



**IMPACT AND RESILIENCE**  
WORLD VISION INTERNATIONAL  
ANNUAL REVIEW

2014



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World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice. Its more than 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.

**World Vision:**  
CHILD-FOCUSED • COMMUNITY-BASED • CHRIST-CENTRED



## PRESIDENT'S FOREWORD

### Foreword from Kevin J. Jenkins, President and CEO

World Vision partners with a community to improve the prospects of vulnerable children for around 15 years. In our relief responses, we look at people's needs from a range of perspectives. In our microfinance programmes, we don't just think about the financial bottom line, but the impact on children as well.

Whatever we do, when we finish the job, we judge ourselves on our impact, the resilience of the people, and the sustainability of the work.



*The twin goals of impact and resilience are not that we 'do things for' people, but that community members are transformed.*

In addition to assessments common to development organisations – such as numbers of children in school, health outcomes, and rates of malnutrition – we measure our impact against targets based on our own child well-being aspirations.

We work with communities not just to improve life now, but to increase their resilience in an unpredictable future with possible scenarios ranging from relief emergencies to social, political and climate change.

We incubate local community-based organisations, empower children and youth to speak up, and form microfinance collectives and savings-and-loan groups to ensure that the gains made while we were in the community will be sustainable when we leave.

These are models we have honed over 65 years of 'walking with the poor'. We seek to be a learning organisation, identifying approaches that will produce the best results.

Where we fall short, we refine our strategies and devise new ways to implement them.

There are many things that distinguish us from other organisations doing similar work. We believe resilience and impact have a spiritual dimension. Practical support is an important building block for children to thrive, but knowing they are loved 'by God and neighbour' takes optimism and hope to a completely different level.

As a Christian organisation, we find that this understanding of the power of faith in development resonates with partners of all faiths wherever we work.

The twin goals of impact and resilience are not that we 'do things for' people, but that community members are transformed. Children – protected, cared for and given the opportunity to become all God wants them to be – are transformed forever. They experience the 'life in all its fullness' which we aspire to in our vision statement.

To everyone who has and will partner with us on this journey of transformed lives – those with 'the will to make it so' – **thank you. We deeply appreciate your trust in us.**



## INTRODUCTION

'Impact' and 'resilience'  
are interconnected



Together they comprise  
the foundation of most  
successful enterprises,  
whether products  
and services, business  
partnerships or  
personal relationships.



*A child who knows he is loved unconditionally by God – and by his parents, caregivers, or neighbours – may not be forced into child labour or lured into prostitution. Rather, he may complete secondary school, learn a trade or study in college, and go on to lead a productive life enriched even further by faith.*

In the humanitarian sector, impact and resilience are represented by individuals' lives and communities that have been transformed: a village with access to clean water, a 5-year-old girl learning to read, a pregnant woman eating nutritious food, a father obtaining a low-interest loan to rebuild his family's livelihood after a devastating natural or man-made disaster.

**For World Vision, impact and resilience** also help enable spiritual transformation. Faith, be it Christian, Muslim, Buddhist or Hindu, is important to the majority of the people the organisation serves. It shapes beliefs and values that directly impact the well-being of children for better or worse. A child who knows he is loved unconditionally by God – and by his parents, caregivers, or neighbours – may not be forced into child labour or lured into prostitution. Rather, he may complete secondary school, learn a trade or study in college, and go on to lead a productive life enriched even further by faith.

Like other humanitarian organisations, World Vision recognises that people who are knowledgeable about relief, community development, and advocacy understand the importance of impact and resilience. For decades, images of smiling children savouring fresh vegetables or receiving immunisations were sufficient for individual and corporate

donors to give and give generously. The sun has set on those days. Supporters and beneficiaries today want and expect to see quantifiable evidence of success, and World Vision is making important strides to deliver such evidence. **This 2014 Annual Review references a study by a respected academic institution about the sustainability of wells. It also covers the organisation's annual Partnership Report on Child Well-being Targets, in which all of World Vision's national offices submit information on the tangible results of their work.**

It is important to note, however, that there are limits on what quantifiable conclusions can be drawn. While many national offices provide comprehensive reports on evidence of World Vision's work, broad-based global measurements of impact remain unavailable – for now. But there is a growing level of clarity and precision in the organisation's reporting and increasing understanding of the work that helps provide 'life in all its fullness' for the children World Vision serves, whether that work is conducted in a Peruvian village or at the annual United Nations General Assembly.

Those efforts to seek clarity and excellence are reflected in the foreword by President and CEO Kevin Jenkins: 'We seek to be a learning organisation, identifying approaches with the best results. Where we fall short, we refine our strategies and devise new ways to implement them.'

In addition, as the number of humanitarian organisations increases, competition for the attention of prospective donors – and their contributions – has increased. While child sponsorship remains a substantial source of funding, World Vision is devoting more time and effort to diversify its revenue streams through other sources, such as grants from national governments and foundations, and corporate contributions.

In 2015, World Vision will celebrate its 65th anniversary. This review offers a glimpse into World Vision's work, as well as observations and insights from dedicated staff members behind that work, along with partners and supporters whose investments enable that work. These include a teacher in Malawi, a VisonFund loan recipient in the Philippines, and the senior pastor of church in Australia.

And, of course, this annual review seeks to illuminate God's immeasurable love and grace that each day helps motivate the organisation's more than 45,000 employees towards greater impact and resilience for the children, families and communities World Vision serves.



*'We seek to be a learning organisation, identifying approaches with the best results. Where we fall short, we refine our strategies and devise new ways to implement them.'*



About **3.4 million** sponsored children served in more than **1,660** communities, among **62 million** children benefitting from development, emergency relief, and domestic programs



Reached **8 million** people with food assistance, an average of **1.8 million** per month, in **35 countries** 60% were children, including **1.5 million** under age 5



Responded to **132 emergencies** and assisted nearly **11 million** people across more than **40 countries**;

Managed 6 global responses simultaneously: South Sudan, Central African Republic, Philippines, Jerusalem, West Bank & Gaza, Jordan, Syria and Iraq



**6 million** people in **70 countries** participated in the Child Health Now advocacy programme

## CHILD WELL-BEING REPORT

Persevering towards the goal of sustained well-being of vulnerable children





# WHAT IS CHILD WELL-BEING?

WorldVision's four Child Well-being Aspirations represent the organisation's vision for 'life in all its fullness' for vulnerable children:

- Children enjoy good health
- Children are educated for life
- Children experience love of God and their neighbours
- Children are cared for, protected and participating

Child Well-being Targets help enable the organisation to measure progress towards achieving that vision:

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





All of World Vision's employees and volunteers, whether drilling a well in a village in rural Ecuador or answering phones in an office in Malaysia, are working towards one goal: the sustained well-being of children within families and communities, especially the most vulnerable.

In addition, anyone who understands the complexities of humanitarian programmes knows that meeting this goal is daunting. It is achieved in small, but often significant steps. Measuring the progress of those steps towards child well-being is vital to help ensure programmes are meeting the needs of children and their communities.

Each year since 2013, every World Vision national office has produced a child well-being report, summarising and analysing results from its work towards realising the organisation's more specific child well-being targets.

The second round of reporting in 2014 has enabled World Vision for the first time to use evidence from standardised indicators to produce an organisation-wide report identifying those targets that were met or exceeded, where they fell short of expectations, and where improvements are needed.

To interpret results, internationally recognised measurements are applied to determine whether results fall within the range of 'critical' (thereby requiring action) to 'acceptable'.

In 2010, the organisation clarified its definition of child well-being by creating four general aspirations:

- Children enjoy good health
- Children are educated for life
- Children experience love of God and their neighbours
- Children are cared for, protected and participating



## Children report an increased level of well-being

**AGES 12-18**

By providing guidance for national offices on adolescent and youth programmes, World Vision has seen an expansion of child protection programmes. More than 90 per cent of national offices are now delivering child protection services; 62 per cent have established community-based child protection committees; and 51 per cent are conducting work in child protection advocacy.

This is a relatively new area of measurement for World Vision, and only 16 of 70 offices presented data. Albania and Kosovo measured preliminary results of their national youth empowerment programme, which saw improvement in one key aspect of well-being – ‘constructive use of time’. This indicates that young people have opportunities to learn new skills and nurture positive peer and adult relationships outside of the classroom.



## Increase in children protected from infection and disease

0-5 YEARS

Most child health indicators among offices reporting have consistently improved from

baseline measurements. For example, vaccination coverage showed a positive trend overall. Of the 80 programmes from 10 national offices able to measure change over time, 21 per cent had moved out of 'critical' levels and 15 per cent had moved to 'acceptable' levels. Projects in Kenya showed improvements between 2 and 10 percentage points against baseline values. World Vision's strategy of working with faith leaders to mobilise parents to help ensure children are immunised contributed to this improvement.

