

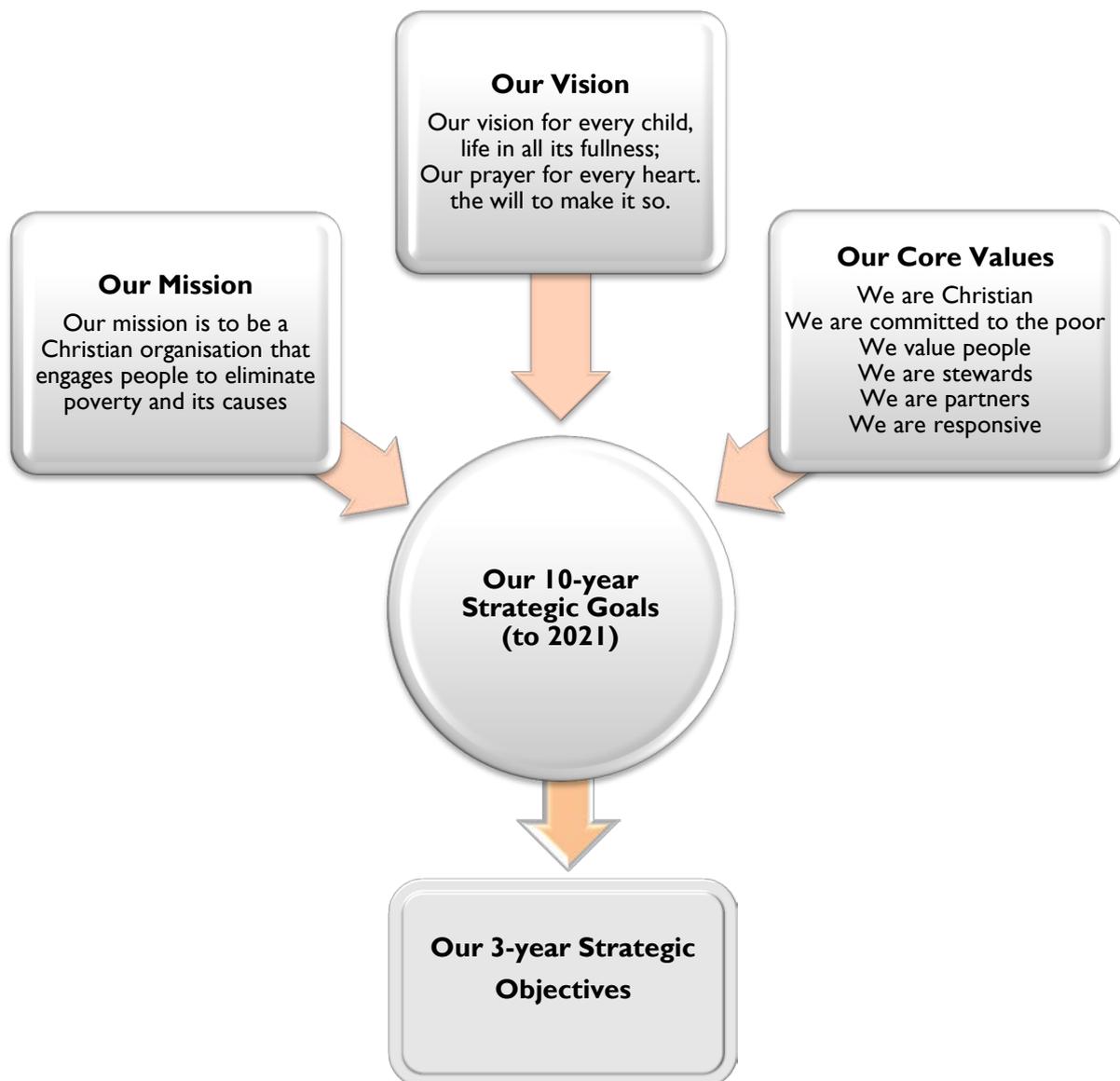
## World Vision Australia

### Supplement to “How we performed to our strategy in 2013” FY13 Annual Report pages 20-23

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#### Performance to Strategy

The end of September 2013 marks the 2 year point in progress towards our 3 year strategic objectives, which in turn contribute to our longer term 10 year strategic goals. The relationship between our vision, mission, 10 year goals and 3 year objectives is as follows:



In our FY12 Annual Report we provided the first report on how we have performed to our current 3-year Strategic Objectives and also background background information about the 3-year Strategic

Objectives and 10-year Strategic Goals. This reports is available from <http://worldvision.com.au/AboutUs/AnnualReportsAndReviews.aspx>.

