealand  
Mr Ron J. McKerlie, Canada  
Ms Silvia M. Novoa Fernandez, Mexico  
Mr Stephen W. Phelps, United Kingdom  
Ms Donna Shepherd, Australia  
Dr Manuel Santos Sierra, Honduras  
Dr Joan Singleton, United States  
Ms Pirjo Stahle, Finland

---

## Where We Work

Afghanistan\* • Albania\* • Angola\* • Armenia\* • Australia\* • Austria\* • Azerbaijan\* • Bangladesh\* • Belgium\*  
Bolivia\* • Bosnia and Herzegovina\* • Brazil • Burundi\* • Cambodia\* • Canada\* • Central African Republic\*  
Chad\* • Chile\* • China (including Hong Kong)\* • Colombia • Costa Rica\* • Cyprus • Dominican Republic\*  
Democratic People's Republic of Korea\* • Democratic Republic of the 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\* • Mali\* • Mauritania\* • Mexico\* • Mongolia\* • Montenegro\*  
Mozambique\* • Myanmar\* • Nepal\* • Netherlands\* • New Zealand\* • Nicaragua\* • Niger\* • Pakistan\*  
Panama\* • Papua New Guinea\* • Peru\* • Philippines\* • Romania\* • Rwanda\* • Senegal\* • Serbia\*  
Sierra Leone\* • Singapore\* • Solomon Islands\* • Somalia\* • South Africa\* • South Korea\* • South Sudan\*  
Spain\* • Sri Lanka\* • Sudan\* • Swaziland\* • Switzerland\* • Syria\* • Taiwan\* • Tanzania\* • Thailand\*  
Timor-Leste\* • Turkey\* • Uganda\* • United Arab Emirates\* • United Kingdom\* • United States\*  
Vanuatu\* • Vietnam\* • Zambia\* • Zimbabwe\*

---

\*Refers to nations or territories that contributed to fundraising in FY 2013

# FINANCIAL SUMMARY

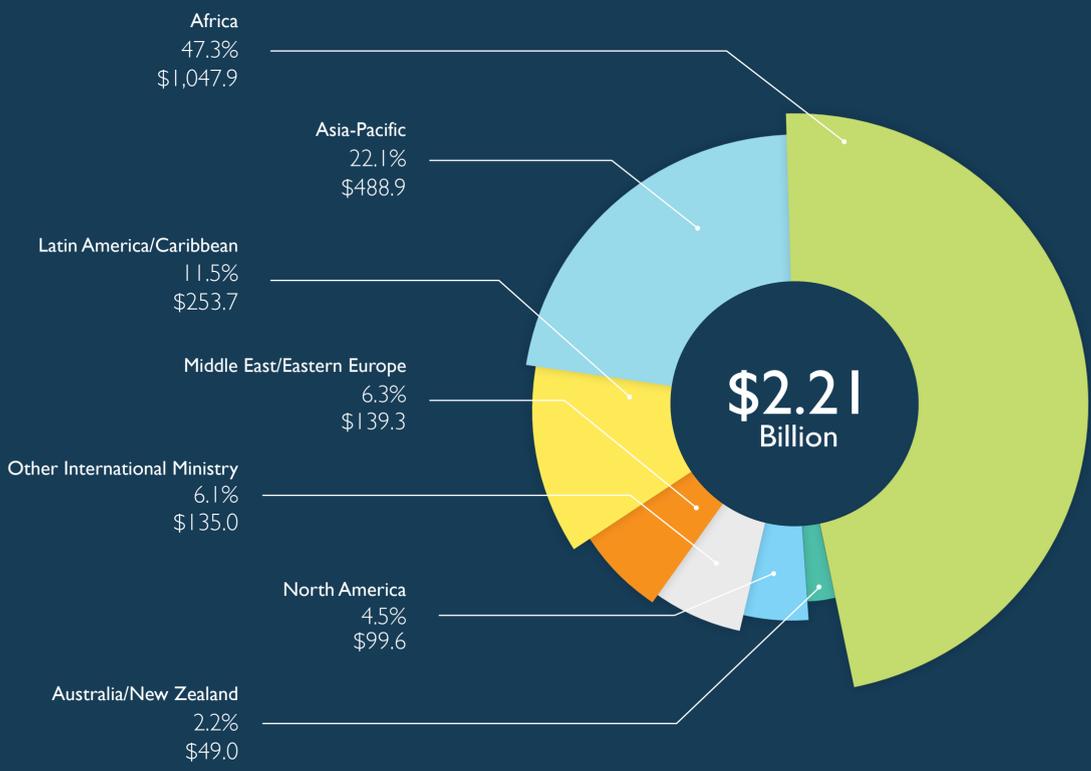
## Total Income for Fiscal year 2013: US \$2.67 Billion

