WORLD VISION AUSTRALIA

ANNUAL REPORT 2010

Incorporation

World Vision Australia ABN 28 004 778 081 is a public company limited by guarantee. Its members are the current Board of Directors. Its registered office is located at 1 Vision Drive, Burwood East, Victoria.

Charitable status, tax concessions and fundraising

World Vision Australia is a Public Benevolent Institution (PBI). It is endorsed as an Income Tax Exempt Charity and receives certain other tax concessions and exemptions consistent with its status as a PBI which relate to Goods and Services and Fringe Benefits taxes. World Vision Australia has been endorsed by the Australian Taxation Office as a Deductible Gift Recipient (DGR) to operate an Overseas Aid DGR gift fund and a Necessitous Persons DGR gift fund.

World Vision Australia is registered under applicable fundraising legislation as required in each state where it raises funds as follows:

New South Wales - Registration no. CFN 13579

Queensland - Registration no. Ch.675

South Australia – Licence no. CPP 605

Tasmania – Registration no. 1

Victoria – Registration no. 10214

Western Australia – Licence no. 18076

Accreditations

World Vision Australia is fully accredited by **AusAID**, the Australian Government's agency for international development. The AusAID accreditation process aims to provide AusAID, and the Australian public, with confidence that they are funding professional, well managed, community-based organisations that are capable of delivering quality development outcomes.

World Vision Australia is an active member of the **Australian Council for International Development** (ACFID) and adheres to the **ACFID Code of Conduct** which defines minimum standards of governance, management and accountability for development non-government organisations (NGOs).

Complaints relating to a breach of the Code of Conduct by an ACFID member can be made to the ACFID Code of Conduct Committee (**acfid.asn.au/code-of-conduct/complaints-and-compliance-monitoring/making-a-complaint**).

ACFID CODE
integrity • values • accountability

PricewaterhouseCoopers Transparency awards | Winner 2009

WE ARE DEDICATED TO **WORKING WITH CHILDREN, FAMILIES AND COMMUNITIES** TO OVERCOME POVERTY AND INJUSTICE.

Yulisa, aged 8, protects herself from the blazing sun. Her home was destroyed in Haiti's earthquake. She and her mother Barbe received food rations from World Vision at a makeshift camp for displaced people.

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Fleur, aged 6, lives with her family in a transitional shelter constructed by World Vision for families whose homes were destroyed by the Haiti earthquake.

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In Bangladesh, children and their families are experiencing improvements in their health and wellbeing through their participation in World Vision Area Development Program activities.

WHO WE ARE

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

World Vision Australia is part of the World Vision International Partnership, an independent Christian relief, development and advocacy organisation operating in more than 90 countries.

We are dedicated to working with children, families and communities to overcome poverty and injustice. We aim to effectively engage all Australians in the fight against poverty.

Our Christian faith is the foundation for all we do and we strive to follow the teachings of Jesus Christ. We seek to express our Christian beliefs in an inclusive and non-judgmental manner. As an organisation inspired by Christian values, we are committed to serving people in need regardless of their religion, race or gender.

Viewed collectively, the World Vision International Partnership is the world's largest non-governmental humanitarian and development agency.

Our Vision

Our vision for every child, life in all its fullness;

Our prayer for every heart, the will to make it so.

Our Mission

We are a Christian relief, development and advocacy organisation that seeks to transform the lives of children and communities by tackling the causes of poverty.

Core Values[1]

We are Christian

We seek to follow, and are motivated by, Jesus Christ's identification with the poor, the powerless, the afflicted, the oppressed, the marginalised; in His special concern for children; in His respect for the equal dignity of women and men; in His challenge to unjust attitudes and systems; in His call to share resources with each other; in His love for all people without discrimination or conditions; in His offer of new life through faith in Him.

We are committed to the poor

We stand in solidarity with the poor in a common search for justice. We seek to understand the situation of the poor and work alongside them towards fullness of life.

