



Annual Review 2011



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Letter from the President of World Vision International



Accompanying some donors to visit a project they had supported in Ethiopia, I was swept along on the wave of enthusiasm from microfinance clients whose income, lives and families had been revolutionised by small business loans.

The same day I met a girl whom I sponsor. I was touched – as I always am – by the heartfelt response of a child who knows there are others in the world who care enough to lift the burden of the poverty into which she was born. I was able to see how child sponsorship had brought water to her community, and learned of her ambitions now that she could complete her education.

A few hours later I was taking part in a relief food distribution in a neighbouring region. I rejoiced with the community that, despite the complete failure of a harvest owing to drought, not a single child had been left to die of hunger-related causes.

At the end of this busy day, I was struck once again by what it was that first drew me to support children through World Vision more than a decade ago. World Vision's unique strength is a broad approach which touches many important aspects of life for children and brings transformation for entire communities. Our staff live with the communities they serve, weaving their expertise with the people's own know-how and often acting as a coordinator for smaller providers of specialist services.

On a different day last year, I took part in events at the United Nations General Assembly to encourage heads of government, business leaders and our humanitarian peers to contribute to efforts to reduce the dreadful toll of child deaths from preventable diseases. It is the breadth of our work on the field, and the depth of our

involvement in individual lives, that gives World Vision such a platform for advocacy.

World Vision has been blessed with the scale and resources to reach millions of children and their families around the world. In the pages that follow you will see a lot of facts and figures, but I hope you will be most impressed by the individual stories of the lives that have been transformed.

As a Christian organisation, we take seriously the Bible's injunction:

Defend the cause of the weak and fatherless; maintain the rights of the poor and oppressed.

Rescue the weak and needy; deliver them from the hand of the wicked.

Psalm 82:3,4

People have many reasons to devote themselves to the good of the world's most marginalised people, and I am grateful for every individual who chooses to make World Vision part of their commitment to the poor.

Sincerely,

A handwritten signature in black ink, reading "Kevin Jenkins". The signature is fluid and cursive.

Kevin J. Jenkins
President and Chief Executive Officer



Introduction



In 2011 World Vision made significant progress in our efforts to serve the poor. In particular, two areas stand out.

First, most of the activities described in this review defy neat categorisation as ‘just’ development, relief or advocacy; many fit all three. This is a reflection of several years of effort to better integrate these three areas. It is further evidence that World Vision truly takes a holistic approach to tackling the causes of child poverty, with a special focus on the most vulnerable children.

A second area where World Vision made great strides in 2011 was in data collection and analysis. This seemingly dry area has enormous implications for how we tackle the causes of poverty. In our development work we place a huge emphasis on ‘evidence-based programming’. For the general public, the question could be characterised as ‘How do we *know* we are making a difference?’

Indeed, there is a biblical imperative for World Vision to ensure that we truly understand the impact of our work. Proverbs 19:2 tells us *it is not good to have zeal without knowledge, nor to be hasty and miss the way.*

World Vision has a longstanding record of using its field-level presence and community consultation to make decisions about what programming to support. In 2011 we built on this history and made significant progress in further measuring the well-being changes taking place in the lives of the people whom we serve, using information to make smart decisions that make a meaningful difference in the lives of children.

In our annual reviews of the past two years, World Vision has introduced our Child Well-being Outcomes (2009) and Aspirations (2010). These represent our vision for what a fulfilled, healthy life for a child should look like. Our aspirations for girls and boys are that they:

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

Through these aspirations, we clarify World Vision’s desire and hope for children’s holistic well-being and for the organisation to contribute to their experiences.

In 2011 World Vision developed the Child Well-being Targets – a set of four concrete, measurable targets that show us if children are moving closer to realising those aspirations in the areas where the organisation is working.

The targets are:

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

In the field of health, World Vision continues to support simple, proven methods for improving the health of the most vulnerable children. We supported

mothers and children through community health committees, mother support groups, 'peer mothers' and other volunteer self-help groups who promote breastfeeding, early infant nutrition, healthy timing and spacing of pregnancy, and better use of maternal and child health services.

This programmatic experience continues to inform and drive our advocacy efforts. In its second year, World Vision's five-year advocacy campaign, *Child Health Now*, is already active in 25 countries. Complementing our field-level programming, World Vision made six clear recommendations for global leaders to drastically improve child nutrition in our report *The Best Start*. The report is already guiding and influencing policies and budgets that are making the difference between life and death for millions of children.

Child sponsorship remains a central pillar of our programming and development approach. A key achievement in child sponsorship in 2011 was the tighter integration of our child monitoring with our ongoing development programmes. Child monitoring helps World Vision staff work with families and communities to establish how each child is progressing in his or her health, education, nutrition and general well-being.

This process of tighter integration is an important development for children for two reasons. First, there is now a stronger process of case management when concerns about children's health, education or participation in programme activities are observed. This further strengthens World Vision's ability to ensure appropriate care and follow-up, preferably within the family or community, or by connecting community members to available resources and services.

Second, our refined monitoring practices are providing improved information for our staff. This in turn improves our ability to respond to shifting needs. It places detailed, current information about children at the heart of our programming decisions.

Previously, our primary education focus was on improving school attendance. Now, as school attendance improves, World Vision is shifting its focus

to equitable access and quality, as well as measuring learning outcomes. World Vision offices around the world are increasingly involved in advocacy at the local and national levels, helping communities to hold governments to account for the proper management of schools – from administration, to infrastructure, to staff training and education.

World Vision also has a role to play in fostering essential life skills. We aim to build the critical thinking, emotional management and communication capacities of children across each stage of their development.

The protection of children – especially the most vulnerable – from abuse, exploitation and neglect is central to the success of World Vision's work; it is essential if children are to truly flourish. Traditionally we have focused on the organisation's obligation to be safe for children. This emphasises that staff are qualified to work with children, and that rigorous systems are in place for reporting concerns around child protection.

In 2011 World Vision continued to broaden our work for child protection. In addition to focusing on World Vision's obligations, our focus now is to look at the care of children in their interactions with their families, communities and the larger world, as well as with World Vision staff and volunteers.

World Vision believes that for children to experience life in all its fullness, spiritual development is fostered alongside provision for physical and social needs. In 2011 World Vision spoke with hundreds of children and their parents to further develop approaches to support the spiritual nurture of children that honour both our commitment as a Christian organisation as well as local contexts and parents' and faith communities' responsibilities.