(Cash, food resources, and donated products, also known as gifts-in-kind)

Total expenditures on international programmes by region:

## US \$2.21 Billion

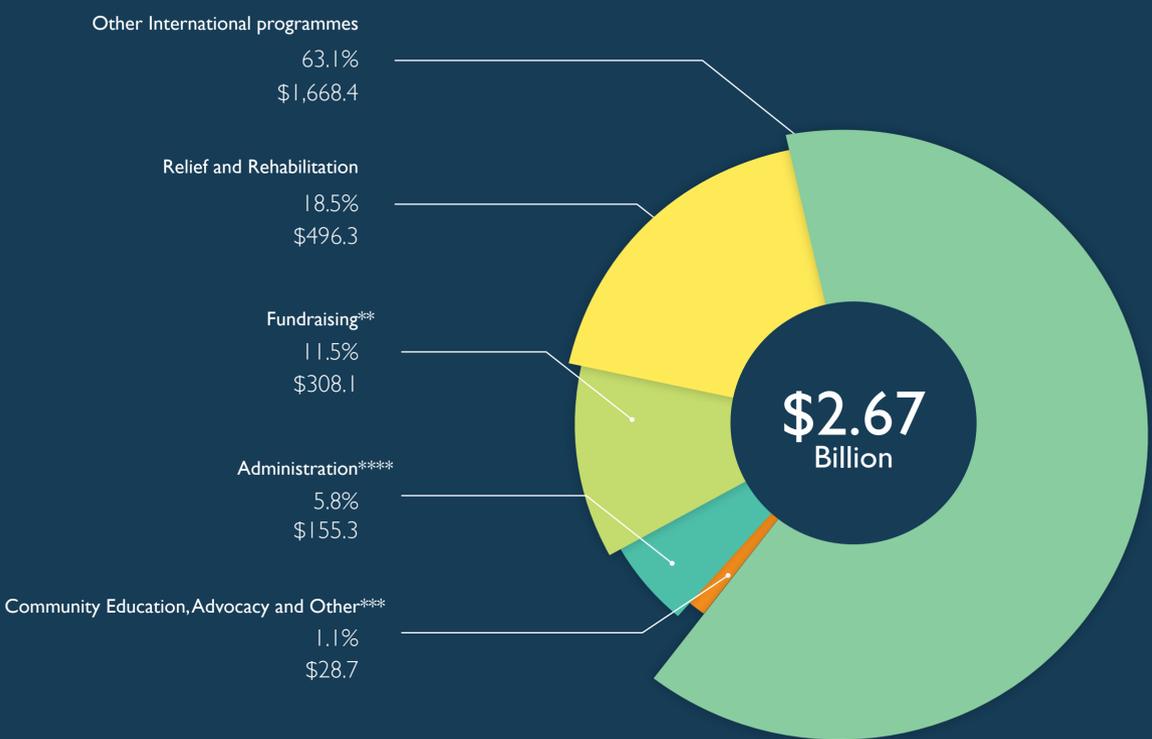
(International programmes refers to emergency relief in natural disasters and conflicts, and development work in food, education, health, sanitation, income generation and other community needs. Also includes costs to support such programmes.)



Total expenditures by activity:

## US \$2.67 Billion

(all amounts in millions of dollars)



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

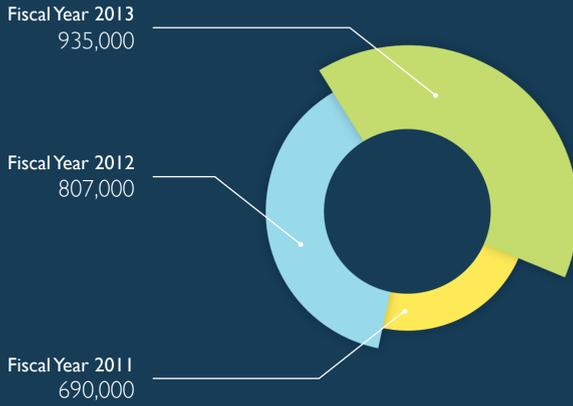
\*\*\*Community Education and Advocacy refer to awareness of poverty and justice issues through media campaigns, forums, speaking engagements and seeking to influence organisations and governments.

\*\*\*\*Administration refers to costs of working with donors, as well as computer technology, finance and accounting functions, human resources and managerial oversight.

## VisionFund

World Vision's microfinance subsidiary, VisionFund, offers financial services in 35 countries. In 2013, it provided more than 1 million loans to 935,000 borrowers. These efforts helped create or sustain more than 1.2 million jobs and helped improve the lives of 2.8 million children.