We seek to facilitate an engagement between the poor and the affluent that opens both to transformation. We respect the poor as active participants, not passive recipients, in this relationship. They are people from whom others may learn and receive, as well as give. The need for transformation is common to all. Together we share a quest for justice, peace, reconciliation and healing.

We value people

We give priority to people before money, structures, systems and other institutional machinery. We act in ways that respect the dignity, uniqueness and intrinsic worth of every person – the poor, donors, our staff and their families, boards and volunteers. We celebrate the richness of diversity in human personality, culture and contribution. We practise a participative, open, enabling style in working relationships. We encourage the professional, personal and spiritual development of our staff.

Children learn about the importance of hand washing to prevent the spread of disease at a World Vision Child Friendly Space in Haiti.

We are responsive

We are responsive to life-threatening emergencies where our involvement is needed and appropriate. We are willing to take intelligent risks and act quickly. We do this from a foundation of experience and sensitivity to what the situation requires. We also recognise that even in the midst of crisis, the destitute have a contribution to make from their experience. We are responsive in a different sense where deep-seated and often complex economic and social deprivation calls for sustainable, long-term development. We maintain the commitments necessary for this to occur. We are responsive to new and unusual opportunities. We encourage innovation, creativity and flexibility. We maintain an attitude of learning, reflection and discovery in order to grow in understanding and skill.

We are partners

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 maintain a cooperative stance and a spirit of openness towards other humanitarian organisations. We are willing to receive and consider honest opinions from others about our work.

We are stewards

The resources at our disposal are not our own. We are faithful to the purpose for which those resources are given and manage them in a manner that brings maximum benefit to the poor. We speak and act honestly. We are open and factual in our dealings with donor constituencies, project communities, governments, the public at large, and with each other. We endeavour to convey a public image conforming to reality. We strive for consistency between what we say and what we do. We demand of ourselves high standards of professional competence and accept the need to be accountable through appropriate structures for achieving these standards. We share our experience and knowledge with others where it can assist them. We care for the earth and act in ways that will restore and protect the environment. We ensure that our development activities are ecologically sound.

Our history

In 1950, American Rev Dr Bob Pierce created World Vision to help children orphaned in the Korean War. In 1953, the World Vision child sponsorship program commenced to provide these children with ongoing support. The sponsorship program soon expanded into other Asian countries and then Africa and Latin America, assisting children from poor communities with food, healthcare and education. World Vision's emergency relief work began in the 1960s, delivering food, clothing and medical supplies to people affected by disasters.

WHO WE ARE

World Vision Australia commenced its operations in 1966.

In the 1970s, World Vision began to embrace a broader community development model and focused more intently on addressing the causes of poverty by assisting communities to meet needs in areas such as clean water and sanitation, education, healthcare, leadership training and income generation.

What we do

Today, World Vision Australia addresses poverty and injustice through the following core activities:

- **Community development:** We work within communities and across geographical areas to help individuals and groups improve the wellbeing of children and overcome poverty. We do this through long-term projects aimed at empowering communities to sustainably manage their own development.
- **Humanitarian and emergency relief:** When disasters strike, World Vision has staff and supplies positioned around the globe to respond to immediate needs like food, water, shelter and safe spaces for children. World Vision also works with communities to recover from disasters and reduce the impacts of future events through planning and capacity building.
- **Tackling injustice through policy change and advocacy:** We engage governments, institutions, donors, communities and the public to address the underlying issues that perpetuate poverty. World Vision aims to empower communities to speak up for their rights and influence change, both locally and globally.
- **Engaging Australia:** World Vision seeks to educate Australians about the causes of poverty and to challenge them to be involved in its alleviation, including by making financial and non-financial contributions to our work. World Vision also seeks to make known God's offer of renewal and reconciliation through Jesus Christ, and to encourage people to respond.

How we work with World Vision partner offices[2]

The World Vision International Partnership is a partnership of over 90 interdependent national offices, most of which are governed by local boards or advisory councils. By signing the World Vision International Covenant of Partnership, each partner agrees to abide by common policies and standards. This means that while we are accountable to other World Vision offices, World Vision Australia is a distinct legal entity with its own Board. World Vision Australia applies the policies and standards of the World Vision International Partnership in accordance with our local context. World Vision offices hold each other accountable through an ongoing system of accreditation and peer review.