Significant gains were also made in home-based care of diarrhoea. Of the 41 programmes from 11 national offices,

27 per cent moved into the 'acceptable' range, and 37 per cent moved out of 'critical'.

In Timor Leste and Papua New Guinea, integrated approaches to child health, nutrition and sanitation led to statistically significant decreases in diarrhoea in children under age 5. In one programme in Timor Leste, improvement rates ranged from 0 to 86 per cent; in Papua New Guinea, rates improved from 19 per cent to 40 per cent.

There were also examples of improvements in awareness of and action towards addressing acute respiratory infections.

Among the 17 national offices reporting, six noted 25 per cent of their programmes moving into the 'acceptable' range, and 44 per cent moving out of 'critical'. For instance, across five programmes in Chad, there was an average increase of 25 per cent in parents seeking appropriate medical care for their infants.



## Increase in children who are well-nourished

0-5 YEARS

Under-nutrition remains a fundamental obstacle to children's well-being because of problems related to food security, gender discrimination, water and sanitation. In 2014, in collaboration with government health agencies, World Vision treated more than 180,000 children for acute malnutrition. Of these children, nearly 60,000 with severe acute malnutrition were treated through community-based programmes in 11 countries – with a 92 per cent cure rate. The remaining 120,000 children with moderate acute malnutrition, as well as more than 50,000 pregnant or nursing women, received targeted supplementary feeding.

World Vision also implements the Positive Deviance Hearth (PD Hearth) approach, an inexpensive community-based endeavour in which behaviours practiced by the mothers or caregivers of well-nourished children are shared with those caring for malnourished children. In Mozambique, 17 programmes implementing PD Hearth resulted in 58 per cent of more than 3,600 underweight children reaching normal weight within three months, and 66 per cent after 12 months from a baseline of 28 per cent.

Despite these gains, the number of children underweight, wasting, and especially stunting is still at critical levels. Of 75 programmes from 13 national offices reporting on change in stunting levels, just 11 per cent of their programmes have stunting at the 'acceptable' level and only 3 per cent moved up to 'acceptable'. Programmes at the 'critical' level dropped from 83 per cent to 76 per cent. Clearly, more investment in integrated, multi-sectoral approaches is needed to improve these levels.



## Increase in children who can read

**BY AGE 11 OR END OF PRIMARY SCHOOLING**

Over the last three years, World Vision has shifted its focus in education from infrastructure projects to programmes seeking to improve children's learning. Nineteen offices have introduced proven approaches, including Literacy Boost in partnership with Save the Children. (See the section on Education and Life Skills beginning on page 39.)

In South Africa, four programmes reported improved reading and comprehension scores, with two having increases of more than 40 per cent. Strategies included teacher training and improved school governance.

The 2014 Child Well-being Report offers insights on the effectiveness of World Vision's work. However, the reporting provides only limited analysis to assess whether results equitably benefit children and families, especially the most vulnerable children.

The organisation recognises the need for substantial improvement to meet its goal of the sustained well-being of children. Reaching that goal demands quantifiable impact, sustained financial resources, and resilience in addressing anticipated challenges, such as climate change and armed conflict. Through God's provision, World Vision remains determined.

# CHILD-TO-CHILD TUTORING BUILDS ON CLASSROOM INSTRUCTION

In Latin America and the Caribbean, most children complete at least six years of basic education; however, the quality of that teaching often is poor. World Vision is seeking to address this problem in several ways, including its Solidarity Tutoring from Child to Child programme that involves children in grades 1 to 6 as well as community members.

'This programme directly contributes to the improvement of learning and life skills of younger children through the participation of older children,' says Education and Life Skills Specialist Ynés Martínez with World Vision in Honduras. 'Likewise, the low cost of implementing it has allowed us to expand into Costa Rica, Mexico and Nicaragua.'

That expansion has enabled nearly 3,500 tutors to work with more than 10,000 children in 318 schools in these four countries.

One of those tutors, 10-year old Honduran Ana Melissa says, 'I enjoy teaching other children, because they can get ahead and triumph.'

Such triumphs are tempered by an important challenge, according to Martínez: 'We are seeking to carry out a comparative study in those centres using the programme with those not using it, and we are requesting support from universities, which would enable us to lower costs of such a study.'

Martínez believes that Solidarity Tutoring has elements of both impact and resilience.

'These children receive support to continue their studies, and their self-esteem is "impacted" in a favorable manner,' she says. 'Resilience is the capacity of people to overcome adversities. . . . We see tutors helping children at risk of losing a whole school year and minimising those risks.'



*'Resilience is the capacity of people to overcome adversities...'*  
Ynés Martínez

## HUMANITARIAN AND EMERGENCY AFFAIRS

Setting a standard of excellence in global emergency response and serving vulnerable children, their families and communities



In 2014, World Vision responded to 132 emergencies and assisted nearly 11 million people across more than 40 countries. Of those 132, six were global emergencies.





Building resilience and demonstrating impact are essential to any effective response to a humanitarian emergency, whether natural or man-made. For the 2,000 employees of World Vision engaged in disaster management (DM), these essentials are hallmarks of their daily lives, whether delivering food, providing vouchers, cash, building shelters following a typhoon, or developing strategies for early warning systems and disaster risk reduction programmes.

During 2014, World Vision's DM employees responded to 132 emergencies and assisted nearly 11 million people across more than 40 countries. At one point, they were managing six global responses simultaneously.

The most significant recent natural disaster covered in

this report is Typhoon Haiyan (Yolanda), which hit the Philippines on 8 November 2013, barely one month into World Vision's 2014 fiscal year. It created widespread devastation in some of the poorest areas of the country, claiming more than 6,300 lives; to date, many remain missing and are presumed dead.

The organisation's goal was to strengthen the resilience and recovery of the communities hardest hit, with a focus on vulnerable children. The initial relief phase of the response ended in February 2014, followed by the recovery phase in November 2014. The final phase – rehabilitation – will last through November 2016.

What has World Vision accomplished? One year after the typhoon hit:

- More than 1 million people have been reached to date in the relief and recovery phases, including nearly a half million children.
- More than 85,000 people have benefited from cash-for-work programmes.
- Nearly 60,000 people have benefited from temporary shelters.
- Almost 2,500 residents in communities World Vision is serving are living in new homes.
- More than 21,000 have benefited from livestock distribution, training for alternative livelihoods, business start-ups, and community savings groups.

In collaboration with the United Nations and other humanitarian agencies, World Vision procured resources, such as building supplies. When possible, these resources were procured locally, thereby adding more than US\$1 million to the local economy. Staff conducted training sessions for residents in conjunction with local government agencies, teaching people how to build better, safer homes with the new materials provided. Those sessions enabled residents to develop new skills and knowledge of construction techniques.

Managing information and data is a crucial element in delivering aid in disasters. For example, in response to Haiyan, World Vision fed information from the United Nations, government agencies, media reports, donors, and other sources into a central system that allowed real-time analyses and diminished unnecessary delays and duplication of services.

Among the many other emergencies to which World Vision responded in 2014 were some of the world's most difficult and complex situations where basic human survival is often linked with abuses of human rights, violence and failures to protect children and their families. These included [South Sudan](#), [Central African Republic](#), [Gaza](#) and the response to the [Syria](#) crisis which has affected five nations.



World Vision initiated programmes for people fleeing the Islamic State into the Kurdish region in northern Iraq. The organisation's staff are helping ensure more than 2,000 displaced families are safe and cared for, coordinating with other agencies seeking to address water, sanitation and hygiene needs. This work complemented existing projects in Syria, Lebanon, Jordan and Turkey.

In Gaza, World Vision sought to mitigate the pain and suffering of a seven-week conflict during July and August 2014. More than 500 children in Gaza were killed, and more than 5,000 children displaced from their homes. The United Nations estimates that nearly 400,000 children suffered traumatic experiences and will need psychosocial support.

Through its Child-Friendly Spaces and other child-focused services, World Vision has and will continue to provide that support.



*Among the many emergencies to which World Vision responded in 2014 were some of the world's most difficult and complex situations where basic human survival is often linked with abuses of human rights, violence and failures to protect children and their families.*

# A NEW LIVELIHOOD EMERGES FROM A TYPHOON'S DEVASTATION

For Linel Misa, changing careers has meant abandoning fruits and vegetables and taking up a new skill: operating a chainsaw.

