A World Vision for Children
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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.
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
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 15-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. ‘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.’

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.’

World Vision’s work includes pursuing reconciliation to mend broken relationships between parents 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.

Experience the love of God and neighbour

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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.

Protected from harm

World Vision’s work 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.

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.

Our Prayer For Every Heart, The Will To Make It So

Our Vision For Every Child, Life In All Its Fullness

INTRODUCTION
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 MAJOR DISASTERS WORLDWIDE RECEIVED ASSISTANCE

89 MILLIONS OF PEOPLE were equipped to advocate with their governments, leading to significant improvements in children’s:

- HEALTH
- EDUCATION

1.5 MILLION PEOPLE gained ACCESS TO IMPROVED SANITATION

12 MILLIONS OF PEOPLE were equipped to advocate with their governments, leading to significant improvements in children’s:

- EDUCATION
- HEALTH

1.2 MILLION JOBS and benefiting 2.8 MILLION CHILDREN

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

1 MILLION SMALL LOANS were made to poor entrepreneurs, creating or sustaining 1.2 MILLION JOBS

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

MILLIONS OF SURVIVORS OF 11 MAJOR DISASTERS WORLDWIDE received assistance

MORE THAN 1 MILLION people gained SUSTAINABLE access to clean water

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
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’s safety and security.

World Vision makes the protection of children a priority through programmes such as Keeping Children Safe Online. In partnership with youth in development’, says Ms. Currie. It also enables donors to become more aware of and engaged with children and their communities. Sponsorship helps enable children to participate as ‘agents of change in their own communities, and amplify the voices of children and families and communities,’ says Kathy Currie, Partnership Leader for Child Sponsorship.

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 World Vision’s work is integrated into operations across VisionFund’s global network.

The role of technology in microfinance services has also expanded. Mobile banking and tablet computing systems are being tested in project’s design, and plans are under way to expand this approach to other African nations. Microfinance is at the core of the farmers’ work, helping them grow their crops in a sustainable manner – from planting, to production, to selling at markets. Microfinance is at the core of the farmers’ work, helping them grow their crops in a sustainable manner – from planting, to production, to selling at markets.

Nearly 175,000 children for life-threatening acute malnutrition through activities that help them recover within the safety of their communities. World Vision is open and transparent about our Christian identity as a positive influence in our work and relationships, a way that recognises their religious freedom.

Another building block of World Vision’s holistic approach to helping children is the Children’s Right to Be Heard initiative. Children are a key part of the solution, and need to be represented in discussions about their life. World Vision offers a safe and independent voice by empowering children and youth to advocate for change in their communities.

In 2013, those services, comprising comprehensive community development programmes, were better integrated than in any year previously. 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 bring life in all its fullness.’ For a grassroots organisation, such as World Vision, it can mean everything from agricultural strategies that result in a 50 per cent increase in farmers’ income, to innovative approaches to teaching and learning, to saving families from the threat of floods, to providing hope for the future.

The program’s top 10 situations which make children vulnerable:

1. Children affected by conflict
2. Disability (child or caregiver)
3. Insufficient education
4. Children out of school (social exclusion, drop out)
5. Malnourished and sick children (including chronic illness)
6. Child abuse
7. Children with disabilities
8. Child marriage
9. Economic hardship
10. Child’s own or parent’s illness

In both emergency relief and community development programmes, we are providing practical working models of good food production, nutrition, health, and economic opportunity.

Top 10 situations which make children vulnerable.

World Vision is a member of the UNICEF Children’s Rights and Gender Equality Network and in 2013 added the areas of sexual and reproductive health and rights to its work. These efforts in 2013 included the expansion of Channels of Hope, in which World Vision staff educate Christian and other religious or faith traditions in communities. And we have strict practices are inclusion and non-discrimination, regardless of the identity as a positive influence in our work and relationships, a way that recognises their religious freedom.

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Helping Children to Have ‘Life in All Its Fullness’

In 2013, World Vision’s health programmes provided life-saving care and treatment to 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.

Approximately 76 per cent of food projects in 2013 were in Africa. Due in large part to the Syrian refugee crisis, Middle East projects beneficiaries. It has been used for five years and, in 2013 was introduced to 10,000 Philippine households in World Vision’s response to the Typhoon Haiyan disaster.

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

- Treating nearly 175,000 children for life-threatening acute malnutrition through activities that help them recover within the safety of their communities.
- Supporting more than 75,000 community health workers and volunteers who reach vulnerable women and children.
- Providing clean water and sanitation facilities to 1.1 million people.
- Introducing ‘Literacy Boost’s evidence-based approach supports early grade learning and incorporates three critical components – reading assessments, instruction, and practice – and has been used in Kenya for five years and introduced in 2013 in the Philippines.

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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 bring life in all its fullness.’ For a grassroots organisation, such as World Vision, it can mean everything from agricultural strategies that result in a 50 per cent increase in farmers’ income, to innovative approaches to teaching and learning, to saving families from the threat of floods, to providing hope for the future.
The demands and challenges facing humanitarian agencies are growing increasingly complex. Disaster response and risk mitigation professionals need to work closely with children to ease the trauma of their situations and to empower them to build a brighter future.