World Vision Australia's relief, development and advocacy programs are implemented through World Vision's network of national offices.

Typically, World Vision Australia receives a proposal from a World Vision national office to provide support for a proposed project. World Vision Australia then assesses the proposal and makes a determination as to whether or not to support it. This determination occurs through a structured committee process and decisions are made based on criteria such as strategic fit, organisational capacity and budget requirements. If World Vision Australia agrees to support the program and provide funding for it, World Vision Australia works with the relevant World Vision national office on design, monitoring and evaluation of the program. Fundraising and marketing activities to generate financial support for the program are managed by World Vision Australia.

We work directly with communities in implementing activities in our Australian programs.

"Whoever welcomes a little child like this in my name welcomes me."

Matthew 18:5 (NIV)

In Kenya, Maasai children herd their family's young goats.

WHO WE ARE

Partners and coalitions

After 60 years, humanitarian and development professionals, and society more generally, have come to realise that single-focused approaches to global issues, including the fight against poverty, are not likely to succeed.

In a complex and interdependent world, World Vision acknowledges the importance of external partnerships. Working effectively in collaboration with other organisations from across all sectors of society is not optional – it is essential if we are to meet shared challenges such as achieving the Millennium Development Goals or effectively responding to the impact of climate change.

Construction sand used in a World Vision water and sanitation project doubles as a high jump pit for these boys in Kenya.

World Vision contributes to the efforts of a larger community of organisations and people working towards poverty alleviation and justice for the oppressed. Our work with other NGOs in coalitions such as Make Poverty History and Micah Challenge allows us to act on a broader scale and achieve greater results. ACFID and AusAID are also key partners.

World Vision Australia regularly works with universities, academics and NGOs on specific issues or activities. This includes cooperation on research, advocacy, professional knowledge exchange, teaching and learning, recruitment, professional experience for students, and community engagement.

We also seek to achieve better international humanitarian coordination through global mechanisms such as the UN Office for the Coordination of Humanitarian Affairs, as well as participation in initiatives to improve aid effectiveness.

World Vision program staff work with a wide range of partners across civil society, including churches, governments and the private sector, as appropriate to the context.

Message from our Board Chair

This year marks the 60th anniversary of World Vision. Since American missionary Dr Bob Pierce founded the organisation in 1950, World Vision has worked with the world's poorest communities to realise the aim of life in all its fullness for every child.

Tragically, in our 60th year, we endured one of our darkest hours when in March seven World Vision Pakistan staff members were killed during a brutal terrorist raid on their office in the northwest of the country. The effects of this senseless attack have touched each and every one of us in the World Vision family. It was a painful reminder of the dangers inherent in our work in countries marked by conflict and instability.

Despite this tragedy, we remain as committed as ever to the work begun by Dr Pierce 60 years ago and our teams are responding with unwavering dedication to the needs of children and families in Pakistan following the devastating floods.

The continued generosity of Australians despite fears of economic downturn was reflected in an overall increase in giving to support our work during 2010. This was particularly evident in the response to our emergency appeals in the wake of natural disasters in Haiti and Pakistan. Time and time again we are humbled by the response of ordinary Australians who heed the call to action to help the neediest people on earth, to support human transformation and promote the enjoyment of human rights.

In an otherwise tumultuous year in Federal politics, it was also heartening to see this generosity of spirit reflected by our political leaders with support across all parties to boost aid funding to 0.5 percent of Gross National Income by 2015. This represents an increase in aid funding from around $4 billion to almost $9 billion. We will continue to advocate for aid to be lifted to 0.7 percent of Gross National Income in line with the commitment Australia made to fund the Millennium Development Goals – the world's blueprint to halve poverty.