After Typhoon Haiyan's devastating rains and nearly 300 kilometer-per-hour winds slammed into the Philippines in November of 2013, there was little left of the Misa's home and farm. She and her husband started plans to rebuild their home by renting a chainsaw.

But then they had a better idea: Why rent when you can buy one and launch a new way of life?

With a US\$250 loan from VisonFund, they started a new business cutting trees in their community of Cambantug, Lake Danao. She cut fallen trees in the area and sold the wood to help others rebuild their homes. With a 30-centimetre piece of wood selling for US\$.25, she

started earning more than US\$100 a day.

'I'm earning more now than I did growing squash, onions, peppers, and bananas,' she says.

Linel used the profits to buy two more chainsaws and has since hired people in the community to help her. This experience, she says, has had a major impact on her life and her family.

'The disaster revealed who we really are,' she says. 'It measured our capacity to help other people. Would we be dependent on receiving relief goods or would we work hard finding ways to recover?'

And resilience?

'Resilience is the desire to succeed or stand up from falling down,' Linel says.



*'The disaster revealed who we really are. It measured our capacity to help other people. Would we be dependent on receiving relief goods or would we work hard finding ways to recover?'*

Linel Misa

Helping achieve God's 'fullness of life' for vulnerable children by challenging and changing unjust systems



What possible cause would inspire nearly 6 MILLION PEOPLE, more than the combined populations of Paris and Madrid, to take action to express their desire for change?



The reality that more than 6 million children still die every year; the majority from contaminated water, lack of food, or no medicine.

Those expressing their desire for change were led by World Vision through its global advocacy campaign Child Health Now.

World Vision's understanding of justice is guided by a prophetic and biblical vision of the 'life in all its fullness' that God desires for every child. And the impact of the organisation's advocacy work, rather than counting the number of shelters built or microloans made following a natural disaster, is measured by changes in policies, systems, structures, practices and attitudes that help to improve child well-being.

In 2014, there were more than 500 instances of World Vision's advocacy work contributing to policy changes or better implementation of existing policies. These changes occur at the local, national and global levels:

## ON THE INTERNATIONAL LEVEL

After nearly six months of coordinated lobbying at national and international levels, including engaging with officials of 31 governments, the Every Newborn Action Plan was adopted by all 194 member states of the World Health Organization at the World Health Assembly.

The plan requires all countries to invest in high-quality care before, during, and after childbirth for pregnant women and newborns to help reduce preventable stillbirths and child deaths over the next 20 years. Each year, nearly 3 million babies die in their first month of life; another 2.6 million are stillborn.

## ON THE LOCAL LEVEL

In Nepal last year, a group of local residents, with World Vision's help, lobbied their village development committee to allocate more resources and fulfil government standards for well-equipped and functioning health institutions. As a result, councils allocated an additional US\$30,000 to health services.



## ON THE NATIONAL LEVEL

World Vision worked with more than 1,000 Muslim leaders in Bangladesh to reach more than 1 million men – often the decision-makers – through Friday prayers on the importance of taking action and responsibility on children's health. In a country where one in 19 children does not live to age 5, it was an innovative way to engage men.

World Vision's advocacy efforts also are targeting how the United Nations develops its plans now that the 15-year Millennium Development Goals are concluding in September 2015. The success in achieving some of the goals – and the catastrophic failure of others – is a driving force for helping ensure that the next set of goals, decided through what is known as the 'post-2015 framework', will pay greater attention to the world's most vulnerable children.

To help achieve this, World Vision has focused its efforts on engaging people around the world in both the creation of the next set of goals, and in ensuring better accountability by leaders for delivering on them.

Through Citizen Voice and Action programmes, a local approach that helps communities advocate, World Vision is collaborating with decision-makers to change policies or to improve the implementation of existing policies. Currently implemented in more than 600 programmes in 45 countries, this initiative helps enable citizens, including



women and children, to engage in non-confrontational dialogue with their governments and service providers.

World Vision believes that a world without extreme poverty – no hunger, an end to violence against children, and the eradication of children's preventable deaths – truly is possible. Advocacy continues to play an integral role towards this goal and helping bring 'life in all its fullness' to millions of the world's most vulnerable children.

*World Vision's understanding of justice is guided by a prophetic and biblical vision of the 'life in all its fullness' that God desires for every child.*

# USING SOCIAL MEDIA IN REFUSING TO TOLERATE 'ONE MORE SILVA'



*'Through Facebook, Twitter and other social media, participants denounced Mr Silva's detention, demanded his release, and protested that young people often are victims of discrimination and violence.'*

Maria Carolina Silva

Rio de Janeiro is known around the world for its raucous Carnival celebrations, beautiful beaches and the imposing 'Christ the Redeemer' statue perched on a mountain overlooking the city.

For people in the city's poor communities, Rio is known for its police force whose members often arrest young black men for crimes they did not commit. One such young man, Vinicius Ferreira da Silva, a former World Vision sponsored child, knows this problem all too well.

He also knows the power of an advocacy campaign, the impact of social media, and the resilience of his own spirit.

'Many other youth are in the same situation (as Silva),' says Maria Carolina da Silva (no relation), the director of

Advocacy and Mobilisation for World Vision Brazil. 'They are judged by their skin colour, or their economic and social status.'

In 2013, Mr da Silva was arrested because he resembled a criminal suspect, says Ms Silva. She helped lead World Vision's efforts with local youth groups to mount a social media campaign seeking to free him.

'We took the opportunity that "Silva" is a very common surname in Brazil, and that there was a song from the 1990s that talked about "One More Silva", a young person who was a victim of violence,' Ms Silva says.

Thanks to public pressure through social media and a city official's 'public denunciation' of Mr da Silva's arrest, Rio's police chief ordered his release – remarkably, within three days.

## SUSTAINABLE HEALTH

Helping children survive and thrive,  
impacting our world today and building  
resilience for future generations



## Children enjoy good health



This simple statement, one of World Vision's four Child Well-being Aspirations, represents what may be the most daunting challenge and extraordinary opportunity the organisation and the global community face. Whether in an over-crowded slum in Delhi, a crime-ridden suburb of Bogota, or a drought-stricken village in rural Niger, meeting the complexities of child health demands the engagement of people in communities and faith leaders; quality health services; substantial financial resources; and expertise and perseverance.

The impact of achieving this goal is shown not just with one child, but in that one child's family, community, and future generations who follow.

In 2014, World Vision invested nearly US\$200 million in health and nutrition programmes, meeting ongoing commitments to 'Every Woman, Every Child', the United Nations Secretary General's Strategy for Women and Children's Health, and the 'Nutrition for Growth' compact, a commitment to improve nutrition signed in 2013 by world leaders.

Some highlights of  
World Vision's  
work include:

- Treating more than 180,000 children for acute malnutrition, including nearly 60,000 with severe acute malnutrition with a 92 per cent cure rate
- Providing supplementary feeding to more than 115,000 children with moderately acute malnutrition in 10 countries and more than 45,000 pregnant or nursing women in eight countries
- Testing nearly 16,000 people for HIV, as well as creating more than 400 new HIV support groups
- Scaling up abilities of frontline health workers with training, support and mobile technology in 15 countries.





In addition, the organisation helped contribute to the goal of eradicating malaria, one of the world's deadliest diseases, by distributing more than 3 million bed nets, training nearly 21,000 people on ways to prevent malaria, and providing more than 630,000 people with anti-malaria medications. World Vision is committed to using the best evidence to guide its programming. In 2014, the organisation revised

its '7-11 Strategy' of seven preventive health practices for pregnant women and 11 practices for children up to age 2 years, based on new information provided by the United Nations and the World Health Organisation, as well as research published in *The Lancet*, a leading peer-review medical journal. Those revisions include adding: childhood intervention for acute malnutrition and paediatric HIV, and programming for adolescents on sexual and reproductive health and nutrition.

Helping meet the challenges of health and nutrition has led to new innovations, especially in technology. The rapid increase in users of smartphones, expected to surpass 2 billion globally in 2016, has provided new opportunities for community health workers.

World Vision currently delivers this so-called 'digital programming' in 18 countries. New technologies have nearly unlimited potential to enable these workers to deliver services, as well as monitor and analyse individual patient care without cumbersome written records. In cooperation with the Bill & Melinda Gates Foundation, the Grameen Foundation and Dimagi, a U.S.-based technology firm, World Vision and other humanitarian agencies are implementing these "mHealth" projects in an additional 30 countries.