Emergency responses were again a major part of World Vision's work in 2011. The unprecedented earthquake, tsunami and nuclear disaster in Japan in March 2011 thrust World Vision into the unusual situation of responding to an emergency in a country that normally raises funds for use in developing countries.

On the other side of the world, the Horn of Africa was once again devastated by drought and famine. World Vision continues to respond with life-saving food, water and shelter – but we are also implementing development programmes that are targeting improved agricultural productivity and sustainability, while simultaneously building long-term resilience to drought.

In the Horn of Africa and elsewhere, World Vision remained the United Nations World Food Programme's largest global partner in the fight against hunger. In 2011 we handled and distributed 293,467 metric tonnes of food to 6.94 million people. The food had a total value of US\$254 million.

While there have been tentative steps forward in the global economic outlook, the enduring sentiment is one of uncertainty. World Vision is acutely aware of the impact of such doubts; they have the potential to impact our own operations and, more importantly, impact the people we serve. They have no safety net, no buffer to protect them from economic turmoil on the other side of the world.

Perhaps as a side-effect of the increasing scepticism about global banking practices, the microfinance industry came under media scrutiny in 2011. Amid the controversy, VisionFund International, World Vision's microfinance subsidiary, offered a unique point of difference and as a result went from strength to strength.

VisionFund is one part of World Vision's integrated approach to tackling child poverty. Microfinance services are provided alongside essential services such as clean water, education and basic healthcare. This recognises that there is no point in providing access to credit and savings facilities if dirty water leaves a borrower too sick to work. This approach is the great strength of World Vision's microfinance work.

Economic uncertainty caused fundraising to remain flat in some of our traditionally strongest markets such as the United States and Australia. However, several of our Asian offices, such as South Korea and Taiwan, have recorded extraordinary growth during the same period. Globally, income grew to US\$2.79 billion.

The expenditure of these contributions and grants, and the effectiveness of the programmes World Vision operates, demands strong accountability and transparency to donors and the communities we serve. World Vision's approach to accountability reflects our spiritual calling to model the highest standards of integrity in our work, accepted standards of ethical behaviour, and best practice in society at large.

We aim to make use of the best tools to track, analyse, discuss and improve individual and organisational effectiveness. World Vision is grateful to those who offer constructive criticism and to peer NGOs, private sector partners and academics who have helped us to recognise and refine best processes. In turn, we aim to share with others what we have learned from our successes and our disappointments.

The coming year will undoubtedly present its own unique and unexpected challenges. But the partnership between World Vision, our donors, and the communities we serve is characterised by passion and a deep, shared commitment to giving children life in all its fullness. It is a powerful force for change that leaves World Vision strongly placed for the future.



Aspirations



For the past two years, World Vision has reported on the development of Child Well-being Aspirations and Child Well-being Outcomes. They represent a vision for a healthy, fulfilled childhood for the world's most vulnerable girls and boys.

Our aspirations for girls and boys are that they:

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

Through these aspirations, we clarify World Vision's desire and hope for children's holistic well-being and for the organisation to contribute to their experiences.

In 2011 World Vision examined how to better focus our efforts and measure our contribution to that vision in a concrete, operational manner. As a result of that work, we have developed four Child Well-being Targets; the first of several tangible measures that will be assessed consistently across all of World Vision's development work.

Over the next three to six years, we will measure the impact of our development work against these targets:

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

While World Vision has always strived to reflect on and assess our development work, the application of these Partnership-wide targets will take our

measurement efforts to the next level. A range of rigorously tested assessment tools are available to each office to objectively measure whether progress has been made in these four areas.

Though it will be some time before consistent year-on-year data is available, 13 countries will be reporting their contributions to the targets in the next fiscal year. Other countries will begin reporting on the targets in the following two years.

There are two main benefits that will flow from this effort. First, there will be improved outcomes for children. Community by community and country by country, we will be able to see where we are succeeding and where our work can have greater impact. This in turn allows us to modify our priorities and our programming to address gaps.

Second, there will be improved accountability to communities and to donors: each year, these two very important groups will be able to see how World Vision is contributing to children's well-being.

The targets continue World Vision's move towards reporting that focuses on outcomes, rather than activities undertaken. For example, while it is important to track how many schools were built or teachers trained, such measurements do not give a complete picture of the impact on children. By assessing the ability to read, we are able to measure a very meaningful outcome for children that will fundamentally shape their future prospects. Similarly, by tracking the nutritional status of children, we will have an indication of the way our combined efforts in agriculture, economic development and nutrition are working together to contribute to their improved health.

Children good enjoy health



Basic health and nutrition are absolute precursors to lifting the world's most vulnerable children, their families and communities out of poverty. The most obvious and important result of good health is that fewer people die from easily preventable diseases. But the larger story is also important: healthy children can attend school and do not fall behind in their studies. Healthy adults can work, improving the economic stability of families.

While World Vision promotes a wide range of health interventions, since 2009 our *Child Health Now* campaign has linked our field health and nutrition programming and advocacy to specifically focus on child and maternal health. In developing countries, more than 50 per cent of healthcare takes place at home. Young children often die without ever getting to a health facility for care. For this reason World Vision's maternal and child health work is addressed primarily at the home and community level in order to promote health and nutrition practices and prevent major causes of disease.

World Vision works with communities so they can care for their own children. We support mothers and children through community health committees, mother support groups, 'peer mothers' and other volunteer self-help groups who promote breastfeeding, early infant nutrition, healthy timing and spacing of pregnancy, home treatment of illness, and better use of maternal and child health services.

Community health workers focus on prevention, and they provide carefully timed and targeted information at the household level. For example, the workers help mothers take immediate action to improve their health and nutrition as well as the health and nutrition of their infants and young children. In addition,

they provide counselling and support, encouraging families to adopt these important health and nutrition practices.

The community health workers are vital to educating their neighbours in the communities where they work. In 2011 World Vision invested in new training and teaching tools, partnering with local government health departments to further bolster this very important group.

Similarly, programming to improve agricultural productivity and resilience helped make it possible for parents to improve the diets of their children. Economic development activities, such as improving agricultural value chains and the establishment of savings groups, helped to reduce poverty and improve economic resilience, contributing significantly to the ability of parents to provide for their children.