During the year the World Vision Australia Board worked to provide oversight and ultimately to ensure that the trust placed in the organisation by its stakeholders is honoured. As part of its work to continually learn and improve, the Board reviewed and updated its policy manual and operating procedures to ensure that a clear policy structure is in place.

On behalf of the Board I would like to extend my particular gratitude to George Saviddes and John Conn who provided dedicated and professional service to the Board over many years and completed their terms as directors at the conclusion of our 2010 financial year.

The Board's continued thanks also goes to the many donors, supporters, volunteers and employees who recommit time and again to do what they can to address injustice.

Yours sincerely
Anne Robinson

Message from our Chief Executive

The year 2010 will be remembered for the devastating impact of the Haiti earthquake and the floods in Pakistan. Widespread media coverage of these events captured the attention of the Australian public and this assisted aid agencies like World Vision to raise funds to respond to relief and recovery needs that will no doubt exist for many years to come.

But many other chronic humanitarian crises, such as Darfur and the Democratic Republic of the Congo, elicit a more muted response from the media and hence the public. Taking this into account, we must constantly consider and pursue a range of funding mechanisms so that we can more effectively and sustainably respond to the protracted crises that do not make the media cycle.

A significant event for World Vision Australia during the year was our involvement in the United Nations Department of Public Information's annual NGO conference which was held in Australia (Melbourne) for the first time, with the theme of Making Health Global. The conference served to highlight the urgent need to achieve the UN Millennium Development Goals (MDGs) 4 and 5 concerning maternal and child health. MDGs 4 and 5 are focus areas for World Vision International's Child Health Now campaign and the two MDGs which are currently most off track towards meeting their targets. The outcomes of the Melbourne conference were presented at the UN MDG Review Summit in New York in September where there were encouraging signs of recommitment by the international community.

Also of significance was the World Vision International Council meeting which took place in Kuala Lumpur. The council meets every three years and brings together World Vision leaders from around the world to review the objectives of the World Vision International Partnership. Participants heard a thought-provoking presentation by Oxford scholar Paul Collier on the theme of "the few who plunder the earth's resources from the many". This was a timely discussion demanding our response as resources in less developed regions are more keenly sought than ever and as the focus on global environmental concerns increases.

In her opening address to the Cancun Climate Change Summit in December 2010, Christiana Figueres, Executive Secretary to the UN Framework Convention on Climate Change, said:

> *"When it comes to measuring our actions in life, we can never afford to assess them with respect to their impacts on the most privileged; rather we should honestly assess them with respect to their effect on those who are most vulnerable to our actions. In the arena of climate change, the list of vulnerable nations is long, and growing."*

While efforts to secure a global deal to combat climate change ended unresolved with disappointing outcomes in Copenhagen, the recent summit in Cancun provided cause for renewed hope and reflected the fact that, whether they are moving slowly or quickly, leaders will eventually have to take action to address climate change. Although not perfect, the Cancun summit has placed the UN process toward a fair, ambitious and binding deal back on the rails. Of particular significance was the establishment of a Climate Fund accountable to the UN to help developing countries adapt to the impacts of climate change and undertake low carbon development.

World Vision Australia will continue to engage with these issues and review the vulnerability of our programs to the potential impacts of climate change, especially those that have timelines stretching into the 2020s and beyond.

Yours sincerely
Tim Costello

Our accountability and this report

Strong accountability mechanisms are crucial for our organisational sustainability. Without the trust of our stakeholders we cannot fulfil our Mission. By holding ourselves "accountable", we demonstrate that we are worthy of this trust.

World Vision Australia is accountable to:

- **the children and communities we serve** – without accountability to our primary stakeholders our efforts to alleviate poverty and address injustice are less likely to be realised and our legitimacy and credibility to act and speak out on such issues will be undermined;
- **our supporters and those we seek to engage** – without accountability to the individuals and organisations in Australia who support our work with financial contributions and by joining our campaigns, and also those we seek to engage (such as the government, businesses and the wider Australian public), our funding sources and reputation may be diminished;
- **our partners and peers** – without accountability to the World Vision partner offices and NGO peers we work with our capacity to contribute to global poverty alleviation would be limited;
- **our people** – without accountability to our staff and volunteers, our operational capacity and integrity may be eroded;
- **our regulators** – without accountability to those who help to ensure that we do our work properly and who shape our legal operating environment, our licence to operate and charitable status might be revoked (e.g. the Australian Securities and Investment Commission, the Australian Taxation Office, state fundraising regulators, AusAID and ACFID).