# Reaching children and families in hard places



World Vision is committed to creating a world without hunger and reaching vulnerable children and families in the hardest-to-reach places with improved nutrition and food security. The concept of food security is based on four elements:

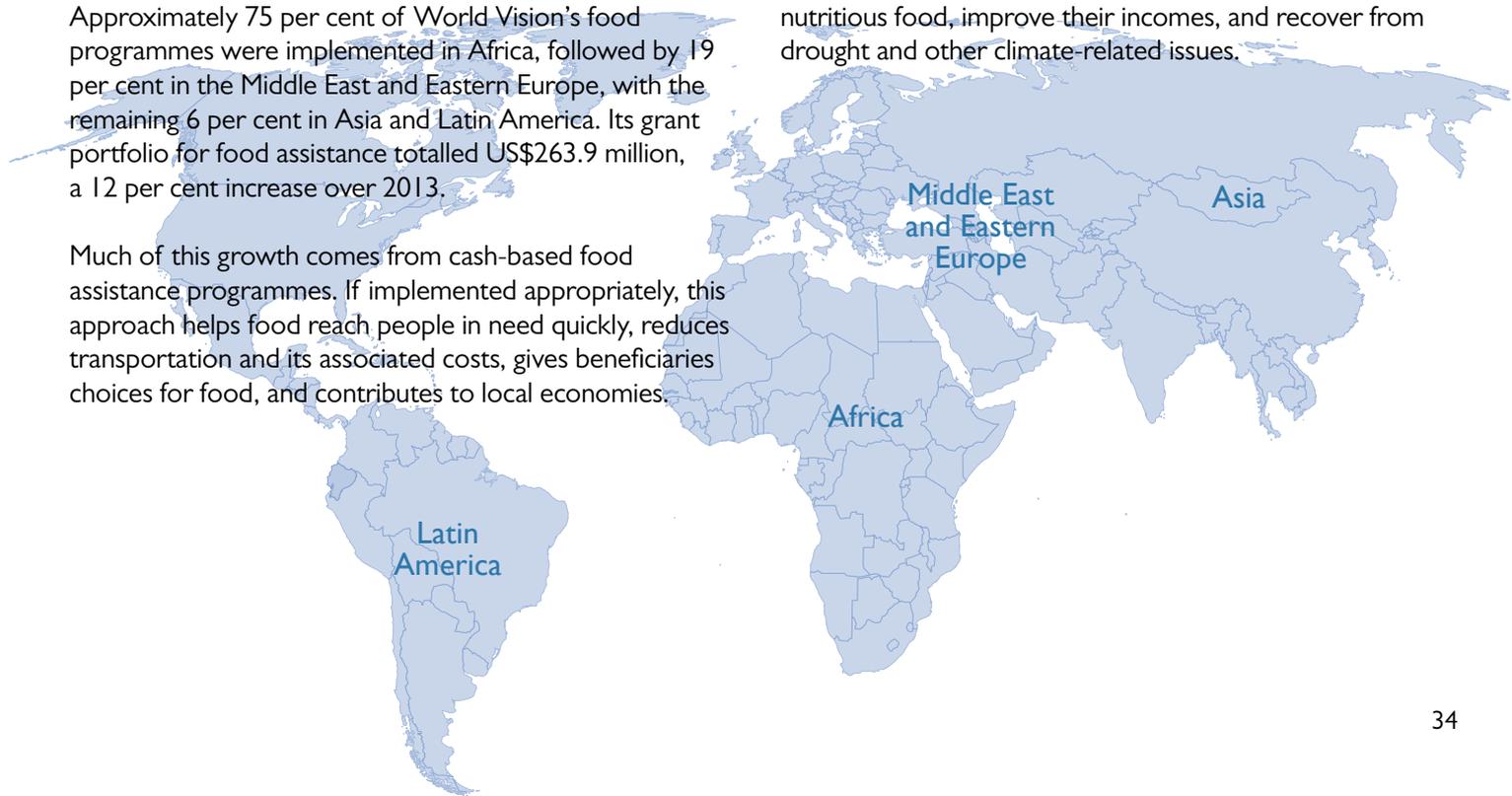
- Availability – ensuring that sufficient quantities of food are available on a consistent basis
- Access – having sufficient resources to obtain appropriate foods for a nutritious diet
- Use – the knowledge of basic nutrition and care, as well as adequate water and sanitation
- Stability – having adequate and sustained food, regardless of adverse weather conditions, political instability, or economic factors.

In 2014, World Vision food assistance reached 8 million beneficiaries, an average of 1.8 million per month, in 35 countries. About 60 per cent were children, including 1.5 million under age 5. Most of them were at risk of stunting, wasting, and death.

Approximately 75 per cent of World Vision's food programmes were implemented in Africa, followed by 19 per cent in the Middle East and Eastern Europe, with the remaining 6 per cent in Asia and Latin America. Its grant portfolio for food assistance totalled US\$263.9 million, a 12 per cent increase over 2013.

Much of this growth comes from cash-based food assistance programmes. If implemented appropriately, this approach helps food reach people in need quickly, reduces transportation and its associated costs, gives beneficiaries choices for food, and contributes to local economies.

Nearly 30 per cent of World Vision's food assistance programmes incorporated resilience-building elements to help address the root causes of hunger and reduce the need for emergency relief in the future. Beneficiaries' immediate food needs are met, so they may devote their time to long-term activities that help them grow more nutritious food, improve their incomes, and recover from drought and other climate-related issues.



# Foundational to child well-being

Foundational to World Vision's child-focused programmes, of course, is the availability of clean water, sanitation services and hygiene. In 2014, the organisation helped more than 2 million people in 26 countries gain access to clean water, dignified sanitation, and healthy hygiene practices.

Why are these so important? Consider that nearly 90 per cent of all child deaths – or about 1.1 million per year – are related to unsafe water and inadequate sanitation.



*Whether in an over-crowded slum in Delhi, a crime-ridden suburb of Bogota, or a drought-stricken village in rural Niger, meeting the complexities of child health demands the engagement of people in communities and faith leaders; quality health services; substantial financial resources; and expertise and perseverance.*

The impact of World Vision's commitment to water was underscored in 2014 by a University of North Carolina study commissioned by the Hilton Foundation. The study found that in one region of Ghana nearly 80 per cent of wells drilled were still working after more than 20 years. The research found that the key to long-term success is the community-based ownership and management – including local water committees and repair teams, as well as appropriate usage fees.

Among humanitarian organisations, World Vision is the largest provider of clean water in the world, and intends to expand its water, sanitation and hygiene programmes towards an ambitious goal: reaching every child in all of its programme areas with clean water, dignified sanitation and appropriate hygiene before 2030. Partnerships are critical to achieving this goal; therefore, the organisation seeks to collaborate closely with communities, governments, corporations, foundations, individual donors and academia.

World Vision's dedication to ensuring children thrive by addressing foundational needs of food and nutrition, health and water, sanitation and hygiene enabled millions of children, their families and communities to lead better lives in 2014. The organisation aims to ensure mothers and children are well-nourished, protected from infection and disease, and have access to all of these essential health services.

Millions of people globally take such things for granted. For those who do not, World Vision has and will continue to collaborate with others to make this a reality.





## IMPACT, 'RESILIENCE' AND BANANAS IN RURAL KENYA

*'This is all about resilience of the community and addressing the effects of drought and climate change.'*

Thomas Tarus

Ask Thomas Tarus, food assistance manager for World Vision Kenya, about resilience and impact and he immediately speaks of a farmer in the village of Bura in Taita Taveta County, about 360 kilometres southeast of Nairobi.

Twalib Omar owns three and a half acres, which he has managed for 45 years. For many of those years, he earned US\$100 to \$200 per year, hardly enough to care for his wife and five children. World Vision's Cash for Assets (CFA) programme enabled him to dig a trench connecting to an irrigation system and to bring water consistently to his property.

Tarus says Omar then 'shrewdly changed from maize to growing bananas.'

Today Omar sells about 100

banana stalks per month, earning about US\$2,000 per year and enabling him to pay college and secondary school fees for his children. Tarus says that Omar has left the CFA programme because 'he graduated himself'. In fact, Omar has given his place in CFA to another farmer. In 2014, about 16 per cent of the farmers in Taita Taveta County benefitted from CFA.

'This is all about resilience of the community and addressing the effects of drought and climate change,' Tarus says. 'Where before, these households needed interventions, they needed food assistance, now they no longer need to worry about dry spells because of the irrigation systems. And the impact of this initiative is evident – he pays his children's school fees in advance. Mr Omar's life has been transformed.'