Late in 2010, World Vision launched a new five-year strategy to respond to HIV and AIDS. This new strategy recognises that integration is the most effective way to prevent HIV and combat the stigma often associated with it. Furthermore, the strategy aims to have our HIV and AIDS response woven into our other programming by 2015. It also focuses on preventing new infections in babies and young children. For those already infected, we seek to assure appropriate treatment is provided to prevent early death from AIDS-related causes. World Vision is also focusing on reducing the gender-based violence and inequity that are driving the epidemic and disproportionately affecting women and girls. The final component of the strategy is a geographic alignment: we are focusing our support on the 20 countries that have the highest number of HIV-positive pregnant women.

Children enjoy good health

Global glimpse

In the developing world, mobile phones hold tremendous possibilities at the low-tech, community level to strengthen local healthcare and empower citizens to advocate for stronger local health systems. Software created for basic mobile phones, not smartphones, can help gather data, track progress and alert health facilities to assure care and follow-up for those who need it most. Community health workers can provide timely advice and counselling to help community members better understand their own health needs.

In partnership with private sector and other key stakeholders, World Vision is on the cutting edge of testing the use of mobile health technology to help improve access to health services for the most vulnerable.

This technology is already having a tremendous impact with midwives in Afghanistan, which has one of the world's highest rates of maternal and child mortality. Special Dimagi, CommCare software for mobile phones, is designed for users who have a low level of literacy. It uses audio prompts and images to help women receive essential health messages to help them have healthy pregnancies and healthy babies. The technology enables community health workers to check vital signs, identify critical signs in each term of a pregnancy and enhance the basic life skills of pregnant women. It also allows these health workers to collect data about antenatal care services they provide, which the Afghanistan Ministry of Health can use.

World Vision also links to emergency tele-medicine services through the software. These mobile phone-based interventions in Afghanistan have already been shown, on a small scale, to improve women seeking access to health services and better overall healthcare.



Khadija Samet, the clinical supervisor for World Vision's Community Midwife Education project in Herat, northwest Afghanistan, cares for a newborn infant. A June 2011 UNICEF report declared Afghanistan the worst place in the world to be a mother.



Children are educated for life



World Vision's education focus in the field is shifting from bricks and mortar, donated uniforms and school supplies, and school attendance to a more difficult question: 'What are children learning when they are in school?'

Research is showing that globally, school intake is increasing but in many countries children are learning less. Infrastructure and attendance are vital, but they are only part of the education equation.

As school attendance improves, World Vision is shifting focus to equitable access and quality, and measuring learning outcomes. This is reflected in the fourth of World Vision's Child Well-being Targets: an increase in children who can read by the age of 11.

World Vision offices around the world are increasingly involved in advocacy at the local and national levels, helping communities to hold governments to account for the proper management of schools – from administration, to infrastructure, to staff training and education.

For example, in Uganda a World Vision initiative called 'Community Voice and Action' has had a demonstrable impact on accountability and student performance.

Thirty school management committees – the organisations that allow parents, teachers and other community members to express their opinions about school performance – were trained by World Vision on how to use scorecards (an evaluation tool) to help them monitor their respective schools. These scorecards were designed by members of the school management committees, rather than non-government organisations or education authorities.

An independent evaluation of monitoring using these community-designed scorecards found that students and teachers were significantly less likely to be absent from the classroom – by 9 per cent and 13 per cent, respectively. There was also a significant increase in children's literacy and numeracy test scores.

The evaluation also found that in school scorecards designed by school management committees, parent contributions to learning appeared high on the list of criteria to be assessed. Staff housing and support, infrastructure, and school revenues also featured prominently.

But not all education takes place in the classroom. Our aspiration is that children are educated for life, yet there is a growing recognition that many vulnerable children are not equipped with the emotional and social skills required to navigate the challenges and pitfalls that so often await as they enter adulthood.

Poor judgement and self-esteem often lead to poor decision making, which in turn leaves young people susceptible to HIV and AIDS, drug abuse, traffickers, conflict, and myriad other social ills.

So while World Vision continues to help communities lobby for improved formal education, we also have a role to play in fostering essential life skills. World Vision aims to build the critical thinking, emotional management and communication capacities of children across each stage of their development.

If the right foundational skills and abilities are nurtured in children early, and the 'essential' skills emerge during the child development years, then children are prepared to apply them to the complexities of daily life during adolescence.

Children are educated for life

For example, in Poso, Indonesia, World Vision has partnered with two Islamic faith-based organisations and the Department of Education to create the Harmony Education curriculum. The joint initiative was created to address distrust and suspicion that stemmed from interfaith violence in the community a decade ago, when more than 1,000 people were killed.

All partners had strong local programming in education. They agreed that focusing on children was the best way to start rebuilding peace.

As the partners studied the Poso conflict, they recognised that there was a culture of violence both within the community and within schools. In fact, teachers used violence and intimidation to dominate the classroom. The decision was made to develop a school curriculum called Harmony Education that would teach children to respect, honour and help one another. It also trains teachers about non-violent classroom education and upholding children's rights.

World Vision and the other partners knew that a curriculum built by outsiders would be rejected by teachers, and treated as an additional burden. So they brought together Muslim and Christian teachers from the region to create the new curriculum. The hope is that it will build tolerance in children and give them the skills to better deal with conflict.

The curriculum has been successfully piloted across Poso, to the point where a committee of Muslim and Christian parents at one school organised a joint overnight camp for their children.

For both traditional education and essential life skills, parental engagement is a central pillar. For example, in Olenton Area Development Programme in Kenya, community members and teachers alike lamented the lack of reading materials relevant to local community life. Parents in the village of Olchorro were recently invited to participate in a session where in just two days they were able to take life skills stories developed in Cambodia and reinvent them to make them relevant to the life and culture of their local Maasai setting. Mothers and fathers, grandparents, and youth enthusiastically took ownership of the stories, deliberating over the smallest details and adding new

themes of their own. They acted out scenes to provide illustrations for the storybooks, and even before the end of the sessions, participants were ready to create more of their own storybooks.

Global glimpse



Hasmik Hovakimyan, age 13, lives in Sisian city in Syunik province, Armenia. A cheerful girl with a radiating smile, Hasmik is one of five children in her family, headed by her single mother. Her bubbly laugh is so engaging that at first sight you would not notice her limp, nor the sharp pain she experiences when spending long hours on her feet or climbing stairs because of her hip dysplasia.