The provision of information on our activities, our performance and our operations in this Annual Report is one of the ways in which we seek to satisfy our accountability obligations.

During the year, World Vision International published its first Accountability Report, available at **wvi.org**. The primary objective of this report was to clearly set out the key principles and standards which underpin the work of the World Vision International Partnership around the globe and which shape our collective approach to accountability. The report is a signal of the partnership's intent to move toward greater openness and transparency. World Vision Australia provides significant support for this project.

Reporting period and selection of content

This Annual Report covers our activities and performance for the period 1 October 2009 to 30 September 2010, aligning with the World Vision International Partnership's financial year.

The information included in the report has been determined through consultation with World Vision Australia staff and reviewed by our Board. The report has been prepared to satisfy specific reporting requirements of the Corporations Act 2001(Cth) and the ACFID Code of Conduct. Preparation of this report has also been informed by reference to: the PricewaterhouseCoopers not-for-profit reporting framework; the Institute of Chartered Accountants in Australia's report Enhancing not-for-profit annual and financial reporting; and the Global Reporting Initiative's reporting guidelines and NGO Sector Supplement.

Companion documents to this report:

Annual Program Review 2010
This review contains 10 detailed case studies of our relief, development and advocacy programs and provides transparent and critical reflection on our successes and failures. This annual publication is one of a range of measures we have instituted to improve transparency and accountability, to monitor, review, improve and illustrate our work.

Annual Evaluation Review 2010[3]
This document collates and synthesises learning across evaluations of World Vision Australia programs, focusing on outcomes and effectiveness.

Audited Financial Statements and Accounts 2010
These are lodged with the Australian Securities and Investments Commission and satisfy our annual Corporations Act 2001 reporting requirements. They include a director's report and declaration, balance sheet, profit and loss statement, statement of changes in equity, and detailed notes to the financial statements.

Global Reporting Initiative (GRI) – NGO Sector Supplement Report
This table provides information for World Vision Australia on the GRI indicators including the NGO Sector Supplement. We have assessed our GRI application level as C (self declared).

Field Ministry Strategy 2008-2010
This document provides information about how we work in the field and what we do, and explains the regional priorities and intentions for our international programs.

Australia Program Strategic Plan 2009-2011
This document provides information about our work in Australia and sets out our three-year programming direction.

World Vision Australia was proud to be named as the winner of the 2009 PricewaterhouseCoopers Transparency Awards. The Transparency Awards judge the quality and transparency of reporting in the not-for-profit sector. Over the last few years we have sought to be more up front about the challenges and complexities involved in doing good development and humanitarian work and this was recognised at the awards presentation by Gina Anderson, CEO of Philanthropy Australia, who said: *"World Vision has made giant strides with their evaluation report, disclosure of remuneration, the use of narrative and discussion of impact and learnings in their reporting processes. A brave and reflective report."*

Feedback and complaints

World Vision Australia welcomes feedback on this report and on its operations and conduct more generally. Please send any feedback or complaints to **service@worldvision.com.au** or write to:

Governance and Accountability Advisor,
World Vision Australia,
1 Vision Drive, Burwood East,
Vic, 3151.

Acknowledgement and response to the feedback will be given.

The Gospels record that Jesus preached good news to the poor, and an essential part of that good news was that they were to be poor no longer.

- Dorothy Day

The introduction of improved seed varieties helped members of this farmers' association in Ethiopia increase their annual income fivefold.

2010 at a glance

Community development

- Supported 236 Area Development Programs and an additional 637 projects in 61 countries around the world.
- Took active steps to improve gender equality in programs through a range of new initiatives following the Asia-Pacific Breakthrough: The Women, Faith and Development Summit to End Global Poverty.
- Worked with 11 Indigenous communities around Australia.