## EDUCATION AND LIFE SKILLS

Building resilience by educating children for life and creating lasting hope, empowerment and participation



In 2014, World Vision's Education and Life Skills programmes served the spectrum of children – from newborn to adolescence and all the way through young adulthood – to help them reach their God-given potential. The organisation invested US\$230 million in education services in more than 60 countries, an increase of US\$50 million over a three-year period.

But more than just measuring its work in dollars spent, World Vision sought to impact the lives of more than 4 million beneficiaries through age-appropriate programmes and services.

The agency's five-year Education Transition Initiative is refocusing time and talent to help achieve results in literacy and foundational and applied life skills for children, from birth to 18 years of age. Forty-five national offices have revised their programmes to focus on learning outcomes.

Those outcomes centre on reading and the expansion of 'Literacy Boost', a copyrighted approach designed, developed and owned by Save the Children. World Vision, in collaboration with Save the Children, expanded the programme in 2014 to improve children's reading skills in several Africa and South Asian nations, including India, Nepal, Senegal, Swaziland and Tanzania. Those nations join



five other offices with Literacy Boost in place – Burundi, Ethiopia, Kenya, Malawi and Rwanda.

In Malawi, World Vision is supporting teacher training in 70 schools in nine districts, with more than 400 'reading camps' offering 165 children's book titles in Chichewa, the primary local language. Girls in the programme learned significantly more than those in comparison schools, equivalent to an additional two to four months of instruction. During the baseline assessment, only 2 per cent of students could read a simple passage. After one year of Literacy Boost programming, 37 per cent of the children tested were able to read the same passage, compared to 24 per cent in other schools.

Moreover, World Vision is helping create access to better quality teaching and learning materials through low-cost technologies.



For example, World Vision in Ghana provided tablet computers that helped enable students to improve letter sound replication – from scoring zero (having no ability to replicate letter sounds) in baseline tests to 43 per cent on subsequent tests. In Cambodia, the Total Reading Approach for Children provides: reading benchmarks for students in grades 1 and 2; protocols to promote continuous assessment of skills; and a mobile learning app linked to the country’s national education curriculum.

The organisation is collaborating with Intel, Microsoft and other corporations to create additional innovations in technology that deliver digital access and up-to-date learning tools to children and teachers. Tablet computers loaded with contextualised and local language materials help bridge the ‘technology gap’ between Silicon Valley and developing nations. These also help students living in nations plagued by conflicts and natural disasters to access learning materials even if they are unable to attend classes.

World Vision is also seeking to address one of the world's most difficult social and economic issues: youth unemployment. According to the International Labour Organization, globally, youth make up about 17 per cent of the total population, but they comprise 40 per cent of those unemployed. On the African continent, that percentage is doubled.

'Youth Ready', launched in 2014 in Rwanda, provides about 200 out-of-school, unemployed, and functionally illiterate young people ages 15 to 24 with a second chance at learning to read. It offers adolescents and youth economic opportunities and helps enable them to lead productive lives. An additional 300 youth are expected to participate through the end of 2015.

World Vision also recognises that for many adults leading productive lives, their skills and abilities are formulated in early childhood. The first eight years of a child's life lay the foundation for subsequent growth and development.

The organisation's work in early childhood development is exemplified by the Makira Early Childhood Education Project in the Solomon Islands, based on a model embraced by the nation's Ministry of Education and Human Resource Development.



*The impact that an excellent education has on a child lasts not for his or her lifetime, but shapes the lives and livelihoods of generations to come.*

The programme increased access to formal early childhood education by establishing nearly 100 community kindergartens serving more than 2,000 children. Studies found that 79 per cent of children who attended were able to complete a reading accuracy assessment compared to 2 per cent who had not participated. In addition, 66 per cent of children who completed a multiplication and division test, compared to 40 per cent of children who had not.

One of World Vision's four Child Well-being Aspirations is that children are 'educated for life'. The impact that an excellent education has on a child lasts not for his or her lifetime, but shapes the lives and livelihoods of generations to come.

# IN MALAWI, A CHURCH AND A TEACHER EMPOWER CHILDREN TO READ

Most people go to church to pray. Ten-year-old Doreen and other children in their village in Malawi go to read.

The village's Nazarene church hosts a 'reading camp' as part of World Vision's Literacy Boost programme, providing children additional opportunities outside the classroom to enhance their reading skills. Because of the camp and other extra studying, Doreen is now the top student in her class.

Her teacher, Enock Kapangama, credits her progress to Literacy Boost, which also is implemented in 35 other schools in Malawi.

Through Literacy Boost students are exposed to a wide variety of reading materials, which was not the case previously, he says. Children are more focused in their free time because of

structured opportunities the 'reading camp' offers through educational games that reinforce literacy skills.

'In the past we have had a lot of challenges in ensuring that learners read and write as quickly as possible,' he says. 'With the (reading) camps, where community members are giving their children extra lessons, the work has been simplified.'

Kapangama says that his students' ability to read, write and comprehend is an example of 'impact' inside and outside the classroom.

And resilience?

That is 'their ability to address their challenges and do better as a community using their own ideas,' he says.



*Kapangama says that his students' ability to read, write and comprehend is an example of 'impact' inside and outside the classroom.*

## CHRISTIAN IDENTITY

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Creating opportunities for children to experience the love of God and their neighbours in an environment respecting their rights and freedoms



World Vision's Christian identity is foundational to its work and is a primary motivator for its staff seeking to follow the example of the Lord Jesus Christ in responding with compassion, love and action to address human need.

The organisation's employees hope that their contributions to child well-being will bear witness to God's unconditional love and enable people World Vision serves to experience fullness of life that respects their rights and freedoms.

The size and scope of World Vision's work provide its staff opportunities to witness to Jesus Christ through:

- The lives of its employees
- Acts of compassion that demonstrate the love of God
- Words and actions that inspire faith in God and move decision-makers to care for the most vulnerable
- Signs that demonstrate God's love for the world.



For some people, especially those outside World Vision, the expression of its Christian identity often is misunderstood as proselytism.

The organisation strictly prohibits proselytising, defined as the use of aid or assistance to induce or entice people to hear a religious message and/or to convert them from one faith to another. Furthermore, World Vision abides by the Code of Conduct of the International Red Cross and Red Crescent Societies, which includes the stipulation that 'aid will not be used to further a particular political or religious standpoint'.

About 30 per cent of World Vision's work is conducted in communities where people of faiths other than Christianity are the majority. The organisation is able to build bridges of trust and cooperation in such contexts based on its commitment to ethical and appropriate expression of its Christian identity.

## So, how does this all work?

President and CEO Kevin Jenkins answers this question succinctly in his foreword:

*As a Christian organisation, we find that this understanding of the power of faith in development resonates with partners of all faiths wherever we work. The twin goals of impact and resilience are not that we 'do things for' people, but that community members are transformed in ways that enable them to achieve far more. Children – protected, cared for and given the opportunity to become all God meant them to be – are transformed forever.*

*They experience the 'life in all its fullness' we aspire to in our vision statement.*





between parents and their children. The 'Celebrating Families Curriculum' (CFC) was developed from interviews and discussions with hundreds of children and families in countries located in most of the regions where the organisation works.

CFC is designed to support and equip families in creating safe and loving environments for the well-being of their children. Trained CFC facilitators use the curriculum to help educate parents living in communities within World Vision's area development programmes.

In 2014, more than 7,000 participants from 55 countries participated in CFC.

World Vision also works with Christian and other faith leaders to create awareness about the highly influential role they have promoting the right attitudes among their followers regarding maternal and child health, child protection, gender issues, and HIV and AIDS. Channels of Hope is the primary World Vision educational programme for behaviour change among Christian and Muslim faith leaders and faith communities. In 2014, Channels of Hope specialists trained more than 6,800 senior faith leaders representing every region where World Vision works. The faith leaders, in turn, have taught thousands

The organisation recognises the primary role of parents and caregivers in achieving 'life in all its fullness' for children. Four years ago, World Vision's Christian Commitments team began piloting an educational programme designed to lead participants, usually family members, through processes that promote love, forgiveness and emotional healing

of their followers who then mobilise their communities to reach tens of thousands of the most vulnerable through support, care and advocacy.

The organisation collaborated with approximately 35,000 churches in field offices globally to carry out a variety of child well-being objectives in child protection; maternal and child health; water, sanitation and hygiene; malaria prevention; and gender issues, as well as CFC programmes. For example, in West Africa 800 church leaders in six countries were mobilised to promote these objectives, as well as the spiritual nurture of children and peacebuilding in their congregations.