'We could never afford any medical treatment. We only went to the doctor when Red Cross physicians arranged community visits in our area. Now I know that with Hasmik's diagnosis she had a better chance of full recovery when she was much younger,' says Hasmik's mother Lida Hovakimyan, 40.

The family's low income didn't just affect Hasmik's health; it also had an impact on her education. Her mother is a cleaner in a grocery shop, where she works 12 hours daily for a monthly salary of US\$188 – less than seven dollars a day. The family rents a tiny room, living off Lida's earnings and a meagre government allowance, which is consumed by the family's utility expenses.

At the age of 7, Hasmik was enrolled into a special school where she would live during weekdays to

relieve the family's financial burden. For years she missed subjects taught in mainstream education, until her community school began to include children with disabilities.

World Vision partners with six Disabled People Organisations (DPOs) in Armenia's four regions to promote the inclusion of children with special needs into mainstream education. This creates opportunities for children with disabilities who might otherwise never be able to attend school.

World Vision has carried out extensive awareness-raising training in 37 schools and 30 kindergartens. This has triggered changes in the attitudes of teachers, students and parents towards the rights of children with special needs and their access to education. Publications and manuals that focus on issues confronted by disabled people were produced to educate teachers and parents. World Vision also initiated home visits and worked with medical facilities to identify children with special needs who did not attend schools and kindergartens.

As a result of this work, four schools in Syunik province have become accredited for inclusive education.

'Our school started providing inclusive education last September. The government guarantees books, balanced meals and transportation, if needed, for children with special needs. This encouraged parents to let their children attend mainstream education. There are some 500 students at our school, and 22 of them are children with special needs,' says Naira Nersisyan, principal of a secondary school in Sisian.

Hasmik is in the fifth grade now and follows a 'Personal Educational Plan' developed for her. Though she is two years older than her classmates, she has immediately integrated into the mainstream schooling environment and has a lot of friends at school.

'I am so pleased that I can attend school along with other children from my community and cannot even imagine how it could be otherwise. It is so nice to be like any other girl. I just dream of becoming a doctor, and I just dream to help all the people who need to be cured,' says Hasmik.



Children experience love of God and neighbour



All children have an inherent wonder at the world; they are amazed by creation and are nourished by acts of love and kindness. World Vision believes that for children to experience life in all its fullness, spiritual development should be fostered alongside the provision of a child's physical and social needs.

Spiritual development is an inward and outward journey of discovery for children as they grow in awareness of a sense of meaning and purpose in life; they connect, empathise with and are influenced by others, especially parents and peers; they begin to explore their understanding of God; and as they live out their spiritual beliefs and commitments in daily life.

However, spiritual development is a sensitive issue in child and youth development, and especially in the work of a humanitarian relief and development organisation. It focuses on a dimension of life that is difficult to define and may be contentious to talk about. People hold strong opinions about what it is and why it does or doesn't matter. Some see it as a private matter for families. Furthermore, many different faiths can be sceptical if the discussion of spiritual development is not grounded in a particular religious framework.

World Vision recognises that all persons and organisations, regardless of their religious beliefs, are inevitably witnesses to what they believe and most value. And that as such, intentionally or unintentionally, World Vision staff influence children's spiritual development by our actions and approaches when we come into contact with a child or her family.

With this in mind, World Vision has spoken with hundreds of children and their parents to develop a

framework and a more deliberate strategy to support the spiritual nurture of children that honours our commitment as a Christian organisation, as well as local contexts and parents' and faith communities' responsibilities.

World Vision's role in spiritual nurture is primarily supportive. This is expressed through partnerships – especially partnerships with parents, families, and caregivers, as well as with churches. It is also expressed through the character and witness of our staff. Our aim is that children will enjoy positive relationships with their peers, family and community members, and that they will grow in their awareness and experience of God's love in an environment that recognises their freedom.

In practical terms, spiritual nurture experiences take a range of forms. In Albania, children and young people write, produce and operate a radio programme focused on values and spiritual nurture. In Nicaragua, a group of adolescents trains younger children using a grassroots resource called 'Los Libros de Valores' ('a book on values'), which is a study of values that integrates both Scripture and culture. World Vision has also developed a workshop, 'Celebrating Families', for parents to strengthen their engagement in the spiritual nurture of their own children. This has been piloted with enthusiastic response in multiple countries and diverse contexts.

These activities vary from country to country, ensuring they are appropriate for local contexts. World Vision honours the primary role of parents in their children's spiritual nurture and recognises their freedom to follow various faith expressions.



Children are **cared** for, protected and **participating**



The protection of children – especially the most vulnerable – from abuse, exploitation and neglect is central to the success of World Vision's work. It is essential if children are to truly flourish. Traditionally, we have focused more on the organisation's obligation to be safe for children. This emphasises that staff are qualified to work with children and that rigorous systems for reporting concerns around child protection are in place.

World Vision has now broadened our work for child protection. In addition to focusing on World Vision's obligations, our focus now is to look holistically at the care of children in their interactions with their families, communities and the larger world, as well as with World Vision staff and volunteers.

This approach brings greater focus on prevention of abuse and neglect, and it strengthens the roles and responsibilities of the key actors responsible for child protection. These key actors include parents, caregivers, families, governments, civil society (i.e. organisations like World Vision), and other community structures (for example, church or school). Together they should provide formal and informal child protection mechanisms and services which create a more protective environment around all children, especially the most vulnerable.

In Kenya, for example, we have worked with local organisations, churches, schools, police and teachers' groups to establish local committees which are implementing comprehensive child protection work in their communities. These include raising awareness on child protection issues, reaching out to vulnerable households through volunteer home visitors, and helping children and families who experience abuse to access the services and care they need to be restored to the health and opportunities God has for them.

World Vision has a two-track approach to child protection. First, we advocate for policies and practices that will help protect all children. For example, over the past year we have pushed for the strengthening and implementation of international policies that prohibit the use of children in armed conflict anywhere in the world.

Secondly, we also advocate for the interests of significantly under-represented, marginalised or vulnerable children in their particular context. This may mean a more specialised intervention, such as in east Asia where we advocate for access to special protection measures for victims of trafficking, especially migrant and stateless children.