World Vision's emergency programming in Syria has provided rescue equipment, conducted disaster simulations, and supported response teams in drafting operations protocols and disaster risk reduction plans. With the challenges of poor and vulnerable children and youth in mind, programmes designed to meet the emerging needs of communities have become ‘operational and thought leaders in child-focused disaster management with relevant, agile and responsive systems, structures and institutions.’

Programmes were funded by private donations, including 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. Nearly one-third of these boys and girls required alternative education to help them integrate into the Jordanian school system. Across the Syrian border in Jordan, World Vision's assessment of problems facing families and children revealed an unexpected critical need and desire: education.

In Syria, between February and the end of September 2013, World Vision served approximately 70,000 residents in camps and host communities. Nearly 2,800 children, including 1,600 girls, participated in livelihood training programmes, and nearly 2,700 children – including 1,400 girls – received training in child rights and peacebuilding. World Vision helped more than 5,500 community leaders, including 2,400 women, gain the skills needed to promote peace and reconciliation in communities affected by conflict. Clashes among rebel groups and inter-ethnic hostilities in South Sudan were complicated by flooding and violence, and the refugee crises in Lebanon and Jordan continued to bring instability.

The growing complexities of responding to and providing effective assistance have led World Vision to seek new strategies to meet the complex challenges of the future. The organisation has embarked on a programme to educate children on disaster risk reduction, enabling them to teach their families on disaster preparedness. Programmes are designed to meet the emerging needs of communities and are guided by their hopes and aspirations.

There are four key areas that World Vision is focusing on:

1. Programmes designed with a holistic approach that consider the needs of children and youth in complex humanitarian settings.
2. Programmes that are child-focused and designed with an understanding of the importance of spirituality in communities where it is of paramount importance.
3. Programmes that are designed with a focus on child protection and are led by child-friendly spaces.
4. Programmes that are designed with a focus on peacebuilding.

The economic impact of humanitarian crises is significant. For several years, more than 50 per cent of the world’s population has been affected by humanitarian crises. In 2013, the total was US$157 billion. As the gap widens between the cost of humanitarian operations and funding opportunities, it has become imperative for donors to recognise the inter-relation among issues such as ethnic-driven conflicts, the collapse of livelihoods, and sudden-onset events such as floods, drought, earthquakes and hurricanes. This is achieved by staff who understand the importance of respecting and honouring religious diversity.

World Vision implements its humanitarian activities in multi-faith environments where spirituality is of paramount importance to communities. Programmes that are designed with a focus on child protection are led by child-friendly spaces. Programmes that are designed with a focus on peacebuilding are led by community leaders who have been trained in peacebuilding.

We listen to them and are guided by their hopes and aspirations, as well as the expectations of local authorities and leaders. We work to understand their needs and to empower children and youth to build a better future.
World Vision staff and communities where we work contributed to changes in policies, systems and practices that affect the lives of about 400 million children, ‘says Charles Badenoch, World Vision’s Partnership Leader for Advocacy and Justice for Children.

World Vision staff and communities where we work contributed to changes or organizational making in order to better understand the needs of children and their communities in partnership with World Vision’s Partnership Leader for Advocacy and Justice for Children.

In addition, more than 1,800 children in 14 countries united to influence a UN process creating global development goals beyond 2015. Just as community development and emergency response are social and political processes, so too is advocacy.

Participation of children in decision-making on matters that concern them and to improve systems that should protect them,’ says Mr Badenoch. ‘We brought together people united in their desire to change the injustice of children living in fear, those who die before their fifth birthdays, those who are behind bars before they are 18, and those who are involved in violence.

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 advocacy work, linking local issues and evidence to help influence national and global policies, along with seeking to hold government representatives to account, has been instrumental in changing the landscape.

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One example of this is the Harmony Education project in Indonesia. In 2013, World Vision and partners in Indonesia developed an end-to-end approach to advocacy to support the promotion of peacebuilding, interfaith, and to provide training in non-violent behaviour in a region affected by religious conflicts and intercommunal violence.

In Indonesia, World Vision works with teachers, children and parents in more than 1,300 schools. It has been an important project in the lives of young people, promoting positive relationships among people of different faiths and to improve systems that should protect them.

Advocacy’s role during emergencies in 2013 saw World Vision emergency relief staff and communities where we work contributed to changes or organizational making in order to better understand the needs of children and their communities in partnership with World Vision’s Partnership Leader for Advocacy and Justice for Children.

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

Advocacy means working with communities to understand their needs and hopes. As a result, schools, health clinics, local governments and other service providers became more accountable and, as a result, more children were helped.

For example, in 2013, World Vision managed to increase international attention to the situation of refugee children in Lebanon, as a result of advocacy by World Vision Lebanon’s advocacy manager, Olivia Pennikian.

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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 toward 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 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

Total expenditures by activity:
US $2.67 Billion

VisionFund
World Vision’s microfinance subsidiary, VisionFund, offers financial services in 35 countries. In 2013, it provided more than 10 million loans to 103,000 borrowers. These efforts helped create or sustain more than 1.2 million jobs and helped improve the lives of 2.8 million children.

BORROWERS

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CHILDREN SERVED

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<tr>
<td>2011</td>
<td>2.2 million</td>
</tr>
</tbody>
</table>
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
Executive Office Waterview House, 1 Roundwood Avenue, Stockley Park, Uxbridge, Middlesex, UB11 1FG United Kingdom