One of questions posed is how our 10-year Strategic Goals align with those of the World Vision International Partnership? The information below responds to this question:

| <b>World Vision International Partnership Strategic Goals:</b>  | <b>World Vision Australia Strategic Goals:</b>   |
|---|--|
| <p><b>Contribute to the sustained well-being of 150 million children by 2016.</b></p>                             | <p><b>We aspire to contribute to the sustained well-being of 20 million children by 2021.</b></p> <p>Our child focus calls us to ensure that our sight is always clearly placed on the children and communities we serve and that their voice informs everything we do. The intent behind this goal is to extend and deepen our impact, reaching out to more children and communities in need. Over a 10 year horizon we anticipate that the context we work in will change and we will naturally need to adapt and re-think how we work most effectively. At the heart of this adaptive approach, however, is the unwavering commitment to improved child well-being as the ultimate impact of our work.</p>  |
| <p><b>Engage with 10,000 communities, 10 million donors and advocates and social movements at all levels.</b></p> | <p><b>We seek to actively engage 1 million supporters by 2021.</b></p> <p>The intent behind this goal is to reach out to 1 million supporters by 2021 to actively connect with children and communities in need through WVA. We will do this through a differentiated supporter experience that supports true transformation in hearts, minds, structures, practices and behaviours. In essence, we aspire to assist our supporters in their journey towards becoming agents of change in their own right.</p> <p><b>We aim to grow our income base to \$1 billion by 2021</b></p> <p>To realise our two strategic goals, we recognise that we need to grow our income base. The intent behind this aim is to achieve long term stability of income to support sustained child well-being.</p> |

### **FY13 results summary**

In our FY13 Annual Report, we have provided information about how we performed to our 3-year Strategic Objectives in FY13 (see pages 20-23 of our FY 13 Annual Report which is available from <http://worldvision.com.au/AboutUs/AnnualReportsAndReviews.aspx>).

Over the course of the year, we estimate that we have, through the collaboration with and backing of our supporters and partners, contributed to the well-being of approximately 14.6 million children around the world. This prepares us well for achieving our 2021 target of contributing to the well-being of 20 million children. Our income result, which saw an increase from \$343.9 million to \$370.3 million, also sets us on the right path for achieving our target of \$1 billion by 2021, although

we are aware that this goal will require a significant step change in the way we engage our supporters and raise funds. Finally, with our supporters numbering in excess of 400,000 we can see progress towards our 2021 goal of actively engaging 1 million supporters.

| 3-Year Strategic Objectives   | Result  |
|---|---|
| <b>1. Transform Children's Lives</b>  |   |
| 1 Deliver and support high impact development, relief and advocacy programs that positively impact the well-being of children |    |
| 2 Achieve greater alignment of programs to WVI geographic priorities  |    |
| 3 Deliver and support high impact programs that emphasise and build on our strengths  |    |
| <b>2. Partner with Australians to champion the child poverty agenda</b>   |   |
| 4 Grow our active citizen supporter base  |    |
| 5 Grow value generated from our church strategic partnerships   |    |
| 6 Grow value and deepen relationships with resources sector strategic partners  |    |
| 7 Influence policy, practice and attitudinal change in Australia  |    |
| <b>Grow our income for greater field commitment</b>   |   |
| 8 Revitalise child sponsorship for revenue growth   |  |
| 9 Grow income from major donors and enterprises   |  |
| 10 Grow income from grants and goods in kind  |  |
| <b>Build a sustainable organisation</b>   |   |
| 11 Engage and motivate employees for high performance   | n/a   |
| 12 Develop new operating models to bring communities and supporters closer together   |  |

**Legend:**

-  met targets
-  mixed results
-  targets not met

We have seen good results in field program evaluations and priority areas (maternal and newborn health, child protection and food security) as well as maintaining funding in our geographical areas of priority. Our annual evaluation review has also confirmed that more of our field programs are achieving positive outcomes than last year.

Our revenue has increased, largely due to the first child sponsorship price rise in 6 years and growth in GIK. Major donors and enterprises income also increased by 20% compared to last year. Our staff engagement result from 2012 remains the most recent measure and we will be conducting a further staff engagement survey over the course of 2014.

The results show a slight decline in our 'active citizen' strategy, which is designed to encourage Australians to take action with us in a variety of forms to express their commitment to children and communities in poverty. The initial focus of active citizenship has been to encourage donors to become advocates and advocates to become donors. Although there is evidence that some supporters are making this transition, especially among youth and churches, we have not seen this reflected among our broader supporter base or in survey results. The most recent survey showed that giving has increased but that other actions have

decreased. As a consequence, we have not seen the uplift in the numbers of active citizens that was anticipated at the start of the year. Over 2014 we will design better ways to measure progress against this objective. Integrating our advocacy & fundraising work, a key strategy of creating active citizens, has also been slow, and will need to be pursued more aggressively if we are to see the desired increase in active citizenship.

### Stakeholder engagement and partnering

Our work and our success depend entirely on the support of our stakeholders. We engage with different groups in different ways but we regard all our stakeholders as our partners. Throughout our FY3 Annual Report, we have illustrated who our partners are and included what they say about us (see pages 14-17 and the Sectoral Snapshots and Case Studies on pages 36-63).

One of our core values is: “We are partners”. This is defined as:

“We are members of an international World Vision Partnership that *transcends* legal, structural and cultural boundaries. We accept the *obligations of joint participation, shared goals and mutual accountability that true partnership requires*. We affirm our *inter-dependence* and our willingness to yield autonomy as necessary for the common good. We commit ourselves to know, understand and love each other.