Even when focusing on a particular child protection issue, World Vision staff work in a way which strengthens all local people and institutions to play their role in protecting children. Staff look to:

- address specific child protection issues in a comprehensive manner.
- affirm the role of parents and caregivers as the first responsible for the care and protection of children.
- affirm the responsibility of national governments to guarantee the care and protection of children through respecting, protecting and fulfilling children's protection rights outlined in the United Nations Convention on the Rights of the Child (CRC) and other international human rights instruments to strengthen the protective environment for all children. In 2011 World Vision worked with governments in several countries on law reforms, institutional care reform, community awareness-raising and mobilisation campaigns.

Children are cared for, protected and participating

But the protection of child rights is just one aspect of our work; the larger aim is 'life in all its fullness' for every child. To achieve this we seek to challenge and transform unjust attitudes towards children, while lifting up the voices and opinions of children themselves to help them become active participants in their own future.

We seek to strengthen children's capacities and opportunities to participate. We uphold children's rights to be listened to; to express their opinions on matters that affect them; to have freedom of expression, thought, and association; and to have access to information. We support child-led associations that give children a public voice and contribute to development of leadership skills. At the same time, World Vision acknowledges and strengthens the roles and responsibilities of parents and others in authority. When children learn to communicate opinions, take responsibility and make decisions, they are prepared for improved academic performance and good citizenship.

Development



World Vision's development initiatives are characterised by enormous diversity: disaster risk reduction, climate change mitigation and adaptation, health, education, economic development, agriculture, natural resource management, child protection, peacebuilding, and governance across both rural and urban settings.

Our projects aim to facilitate long-term sustainable change in communities. Following are some key principles we apply in our development work:

- We focus on community empowerment rather than service delivery. Programmes aim to facilitate community and child participation to enable them to drive their own development.
- We build partnerships with local organisations and communities in order to enhance local capacity to bring about and sustain positive changes well beyond World Vision's presence in a community.
- We seek to address the many interconnected aspects of an issue. For example, climate change is both an issue of justice as well as an environmental concern. It has multiple implications in the communities we work with, including on health, food and nutrition security, agriculture, water access, political stability, livelihood security, and physical safety.
- We aim to address a number of themes that we have identified as crucial for achieving child well-being and sustainable change. These include the critically important role that women play in the development process and the need to

use environmental resources sustainably so that vital ecosystems are not compromised. We also address peacebuilding and the social, economic, political, and cultural conditions that fuel conflict, as well as issues related to protection and disability.

All projects are assessed at regular intervals against implementation plans, budgets and progress towards their objectives. Evaluations help us identify what works, and why. For this reason they are a critical part of our programming approach.

Area Development Programmes, supported primarily through child sponsorship along with grants and local resources, remain World Vision's characteristic community development model. Of the 2,540 programmes that World Vision conducted in partnership with local communities, 1,538 were Area Development Programmes. They focus on families and communities working together to improve the well-being of their children through long-term development projects. Area Development Programmes typically operate for around 15 years.



Advocacy



Advocacy is an essential element of World Vision's work, alongside long-term community development and emergency responses. It is about challenging and changing the policies, systems, structures, practices and attitudes that make it difficult for vulnerable children and their families to escape living in poverty. World Vision advocates at the local, national, regional and global levels, informed by our experience working with communities. From lobbying at global conferences such as the G8 to working with children, parents and leaders in communities where we operate, advocacy at World Vision is an integrated effort.

Our advocacy is informed and driven by the children and communities we serve. In its second year, *Child Health Now*, World Vision's five-year advocacy campaign, is already active in 25 countries and in 2011 continued to be a force for change. We believe that together, we can help end 6 million under-five child deaths every year by moving the political will of world leaders.

Drawing from World Vision's nutrition programmes around the world, in September 2011 we made six clear, simple recommendations for global leaders to drastically improve child nutrition, in our report *The Best Start* (<https://childhealthnow.com/docs/en/the-best-start-full-report.pdf>). The recommendations tackle malnutrition, which kills nearly 3 million children under the age of five every year. The report is already guiding and influencing policies and budgets that are the difference between life and death for millions of children. For example, Uganda's government used the report's recommendations when drawing up its first ever National Action Plan on Nutrition. Championed by President Yoweri Museveni, the plan outlines what

needs to happen to improve nutrition in the country. The plan is fully costed and provides specific direction for how Uganda's various government departments should work together to improve nutrition among children.

At the global level, the Secretary-General of the UN asked World Vision International President Kevin Jenkins to work with presidents and heads of state as part of the accountability commission for the UN campaign to improve child and maternal health. He brings World Vision's first-hand experience of working on the ground to the job of tracking the contributions made by donor nations and ensuring that money is spent in a transparent and effective manner.

In addition to lobbying at the global level, our advocacy work with communities continued with great success. Through an integrated approach to advocacy and programming, World Vision empowered communities to speak out, contributing to increases in health-related spending at the local level in Bolivia and Uganda, and changes in breastfeeding approaches in El Salvador, Armenia and Ethiopia.

While World Vision's health campaign remained the primary focus of our advocacy efforts in 2011, we continued our work with communities to change systems and structures in other areas. For example, across the Middle East and Eastern Europe, we continue to lobby for reduced institutionalisation of children. This is based on our belief that the best place for a child to grow is within his or her own family and community. Through our programmes we have offered alternatives, and through our advocacy we have encouraged and advised governments on how to

implement widespread change at the community level. Institutionalisation should be a last resort, and strong government-led child protection systems will prevent the need for it.

The drought, food crisis and famine in the Horn of Africa, major events in Sudan, and Haiti's continued rebuilding after the 2010 earthquake meant humanitarian needs also featured heavily in our advocacy in 2011. Learning from the experiences of children and families in some of the worst-affected areas, we met with and lobbied leaders to ensure relief efforts were designed, where possible, to prevent instability and alleviate long-term humanitarian need. In Haiti, we worked with young people, the country's most marginalised group, to meet with the country's fledgling government to examine how best to help Haiti recover.

Global glimpse

In partnership with local and central governments, the World Vision team in Uganda organised health fairs in each of the country's five districts to promote improvements in both child health practice and policy. Each event reached hundreds of people.

World Vision Uganda's health fairs have seen more than 1,000 children immunised, hundreds of pregnant mothers screened for antenatal care, malaria-prevention bed nets and advice distributed, and village health teams trained. But the health fairs have also created vital links between communities and local government officials and leaders, ensuring an impact on child health that goes beyond the days the fairs are held. By-laws on building latrines have been passed, more health workers have been recruited, and new schemes have been implemented to encourage cocoa farmers to allocate land to food growth to address malnutrition.