World Vision's Office of Prayer Ministries in 2014 launched 'Praying with a Mother's Heart', a campaign to bridge the gap between the organisation's work in national offices and its supporters. Prayer requests around child well-being, organised by country or priority, were published in a guide. The effort sought to encourage deeper connections among World Vision

supporters who share a common faith. Nearly 70 World Vision offices engaged in the effort and used a wide range of social media to educate, enlighten and inspire participants.

To encourage and inspire staff, there are daily Twitter feeds mobilising prayer for World Vision's Child Well-being Targets, in tandem with 12 monthly prayer guides. There also is a prayer 'app' listing prayer requests and noting each time someone indicated he or she has prayed.

World Vision's Christian identity provides a powerful moral and spiritual foundation to its staff and board members in their work with vulnerable children and families. The essence of this foundation, Jesus Christ, is the model for Christians through his life, sacrificial love, and the demonstration of God's power, grace and faithfulness.



*About 30 per cent of World Vision's work is conducted in communities where people of faiths other than Christianity are the majority. The organisation is able to build bridges of trust and cooperation in such contexts based on its commitment to ethical and appropriate expression of its Christian identity.*

# BUILDING UNDERSTANDING AND LOVE THROUGH CHANNELS OF HOPE

*'With that trust and respect, we can stand together and be a hope for our neighbours.'*

Imam Mamadou Traore

Imam Mamadou Traore compares World Vision's Channels of Hope training to 'someone cleaning your heart with a paintbrush'.

The educational programme, he says, fulfils its objective: to change attitudes and behaviours of faith leaders on important societal issues, including maternal and child health, child protection, gender, and HIV and AIDS. It is 10 days of 'intensive training' totaling 80 hours where Christian and Muslim leaders learn to shatter myths and destroy stigmas. These leaders come away with a new understanding, appreciation, and love towards others affected by some of those societal issues.

'At the end of those 10 days, Muslims and Christians join hands,' he says.

The imam was one of 6,800 senior faith leaders participating

in the workshops in 2014. In fact, it was his seventh Channels of Hope session. He, in turn, has conducted similar training sessions with Muslims in several countries, including Mali, where he resides.

'The trainees experience an immediate effect,' he says. 'To think and bring out ideas. . . . And, with the strength that God has given us to fight HIV, that strength could double and be used against malaria, or against another scourge our society suffers.'

The imam says the impact and resilience created by Channels of Hope are clear.

'The main impact is the strengthening of religious relationships between different creeds,' he says. 'It is built on trust and respect for each other. With that trust and respect, we can stand together and be a hope for our neighbours'.

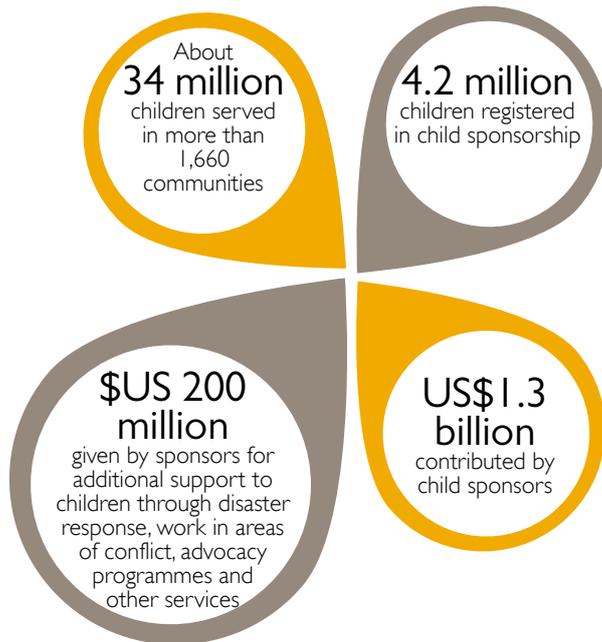
## CHILD SPONSORSHIP

Transforming the lives of children,  
communities and sponsors



For many of World Vision's more than 3 million supporters worldwide, the organisation is personified not by its leadership, but by the individual children they have sponsored. For decades, these child sponsors have placed their confidence and trust in World Vision to help ensure the well-being of those children and to help them experience 'life in all its fullness.'

A snapshot in 2014 of the organisation's sponsorship programme shows:



Sponsorship helps provide the foundation for World Vision's work for children's well-being: that girls and boys will enjoy good health, are educated for life, experience love of God and their neighbours, and are cared for, protected and participating. Sponsors' donations, usually augmented with grants and other resources, help enable World Vision to fulfil its mission to improve the lives of vulnerable children.

By monitoring children's progress, the organisation helps improve the understanding of and skills needed for parents and other caregivers to care for and protect their children. For example, staff and volunteers monitor the status of birth registrations for at least 4.2 million children across 55 countries. That information is compared to national averages, thereby helping inform strategies and advocacy efforts for more sponsored children and other children to have their births registered. Registration allows more children to access basic services and protection in their countries.

Moreover, children's enrolment in school is monitored by World Vision staff, community volunteers, and local partners as part of sponsorship programmes. Those not attending school are helped to access educational services. Sponsorship supports major initiatives to help increase literacy and learning outcomes for children, and to improve the health of children and mothers. (Please see the sections on Sustainable Health and Education



and Life Skills on pages 29 and 38, respectively.)

Important steps also have been taken to increase protection of children amidst the growing use and influence of digital and social media.

The technological revolution has altered the ways people communicate, share ideas, and acquire information. For children, the internet can be a resource providing new educational opportunities and connecting them to new friends and interests, as well as a platform to amplify their voices and join in global discussions on issues that may affect their lives. In addition, technology can also introduce new risks to children through harmful content and potential predators. Six countries in World Vision's Middle East and

Eastern European region have developed the Keeping Children Safe Online practice through collaboration with Microsoft. This effort helps children, parents, teachers, and public agencies reduce these risks, and create greater protection for children. The program is being expanded into other countries.

Also in 2014, the organisation launched an online staff training programme, Childsafe Cyberspace, that teaches employees what they can and cannot disclose about children, their families and their communities on websites and social media channels. World Vision is also making these tools and guidelines available to other humanitarian agencies.

Until now, academic scrutiny of child sponsorship programmes has been limited. In an effort to help ensure increasing programme effectiveness through evidence and learning, World Vision has embarked on a research project over the next three years designed to address common questions about how its community-based approach to child sponsorship and ways its faith identity contribute to the well-being of children.

This research is designed to help equip the organisation to demonstrate more effectively the impact and resilience of its work, as well as to identify any weaknesses and ways to address them.

For more than 50 years, child sponsorship has been the heart of World Vision's work to bring 'life in all its fullness'



In 2014, the organisation continued investments in people, processes and platforms under its sponsorship transformation programme. Staff and volunteers who work in field countries receive support and training in the best practices of community-based care and protection for children. In addition, new technologies and simplified processes will help to reduce unnecessary paperwork and harness faster digital communications.

Technology will also provide donors with increasing opportunities to learn more about the countries and communities where their sponsored children reside. Through more photos and videos, they will better understand the children's needs and concerns, and specific community-based plans for improving children's lives. Sponsors will hear personally from children, parents or local community partners about the challenges and improvements taking place in their lives.

For more than 50 years, child sponsorship has been the heart of World Vision's work to bring 'life in all its fullness' to children across the world – not only sponsored children, but also millions of other vulnerable children. Through this transformation of sponsorship, it is hoped that an even more powerful transformation with children, their communities, and the donors themselves, will continue long into the future.



## HOW DO YOU SPELL SPONSORSHIP? H-O-P-E

World Vision donors in Taiwan, China, Singapore and the United States have at least one thing in common: their interest in children in Ranchi, a city of nearly 1 million in India, where the organisation has more than 3,600 sponsored children.

Rekha Purnima Xalxo, the programme manager for World Vision's work in Ranchi, summarises the benefits those children receive in one word: hope. 'As we invest in children, their families and communities, we instil in them hope for the future,' she says.

A survey in December 2012 found that 44 per cent of the children were malnourished. However, a subsequent World Vision health intervention reached more than 70 per cent of them – sponsored children and others.

'Benefits of sponsorship percolate to all children,' Xalxo says, though many

adults in the community may not fully understand that World Vision serves sponsored children as well as other vulnerable children.

While it may take several years to be fully recognised, the impact of World Vision's work is evident, Xalxo says. 'It's all about children being healthy and going to school, who are confident and who can speak for themselves,' she says. 'It's when mothers and fathers can earn incomes and provide for their children.'

And resilience? 'Resilience is the ability to bear shock,' she says. 'It's about connecting people to banks, government programmes, and other services.'