Humanitarian and emergency relief

- Assisted approximately 3.2 million people through our responses to humanitarian emergences including the Haiti earthquake, the Pakistan floods and the food crisis in Niger.
- Continued disaster risk reduction and preparedness work in communities around the world including in Myanmar and Guatemala.
- Developed Minimum Agency Standards for Incorporating Protection into Humanitarian Response.

Policy change and advocacy

- Engaged with the Australian Government and political parties on overseas aid issues including maternal and child health, humanitarian emergencies and climate change.
- Worked with partners to ensure international development received focus during the Federal Election campaign.
- Made a significant contribution to the UN Department of Public Information's NGO Conference held in Australia for the first time on the theme of Making Health Global.

Engaging Australia

- The 40 Hour Famine grew in size and scope in 2010, as young Australians from all over the country engaged with issues of poverty and the Global Food Crisis. Ahead of the 40 Hour Famine, Global Leadership Conventions for secondary student leaders and Halogen leadership events for primary schools were held to educate young people on the issues surrounding poverty and the Global Food Crisis. This year, these activities reached 3,200 students from 735 secondary schools and 18,500 students from 1,514 primary schools.
- One Just World public forums continued to engage the community in conversation and debate on key international development issues. One Just World is a partnership between World Vision Australia, the International Women's Development Agency, AusAID and a university in each state. In 2010, attendance increased by 30 percent.
- Provided significant support for the Make Poverty History Road Trip, which included electoral forums around the country and a breakfast at Parliament House attended by 140 politicians. As a result of these activities, three MPs made speeches on poverty in Parliament and moved the Act to End Poverty, calling for more/urgent action on fulfilment of the MDGs.

2010 in numbers

	2010	2009	2008
Programs			
Number of countries worked in	61	59	64
Total projects at home and overseas	873	907	891
Number of children sponsored	395,893	399,563	405,832
Number of Area Development Programs supported	236	249	249
People assisted with emergency relief	3.2 million	2.8 million	3.4 million
Number of people assisted with food aid	1.1 million	0.7 million	1.2 million
Finances			
Total revenue	$346.7 million	$346.6 million	$356.5 million
Total disbursements to international projects	$259.8 million*	$295.8 million	$293.7 million
Total revenue from child sponsorship	$200.8 million	$202.4 million	$205.7 million
Funds raised through emergency appeals	$18.3 million	$3.0 million	$8.7 million
Value of work with AusAID	$35.6 million	$18.0 million	$18.1 million
Value of goods donated by Australian companies	$0.5 million	$4.2 million	$12.6 million
Value of medicines donated by international agencies	$13.1 million	$33.9 million	$34.5 million
Value of food donated by international agencies	$21.9 million	$30.2 million	$26.0 million
People			
Total number of World Vision Australia employees	588	561	621
Number of full-time employees	474	442	416
Number of part-time employees	119	119	205
Staff turnover rate (excludes casual employees, includes fixed term contracts, redundancies and resignations)	20.5%	21.6%	21.4%
Total number of volunteers	3,799	3,845	3,635
Hours volunteered	86,323	43,452	153,008
Gender profile			
Women in executive positions	50%	44%	40%
Average female salary (as a % of male salary)	77%	81%	73%
Environment			
Greenhouse gas emissions	4949 tonnes CO_2-e	5278.4 tonnes CO_2-e	6315 tonnes CO_2-e

* See Note on the reduction of value of disbursements to international programs in 2010 on page 123

2009-2011 Strategic Plan

Our Strategic Plan for 2009-2011 sets the following goals as we work towards our mission:

Transform children's lives (see pages 20-35)

We will facilitate and deliver best practice advocacy, humanitarian and development programs domestically and internationally, so as to provide the most effective help for the children and communities with whom we work.