In just a few short months, thousands of people have been reached, and the impact is already being felt. The mix of good programming and strong advocacy means World Vision's Health Fairs will be taking to the road again in Uganda throughout 2012.



A health class in Uganda



Relief



There is no such thing as a 'normal' year in the field of emergency response, and so it proved in 2011. World Vision was involved in 77 emergency responses over the course of the year, including nine emergencies that triggered a whole-of-Partnership response. World Vision committed US\$650 million for those responses, reaching 10.2 million people with food, water, shelter and other lifesaving relief.

In March 2011, the earthquake and subsequent tsunami and nuclear disaster in Japan thrust World Vision into the unusual situation of responding to an emergency in a country that normally raises funds for use in developing countries.

In close coordination with the Japanese Government, World Vision responded with emergency relief items like blankets, clothing, hygiene kits, food and water. We also implemented school-feeding programmes reaching more than 1,000 students each day, and a shuttle system to allow displaced children to return to school. Additionally, World Vision operated seven child-friendly spaces to help children recover from the emotional and psychological toll of this disaster. Despite the tragic toll, this disaster was a reminder of the difference good infrastructure, community preparedness, stable emergency services, and a stable government can have in forging a swifter transition from response to rebuilding.

If Japan presented a unique combination of factors, then for many the famine in the Horn of Africa has an all-too-familiar feel to it. Close monitoring of early warning systems alerted World Vision to the crisis at its onset, and we were able to respond.

Across the Horn of Africa, World Vision helped more than 1.5 million people in 2011. We distributed 29,935

metric tonnes of food. Water trucking, construction and rehabilitation of boreholes, and construction of shallow wells benefited 600,000 people. In Daadab refugee camp in northern Kenya, we distributed 5,000 tents to families who fled hunger in their home communities.

But alongside these urgent relief efforts, World Vision has had long-term success in building resilience to drought in parts of the Horn of Africa. An irrigation scheme in the village of Morulem is changing the face of Turkana, an area of Kenya the current drought has devastated. The gravity-fed irrigation system sits on 1,500 acres of land and uses water from Kerio River situated about 10 kilometres away. 3,000 families have benefited so far.

At a time when the food situation in some parts of Turkana has hit emergency and crisis levels, farms in the Morulem scheme are flourishing with crops of maize, sorghum, kale and other traditional vegetables.

Due to its success, Morulem has not relied on relief food since 1996. But there are other parts of the region where reliance on food relief is common. Consequently, Morulem has experienced a sudden influx of people migrating from highly food-stressed regions of Lokwii, Suguta and Kalapata in Turkana East.

World Vision is now focused on replicating this success elsewhere, aiming to turn pockets of achievement into broad-scale community resilience to drought.

In 2011, demand for further professionalisation of disaster response continued to grow – from public donors, from those who receive assistance, and from within the aid sector. World Vision is committed to pioneering best practice in this professionalisation

process and playing an active role in supporting broader efforts among non-government organisations to drive certification, learning and innovation.

A large part of World Vision's work continues to be focused on disaster response. However, we are increasingly involved in the full spectrum of disaster management, from early warning and preparedness to the post-disaster transition from emergency response to rebuilding.

Reflection on World Vision's performance during emergencies led to recognition that support areas such as finance, human resources and information technology needed to work more effectively with our dedicated emergency response teams. The performance of these functions is vital to a swift, effective and sustained emergency response.

In 2011 an enormous amount of work was done to address this by ensuring tighter integration with emergency response staff, and 'pre-positioning' of roles and responsibilities. This results in better emergency staffing continuity and post-incident staff support. Funds raised can be more quickly released to the field where they are needed, and information technology infrastructure is more rapidly deployed.

This inwards-facing consolidation, based on rigorous learning and reflection, has very real implications for the well-being of children. World Vision is now able to respond more quickly and effectively, and with better quality, to the needs of children whose lives are turned upside down by disasters.

Child sponsorship



World Vision is one of the largest child sponsorship organisations in the world. It is also one of the oldest. The world has changed enormously since World Vision introduced child sponsorship in 1953. Our child sponsorship model has evolved to meet those changes, but its central premise remains as strong as ever: through World Vision, people who are motivated to make a difference in the world forge a bond and make a lasting difference in the lives of children.

Today there are more than 4.1 million children worldwide registered for child sponsorship with World Vision. Child sponsorship remains a central pillar of our programming and development approach. The monthly donation from each child sponsor is pooled to fund sustainable, community-based programmes. This ensures the benefits of child sponsorship flow to sponsored children as well as other vulnerable children within the community.

A key achievement in 2011 was the tighter integration of our child monitoring with our ongoing development programmes. Child monitoring helps World Vision staff work with families and communities to establish how each child is progressing in health, education, nutrition and other aspects of their development.

This process of tighter integration is an important development for children for two reasons. First, there is now a stronger process of case management when concerns about children's health, education or participation in programme activities are observed. This further strengthens World Vision's ability to ensure appropriate care and follow-up, preferably within the family or community, or by connecting community members to available resources and services.

Second, our refined monitoring practices are providing improved information for our staff. This in turn improves our ability to respond to shifting needs and places detailed, current information about children at the heart of our programming decisions.

Information from child monitoring – once available only at the local level – is now also readily available at all levels of the World Vision Partnership. This has tremendous potential for World Vision's ability to track trends and issues impacting children, and can inform our broader programming to help all children in our target areas.

World Vision has already seen examples of the potential impact on the well-being of children that these improvements may bring. In Armenia, revised child monitoring standards helped track nutrition levels among children registered for sponsorship. Using this information, World Vision generated a report that showed children were malnourished – a previously unidentified issue. World Vision then worked with the Armenian Ministry of Health to conduct proper sampling; the malnutrition issue was confirmed. Both World Vision and the Ministry of Health adjusted their programming to tackle the problem.

Global glimpse



Sponsored children in Bangladesh show their messages of support for Japan

In March 2011, World Vision was thrust into the unusual position of responding to an emergency in Japan – a country that is normally the source of generous contributions to our work in developing countries.

In the midst of this devastation, a heart-warming story emerged that once again showed the beauty and power of human connections. From around the globe, sponsored children with World Vision sponsors from Japan wrote letters, drew pictures and recorded messages of solidarity and hope. More than 1,000 children from 22 countries contributed.