As a result, the community has a strengthened support system which 'acts like a shock absorber in times of distress,' Xalxo says, and helps reduce children's vulnerability.



*'It's all about seeing children healthy, going to school, who are confident, who can speak for themselves.'*

Rekha Purnima Xalxo

Empowering clients to grow resilient and successful businesses, while enabling their children to grow in 'life in all its fullness'



Imagine a chief executive officer who launches a design and manufacturing business at age 21, and later, with a loan of only US\$400, she quadruples profits in one year, then again the following year, and again the year after that. Jacqueline Mukacyemayire of Rwanda personifies the success of microloans.



VisionFund, the microfinance subsidiary of World Vision, represents an essential component of the organisation's work helping transform families and their children to reach their God-given potential. In 2014, VisionFund reached a milestone of serving 1 million clients.

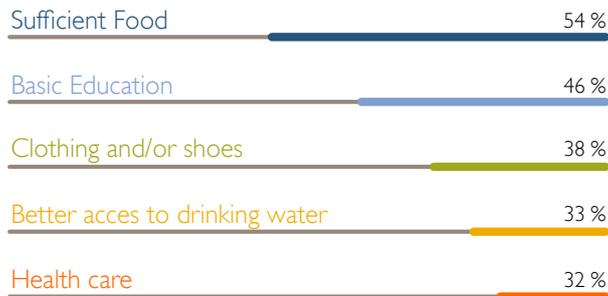
It also launched a new endeavour – one-time 'recovery loans' – in response to the Philippines' Typhoon Haiyan, assisting business owners to restore their livelihoods. These loans averaged US\$520, larger than VisionFund's traditional loans; more than 2,000 were disbursed by the end of September 2014, totalling US\$1.1 million.

**The result?** A ripple effect in communities. Loans to one business owner brought opportunities to other local businesses, as others also made purchases to rebuild their lives. Moreover, the programme helped ensure nearly 5,000 children were safe and cared for.

Like World Vision, VisionFund helps ensure vulnerable children achieve 'life in all its fullness'. In total, the lives of 3.5 million children in 35 countries were improved in 2014 because of VisionFund's work.



**A 2014 survey found that beneficiaries' children enjoyed:**



While this data is not sufficient to stand on its own and ongoing work is needed to further strengthen data quality, VisionFund's clients appear to be saying that their children are tangibly better off because of their loans.

Tracking client characteristics helps the organisation gather important demographic information, including levels of poverty. VisionFund's microfinance institution (MFI) in the Philippines has piloted the Progress out of Poverty Index (PPI), a scorecard that asks 10 country-specific questions to help identify the poverty level of new clients and to track changes and improvements over time.

To date, 18 VisionFund MFIs have used the PPI scorecard. Results show that 13 MFIs are doing a good job to reach poor clients. However, five need to review – and improve – their outreach to ensure they are seeking prospective clients whose incomes are commensurate with their country's levels of poverty.

In addition, VisionFund staff are analysing some of the PPI questions such as: 'How many in Ghana own a working stove?' or 'How many in Ecuador lack resources to build a solid home?' This work helps enable the organisation to refine its outreach strategies and targets, offer more appropriate financial products, and track more

effectively whether clients are progressing out of poverty.

Many critics of microfinance argue for greater protection for clients to help ensure they do not become over-indebted. They also contend that MFIs need to address clients' concerns about financial products. VisionFund is a participant in the 'Smart Campaign', an industry initiative that set standards for client protection in areas such as: prevention of over-indebtedness; responsible pricing; fair and respectful treatment of clients; and mechanisms for clients to voice complaints. These guidelines have been incorporated into the organisation's operating policies, as well as in training and audit procedures.

Among VisionFund's 35 MFIs, 14 have received recognition for excellence from MicroFinance Transparency, an industry group created in 2008 to promote the welfare of poor entrepreneurs, and the integrity of microfinance as a poverty alleviation practice.



VisionFund's work is most effective when it is integrated into World Vision's wider community development programming on health, sanitation, housing, water, education and other integral services. Its work, while directed mostly at adults, such as Rwanda's Jacqueline Mukacyemayire, contributes to World Vision's Child Well-being Aspirations, helping enable children to achieve 'life in all its fullness'.

*VisionFund's work is most effective when it is integrated into World Vision's wider community development programming on health, sanitation, housing, water, education and other integral services.*

## ACCOUNTABILITY

Accountability and why it is integral  
in building trust with communities





Donors, government officials, and many 'watchdog' organisations increasingly demand it. And in the last few years, so have individuals receiving services from humanitarian agencies.

Accountability is not a project to be completed or a new programme to be designed with community members, implemented and then closed 15 years later. Most, if not all, humanitarian and development organisations are devoting increasing time and resources to demonstrate it.

World Vision seeks to embrace accountability – and its 'twin,' transparency – not because of demands from stakeholders, but because it's the right thing to do. Its commitment to being accountable is closely linked to the Christian principles it seeks to model. To not be accountable would compromise the organisation's efforts to glorify God and would undermine its legitimacy as advocates for 'life in all its fullness' for vulnerable children.

In 2014, World Vision developed ways to consult and share information with people affected by humanitarian emergencies, such as the agency's response to the Syria crisis, which affects five nations: Syria, Lebanon, Turkey, Iraq and Jordan. In Jordan, the organisation distributed leaflets and conducted meetings with local residents, explaining World Vision's mission, vision and values, as well as the scope and details of its work. The organisation established a comprehensive feedback and complaint system that enabled Syrian refugees to level complaints and offer comments about services.

That system included:

- Field visits and focus group discussions with beneficiaries
- Suggestion boxes and complaint forms in all project sites

- A register to record complaints and feedback, as well as to document follow-up actions
- Exit interviews to collect comments immediately on services provided
- A hotline and e-mail account for those unable to attend regular meetings.

## The results?



Approximately 700 complaints and comments were delivered by telephone

90 % received responses



There were 85 text messages

100 % received responses



1,500 complaint forms or written suggestions

85 % received responses



In addition, 150 exit interviews were conducted



World Vision's social accountability programmes helped citizens and civil society organisations expand their influence to improve basic human services and to shape policy decisions of local and national government leaders. Over three years, one project affected more than 70,000 people in six states in India and led to improved awareness of – and rights protecting – people with disabilities, as well as the delivery of services for them.

People with disabilities formed and administered their own organisations in 15 areas, enabling them to: identify their needs; learn about and claim their rights under Indian laws; evaluate and monitor services; advocate for change; and expand public awareness. Some of the groups have formally registered, which, it is hoped, will lead to even greater impact in the future. Members have access to stipends for housing, transportation, education, and other services. World Vision India is planning to expand the project in other states.

Internally, World Vision's Global Accountability unit in 2014 launched a series of regional consultations with national offices to improve their external reporting on accountability. This was motivated by increasing expectations at national and local levels to be more transparent on the use – and impact – of financial resources. This represents a decisive

*World Vision and other relief, development and advocacy agencies recognise they must be accountable to communities, donors, host governments, the media, and other stakeholders... Organisations that choose otherwise risk not only their reputations, but are likely to compromise the impact of their work and their future viability.*

shift away from the days when charities' work was assumed to be a 'good thing' and, therefore, largely above scrutiny. Such a shift undoubtedly has and will continue to affect World Vision's programmes, organisational performance, and the acquisition and use of funding.

World Vision and other relief, development and advocacy agencies recognise they must be accountable to communities, donors, host governments, the media, and other stakeholders. They must demonstrate openness and honesty in disclosing information about their programmes and how they are managed. Organisations that choose otherwise risk not only their reputations, but are likely to compromise the impact of their work and their future viability.

# HILLSONG CHURCH AND WORLD VISION: A PARTNERSHIP OF LEARNING AND IMPACT

*'Hillsong's partnership with World Vision Australia has enabled our contributions to bring change, build resilience and restore hope for thousands upon thousands of people.'*

Pastor Brian Houston



World Vision and Hillsong Church, which is based in Sydney, have a great deal in common, not the least of which is their global reach.

The church, headed by Senior Pastor Brian Houston, has affiliates in cities as diverse as London, Buenos Aires, Moscow and Los Angeles. In total, more than 30,000 people attend services each week.

In 2014, Hillsong launched a partnership with World Vision.

'We have learned from one another,' Houston says. 'And [we have] discovered similar triumphs and challenges when it comes to a global not-for-profit organisation that seeks to benefit the lives of those less fortunate and relies on the ongoing generosity of others.'

That generosity – and its impact – are demonstrated by donations that Hillsong's parishioners gave following

Typhoon Haiyan, which devastated parts of the Philippines in 2013.