### BORROWERS

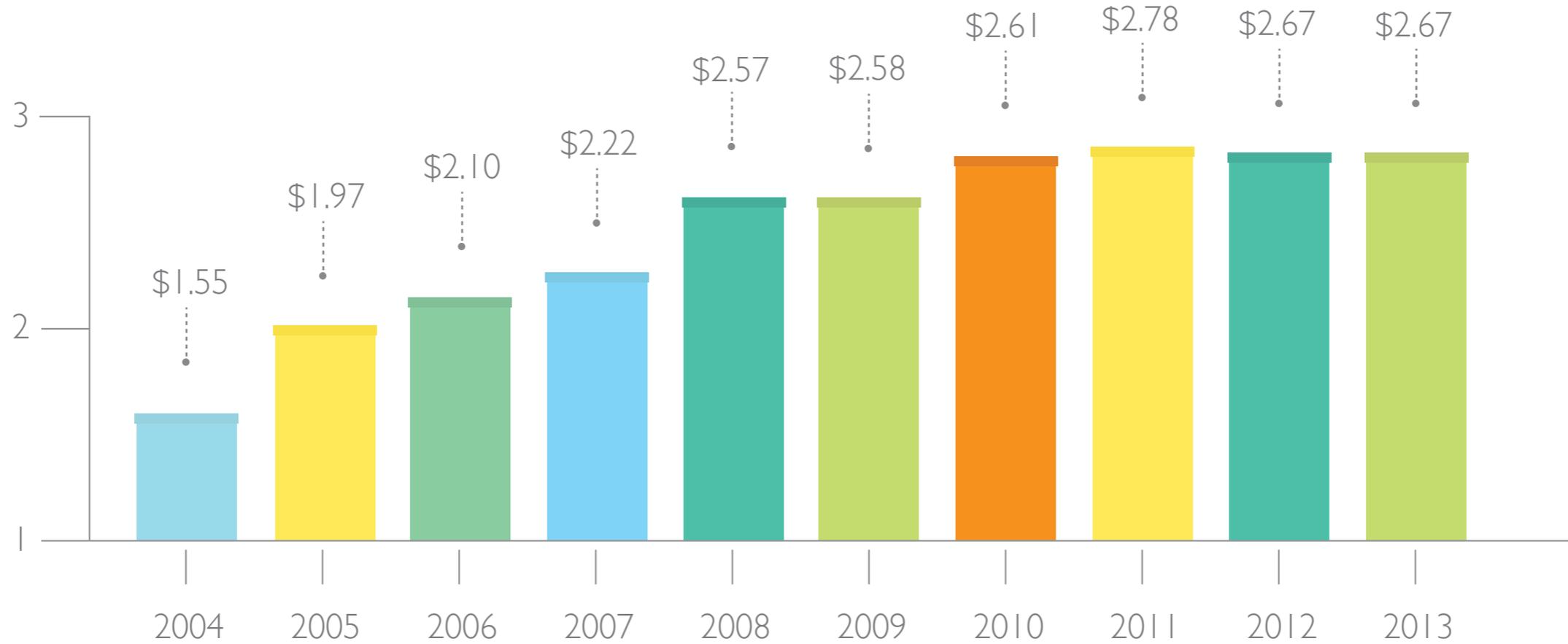


### CHILDREN SERVED



# WORLD VISION PARTNERSHIP INCOME TREND

Billions of U.S. dollars





**World Vision**<sup>®</sup>



Each office subscribes to common values and aims:  
We are Christian • We are committed to the poor • We value people  
We are stewards • We are partners • We are responsive

For more information please visit: [www.wvi.org](http://www.wvi.org)  
Executive Office Waterview House, 1 Roundwood Avenue, Stockley Park,  
Uxbridge, Middlesex, UB1 1FG United Kingdom

Kate Nicholas, Chief Communications Officer  
Sharon Marshall, Director of Public Affairs  
Writer/Managing Editor: Dean R. Owen, Senior Advisor, Corporate Communications  
Contributors: Tennille Bergin, Senior Communications Officer, Public Affairs; Jérémie Olivier, Communications Officer, Advocacy and Justice for Children  
Copyediting/proofreading: Jo Marie Dooley, Site Manager and Editor, Sponsorship Transformation Programme  
Production: Manager, Kent Land, Global Creative Services;  
Daniel Mason, Project Specialist, Global Creative Services;  
Ivan Adidjaja, Web Designer, Global Creative Services  
Photos: World Vision staff  
Design: SquarePixel, [www.squarepixelstudios.net](http://www.squarepixelstudios.net)