World Vision collated these messages and shared them not only with World Vision Japan supporters, but also with Japanese children who were receiving assistance from World Vision in the aftermath of the earthquake.

It was another reminder that for both child and sponsor, child sponsorship is not a transaction. It is an emotional investment in a genuine relationship.

VisionFund



In 2011 VisionFund – World Vision’s microfinance subsidiary – worked with more than 650,000 small businesses in 37 countries across four regions: Africa, Asia, Latin and Central America, and the Middle East and Europe. This year VisionFund made a positive impact on the lives of 2.1 million children by helping to improve the economic circumstances of their families. In uncertain economic times across the globe, that positive impact is more important than ever.

2011 was a challenging year for the microfinance industry, as the global economic slowdown and natural disasters hampered small businesses across the world. The industry continues to move out from the shadows cast by the unscrupulous practices of some microfinance lenders, who focused on profit making at the expense of the poor. But VisionFund has continued to forge a very distinct approach to improving the lives of children and families living in poverty. Making profit is not the main priority; rather, small loans and other financial services are provided as part of a broader, holistic approach that enables children to grow up with the better health and education that can flow from improved financial security for families.

VisionFund ensures real and lasting change by providing ongoing training and support to run successful businesses. Careful lending practices ensure that clients have sustainable business plans, and lending rates are set at a level that people can afford.

2011 was also a year of reflection for VisionFund that resulted in a major strategic overhaul of plans for the next three years. From 2012 VisionFund will focus more intently on Africa and Asia, where the need for microfinance services is greatest and where we can have the greatest impact on the world’s poor. The strategy will see VisionFund working through a smaller,

consolidated network of 24 finance providers in Africa, Asia, and Latin and Central America.

VisionFund also plans to invest more in training staff in areas such as better financial management of portfolios and improved customer service management. This will ensure that financial services operate to the same high standard from country to country.

Historically, general public donations to World Vision have been the primary source of funds for VisionFund. This will remain central to microfinance work. However in coming years VisionFund will seek to further diversify its financial resources by developing new sources of funding for its work. There will also be a greater focus on fostering new relationships with corporations, foundations and individual donors who have an interest in microfinance.

Until now, VisionFund has operated as a network of smaller financial service providers with their own unique identities, all working for shared aims. This came about because of the organic way VisionFund has grown over the past seven years, and it has many strengths. For some clients, financial services with a strong local character might be appealing, but VisionFund risks missing out on the opportunity to demonstrate the strength of its network and its worldwide impact. For this reason, it is moving to a new identity, united under a single VisionFund brand.

Global statistics as of September 2011

Gross portfolio:	US\$360,794,122
Active borrowers:	688,477
Percentage of female clients:	69%
Jobs created and sustained:	1,542,457
Children impacted:	2,726,318
Staff	5,294

Accountability



World Vision's approach to accountability reflects our spiritual calling to model the highest standards of integrity in our work, accepted standards of ethical behaviour, and best practice in society at large. Our core values require us to account for our work to communities, staff, supporters, donors and the wider public.

World Vision leadership has confirmed the importance of improved accountability in every aspect of our work, linking quality assurance at management and operational levels with verification processes at the Partnership level and supporting engagement in accountability initiatives globally.

We aim to make use of the best tools to track, analyse, discuss and improve individual and organisational effectiveness. We are grateful to those who offer constructive criticism and to peer NGOs, private sector partners and academics who have helped us to recognise and refine best processes. In turn, we aim to share with others what we have learned from our successes and our disappointments.

During 2011, we continued to work to improve our accountability to children and communities through the strengthening of practices which promote:

- Provision of information: ensuring that relevant programme information is made available and intentionally provided to communities in a timely, accessible and accurate manner.
- Consultation with communities: World Vision is committed to ensuring communities are aware of, understand and agree with key decisions relating to our work with them.

- Participation: encouraging people to voice their opinions, plans and suggestions for improving their community.
- Collecting and acting on feedback and complaints: implementing community feedback and complaints procedures that are accessible, safe and effective.

Demands for transparency are increasing across the aid sector as a whole. These external expectations combine with our own commitment to increased transparency as drivers for progress towards a more systematic approach to information sharing – enhancing the level of information we provide about our organisation and our work.

The International Aid Transparency Initiative (IATI) has established a global standard for government donors to report and share aid information, in an effort to make that information comparable, timely and accessible. During 2011, World Vision worked with partners such as the INGO Charter of Accountability Company to encourage discussion of the applicability of IATI standards to NGOs, private foundations and other actors in the international development and humanitarian assistance sectors. This work will continue into 2012.

World Vision's Accountability Report, published annually, is one of the key ways our commitment to greater transparency is being demonstrated. It provides a system-wide view of the mechanisms and processes we have in place to assure alignment with organisational goals and to optimise efficiency and effectiveness. The report includes information on a wide range of our accountability practices,

including our organisational structure and governance arrangements; how we measure our performance; our accountability to children and communities; and preventing illegal or unethical activity.

The Accountability Report also identifies key areas for improvement over the coming years. Specific challenges and areas where additional work is required include better accountability to children and communities, measuring our effectiveness, greater transparency, and enhanced internal accountability.

The Independent Review Panel of the International NGO Charter of Accountability Company commended World Vision's 2010 Accountability Report as representing good practice for an International NGO.

In addition to its commitment to the International NGO Accountability Charter, World Vision is also involved in the following initiatives that set standards and benchmarks for governance, management, partnership and accountability:

- Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes
- Sphere Project (Humanitarian Charter and Minimum Standards in Disaster Response)
- Humanitarian Accountability Partnership Principles of Accountability
- Active Learning Network for Accountability and Performance in Humanitarian Action
- People in Aid



Fundraising



General public donations remain the bedrock of World Vision's work. Sponsorship of more than 3.3 million children is the major income stream for the organisation. Child sponsorship income grew by 10 per cent to US\$1.24 billion in 2011, representing 51 per cent of all cash donations.

Worldwide, total income from all sources was US\$2.79 billion, up 7 per cent from 2010. Gift-in-kind donations (material goods such as pharmaceuticals and donated services) were up 3 per cent to some US\$480 million, or 18 per cent of total income. Government income dropped by 10 per cent.

During the year there were a number of significant shifts to our fundraising operations. Across almost all offices, the impact of internet-based fundraising grew, as did the degree of social networking contact. Digital channels are the most cost-effective way of growing our donor base, and are an increasingly important element of our fundraising operations and strategy.