We are *partners with the poor and with donors in a shared ministry*. We affirm and promote unity in the Body of Christ. We pursue relationship with all churches and desire mutual participation in ministry. We seek to contribute to the holistic mission of the church.

We maintain a *co-operative stance* and a spirit of openness towards other humanitarian organizations. We are willing to receive and consider honest opinions from others about our work.“

True to this core value, we engage with many stakeholders including individual donors, churches, artists, ambassadors, schools, universities, small medium enterprises, corporations, foundations, government, bi-lateral and multi-lateral institutions, communities, National Offices and many more.

We have adopted the following principles of partnering and collaboration to guide these relationships:

*Equity*: What does ‘equity’ mean in a relationship where there are wide divergences in power, resources and influence? Equity is not the same as ‘equality’. Equity implies an equal right to be at the table and a validation of those contributions that are not measurable simply in terms of cash value or public profile.

*Transparency*: Openness and honesty in working relationships are pre-conditions of trust – an important ingredient of most successful partnerships. Only with transparent working will a partnership be truly accountable to its partners, donors and other stakeholders.

*Mutual benefit*: If all partners are expected to contribute to the partnership they should also be entitled to benefit from the partnership. A healthy partnership will work towards achieving specific benefits for each partner over and above the common benefits to all partners. Only in this way will the partnership ensure the continuing commitment of partners and therefore be sustainable.

Below is a snapshot about some of our key partners in FY13:

|                                    |   |
|------------------------------------|---|
| Children and communities we serve: | No of projects funded by us in FY13: 923<br>(see pages 31-33 of our FY13 Annual Report)<br><br>No of sponsored children: 360,000<br>No of children included in community projects: 1.4million<br>Total number of children reached by community projects, advocacy and humanitarian relief: 14.6 million |
| Staff & Volunteers:                | Staff: 609<br>Volunteers: 1224 (31,581 hours volunteered)<br>See pages 12-13 and 73-75 of our FY13 Annual Report.   |

|                                      |   |
|--------------------------------------|---|
| Youth:                               | Over 700 15-25 year olds from schools and universities participated in V-Gen, our community of young people building a movement to end global poverty and injustice.  |
| Child sponsors:                      | Over 362,000 comprising individuals and organisations (companies, firms, schools, church groups)  |
| 40 Hour Famine participants:         | 87,850 groups and individuals joined on <a href="http://www.worldvision.com.au/40hourfamine.aspx?source=FB_STA">http://www.worldvision.com.au/40hourfamine.aspx?source=FB_STA</a><br>Total no of participants: over 300,000 representing 1,937 schools, 500 church communities and 2,000 social teams.<br>Over 213,000 “Likes” for our 40 Hour Famine page on Facebook.<br>Over 3,000 followers on Twitter for “@40HourFamine”                                    |
| Major Corporate partners:            | Computershare, Jetstar PwC, ANZ   |
| Church partners:                     | Over 500 churches, including 30 church strategic partners.  |
| Advocacy:                            | Subscribers to “Action Aid” (our news on issues keeping people in poverty and actions our supporters can take to help change lives)<br>“Action Aid” is available from: <a href="http://campaign.worldvision.com.au/news-events/#sthash.N1yVLLSe.dpuf">http://campaign.worldvision.com.au/news-events/#sthash.N1yVLLSe.dpuf</a>  |
| Ambassadors:                         | Include Hugh Jackman & Debora-Lee Furness, Melissa Doyle and Vision Artists such as Melbourne Gospel Choir.   |
| Business Advisory Councils:          | Number of prominent business leaders and executives on our Business Advisory Councils:<br>Melbourne: 16<br>Sydney: 8  |
| Social media:                        | Over 330,000 “Likes” on Facebook.<br>Over 16,000 followers on Twitter for “@WorldVisionAUS”<br>Over 13,600 visits to <a href="http://thedifference.worldvision.com.au">http://thedifference.worldvision.com.au</a> where we showcased 3 stories to communicate our long term commitment to communities living in poverty and that we see our work as an investment they make in their own future.<br>Over 10,800 followers on Twitter for our CEO “@TimCostello”. |
| Coalitions:                          | Make Poverty History<br>Micah Challenge   |
| Industry organisations:              | We are members of: <ul style="list-style-type: none"> <li>• The Australia Council for International Development</li> <li>• Community Council of Australia</li> </ul>  |
| Governments & Multilateral agencies: | The Australian Agency for International Development (AusAID)<br>Department of Families, Housing, Community Services & Indigenous Affairs<br>Australian Centre for International Agricultural Research<br>UN Global Fund, UNICEF, FAO<br>World Food Programme<br>World Bank<br>Australian Federal Police   |
| Universities:                        | Melbourne University<br>Monash University<br>Deakin University  |
| Major suppliers:                     | Bank: Australia & New Zealand Banking Group Limited<br>Financial Auditor: PricewaterhouseCoopers<br>Legal advisors (pro bono): Clayton Utz, Herbert Geer  |

Mobile telecommunications: Optus

Information & Communications Technology: Thoughtworks Australia, Deloitte Touche Tohmatsu, Charter Mason

Training: Social Ventures Australia, ChangeFirst Australia, Anecdote,  
Travel: Plan B