'I recognise that the impact we were able to have on that region was far more reaching and long-term when placed in the hands of an organisation like World Vision that was not only established in that country, but has the credibility, community engagement and infrastructure in place to rebuild lives,' the pastor says.

And resilience? He sees evidence of this.

'Entire communities and generations have been given the ability to 'spring back' and 'recover quickly' with the help of kind-hearted, open-handed and well-organised aid,' the pastor says. 'I believe that resilience and hope go hand-in-hand, and that Hillsong's partnership with World Vision Australia has enabled our contributions to bring change, build resilience and restore hope for thousands upon thousands of people.'

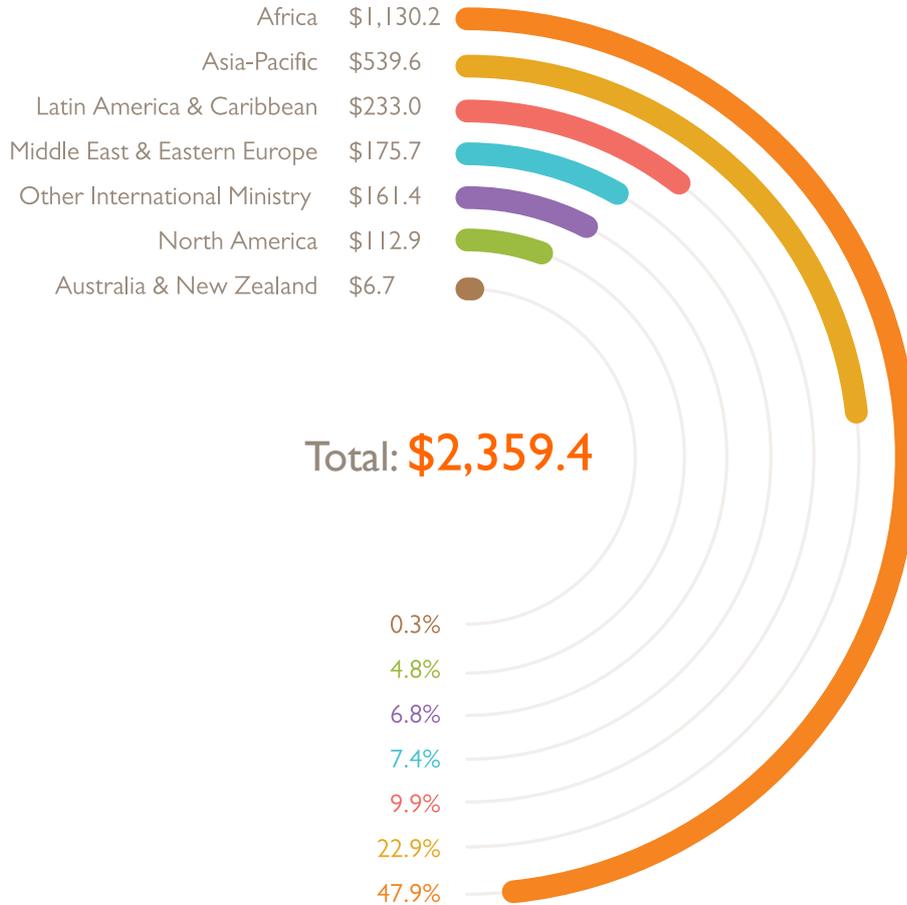
## FINANCIAL SUMMARY

Total income for FY 14: US\$2.80 billion  
(cash, food resources, and donated products  
also known as gifts-in-kind)



# EXPENDITURES ON INTERNATIONAL PROGRAMMES BY REGION

All amounts in millions of U.S. dollars



For community development, humanitarian and emergency affairs, advocacy and other programmes

## EXPENDITURES BY ACTIVITY

All amounts in millions of U.S. dollars

International and domestic programmes\* \$1,700.5  
 Community Education, Advocacy and Other\*\*\* \$30.3

Relief and Rehabilitation \$628.7

Fundraising\*\* \$309.7

Administration\*\*\*\* \$140.0

Total: **\$2.809**

60.5%

5.0%

11.0%

22.4%

1.1%

\* International Programmes provide for emergency relief in natural disasters and war, and for development work in food, education, health, sanitation, income generation and other community needs. Also included are the costs of supporting such programmes in the field.

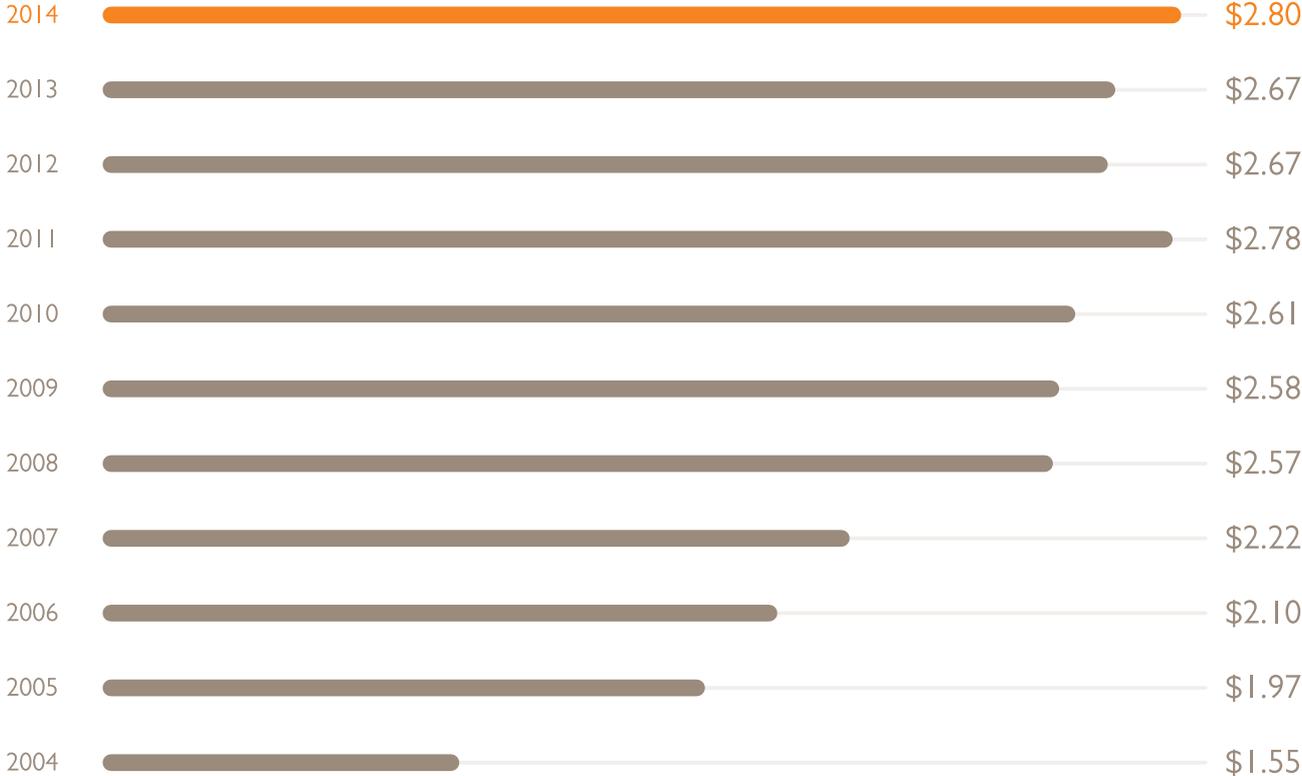
\*\* Fundraising supports humanitarian programmes by soliciting contributions through media and direct marketing appeals. Included are costs of marketing, creative services and publishing materials.

\*\*\* Community Education/Advocacy promotes awareness of poverty and justice issues through media campaigns, forums, speaking engagements, and influencing organisations and governments.

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

# WORLD VISION PARTNERSHIP INCOME TREND

All amounts in billions of U.S. dollars





World Vision’s microfinance subsidiary, VisionFund, offers financial services in **more than 30 countries**. In 2014, the network of microfinance institutions provided nearly **1.5 million loans totaling over US\$900 million**. These efforts helped create or sustain more than **1.5 million jobs** and improve the lives of **3.5 million children**.



**Borrowers**

1.1 million

935,000

807,000

**Children Served**

3.5 million

2.8 million

2.4 million

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

## WHERE WE WORK





## The World Vision Global Partnership

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

In September 2014, there were 24 members of the World Vision International Board of Directors from 19 countries, as follows:



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



## World Vision's core values:

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