To ensure the growth of this area, significant effort has gone into growing staff expertise and capability for our online fundraising operations and engagement, particularly across smaller fundraising offices. The development and use of internet metrics and the launch of a global marketing and fundraising knowledge base are innovations that will further spur this growth.

World Vision continued fostering new fundraising offices in 2011, and we continue to see strong growth in places such as Malaysia, Thailand, India and the Philippines. A major element in the success of these offices is their proximity to the programmes that donors support. This has been shown to be of real

benefit for engaging corporate sponsors, whose involvement in such programmes is key.

World Vision is also focused on continuing to diversify our income base. The 2011 fiscal year saw the growth of a range of key relationships between World Vision and corporations, public private partnerships and significant donors. Although still a relatively small percentage of our total income base, these sectors provide the ability to fund projects by leveraging our ability to meet the increasingly global social investment programmes and strategies demanded by large corporations and public-private partnerships.



Where we work



In 2011, World Vision worked in 97 countries.

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



A global partnership



World Vision, founded in the USA in 1950, has grown to become a global federal partnership of national entities.

Many of these national offices are incorporated as separate legal entities in their home countries and have governing boards comprised of representatives from business, church and social service. Together they are informally referred to as the World Vision Partnership, and they subscribe to common values and aims. Operational decisions are made at local or national levels, where possible.

World Vision International, established as the international coordinating body in 1977, provides global coordination for the Partnership and ensures that global standards and policies are pursued. This arm of the organisation is incorporated as a religious non-profit corporation under the laws of the State of California, USA. Its officers and staff, however, are distributed in many locations around the world. Its board of directors ('the international board') oversees the Partnership, and its body of members (the 'Council') is the highest governing authority for certain fundamental decisions. The full international board meets twice a year, appoints senior officers, approves strategic plans and budgets, and determines international policy.

There are 24 members of the international board, from 18 nationalities, with 14 male representatives and 10 female representatives.

Members of the World Vision International board at 30 September 2011:

Roberto Costa de Oliveira (Chair)

Kevin John Jenkins (President)

James Beré

Soriba Joseph Camara

Maria Consuelo Campos

John Crosby

José Miguel De Angulo

Sharon Dymond

Dan Fortin

Joyce Godwin

Kleo-Thong Hetrakul

Callisto Jokonya

Vinod Dinker Khisty

Ruddy Koesnadi

Rachael Asike Masake

Peter McClure

Akiko Minato Uchihira

Annemarie Pfeifer

Stephen W. Phelps

Donna Shepherd

Elizabeth Smythe

Ja Song

Josef Stiegler

Tiffany Tair-Fen Huang

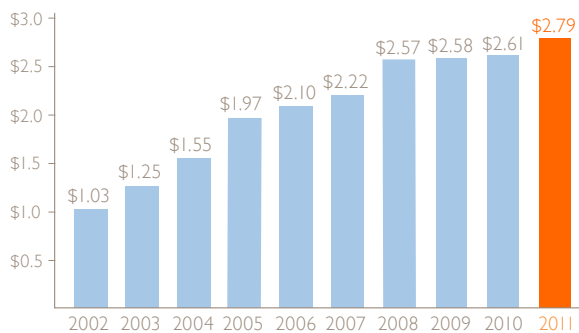
Financial summary



In US dollars

World Vision Partnership Income Trend

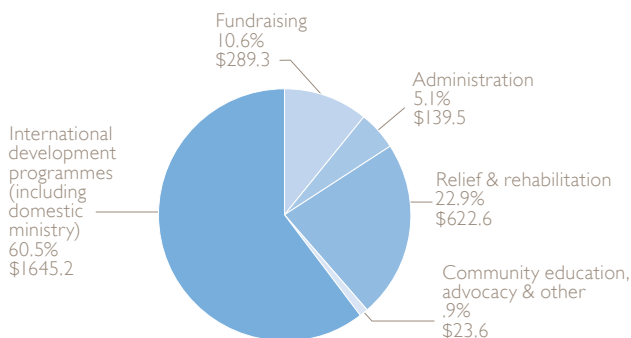
(US\$ billions)



In 2011 World Vision raised US\$2.79 billion in cash and gifts-in-kind. World Vision's total expenditure on international programmes, international relief and rehabilitation programmes, community education and advocacy, administration, and fundraising totalled US\$2.72 billion.

Expenditure by Activity

(US\$ millions – rounded figures)



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.

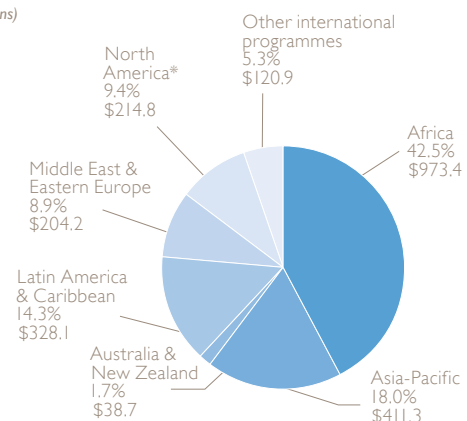
Administration includes costs of working with donors, computer technology, finance and accounting functions, human resources and managerial oversight.

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 and Advocacy promotes awareness of poverty and justice issues through media campaigns, forums, speaking engagements, and influencing organisations and governments.

Expenditure on International Programmes by Region

(US\$ millions)



*The figure above for North America includes about \$97 million in cash and gift-in-kind revenue that was transferred by World Vision's United States office (World Vision, Inc.) to other organisations in the United States for use in both the United States and in other countries.

World Vision's fiscal year runs from 1 October to 30 September.



This document is available online at
www.wvi.org/AR2011

For details about how to contact the World Vision office nearest you, see 'Where We Work' online at www.wvi.org.

Executive Office

6-9 The Square, Stockley Park
Uxbridge, Middlesex
UB11 1FW
United Kingdom



Whistleblower Hotline

World Vision now uses a leading third-party provider of ethical reporting services to support our expanded 'whistleblower' reporting systems. A confidential telephone hotline and an online reporting tool are available to staff, partners in the field, contractors and others wishing to report suspected illegal or unethical conduct by World Vision or its personnel. For further information, or to make an online report, go to www.worldvision.ethicspoint.com.