Goal 1: Support and influence the implementation of best practice humanitarian and emergency relief, advocacy, and community development programs

Goal 2: Implement best practice programs in Australia

Champion the child poverty agenda (see pages 36-49)

We will engage our supporters, partners and allies, including the communities with which we work, to fuel a social movement against poverty and injustice. We will be viewed as a credible voice on behalf of the children and communities we serve and therefore be in a strong position to influence the actions of decision makers.

Goal 3: Challenge and advance humanitarian and development thinking and practice

Goal 4: Fuel a movement to engage the whole Australian community on poverty and injustice issues

Goal 5: Influence the Australian Government, international institutions and foreign governments to adopt policies and practices consistent with the child poverty agenda

Grow our resources (see pages 50-61)

We will increase our capacity to transform lives by growing our funding from the Australian public, Australian Government, corporations and multilateral organisations.

Goal 6: Grow funding from the Australian Government and multilaterals

Goal 7: Grow child sponsorship income from the Australian public and businesses

Goal 8: Grow non-child sponsorship income from the Australian public and businesses

Improve organisational performance (see pages 62-67)

We will conduct our operations effectively and efficiently, demonstrating accountability and transparency in all we do. We will be viewed by our donors and staff as excellent stewards of our people, our funds and the environment.

Goal 9: Drive continuous performance improvement

Goal 10: Make strategic investments to position World Vision Australia as an INGO of the future

TRANSFORM CHILDREN'S LIVES

We are a Christian relief, development and advocacy organisation and carry out our work as an expression of our Christian conviction.

Our belief is that there is a spiritual dimension to life and that people are created in the image of God; therefore they have intrinsic worth and purpose. We seek to emulate Jesus' ministry of bringing healing and wholeness, accepting all people without judgement. We stand alongside the vulnerable, including children, in our desire to see just systems, self-reliant communities and transformed relationships.

Kite flying in a camp for families displaced by Haiti's earthquake.

A Christian is committed to the belief that Love and Mercy are the most powerful forces on earth.

- Thomas Merton

The children of Wabinyonyi Area Development Program now have improved access to clean water and healthcare and their families have benefited from agricultural training.

Case study

Wabinyonyi Area Devlopment Program (ADP) – Discovering what is possible

Like other rural Ugandan communities, the people of Wabinyonyi in central Uganda's Nakasongola District rely on agriculture for their livelihoods. However, recurring drought and the impact of HIV and AIDS have made it increasingly difficult for families to attain self-sufficiency.

The World Vision Australia-supported Wabinyonyi ADP commenced in 1998 and closed in 2010. Over 12 years, the program sought to enable the people of Wabinyonyi to overcome the many challenges they face and to create opportunities for them to forge their own destiny.

Working with a broad cross-section of community leaders and members, as well as local government agencies, the ADP facilitated sustainable changes in areas including healthcare, water and sanitation, agricultural development, and HIV and AIDS care and prevention.

Improved access to clean water and sanitation, construction of health clinics and training for community health volunteers have resulted in a significant reduction in the prevalence of debilitating diseases such as malaria and diarrhoea.

There is now widespread awareness on ways to prevent the spread of HIV and AIDS and the local HIV prevalence rate has fallen from 16.4 percent in 2003 to 4.2 percent today. Access to HIV testing, counselling and anti-retroviral drugs has also increased and community volunteers provide children and families affected by the disease with care and practical support.

On the agricultural front, the focus has been on exposing local farmers to improved farming methods such as crop rotation and the use of organic fertiliser, with model farmers trained to pass knowledge on to their neighbours. More than 3,000 families benefited from the provision of agricultural inputs including improved seeds, cassava cuttings, fruit trees and livestock. As a result of this assistance, more than 90 percent of families in the community can now grow enough food to last them throughout the year.

Community members Paddy and his wife Florence report that they can now comfortably cover their children's education costs with income generated through farming. And they have not experienced food shortages for more than five years as a result of the agricultural skills they have learned.

Florence recalled that before World Vision began working in Wabinyonyi, "we used to plant food for home consumption only. We lacked farming tools and farming was more difficult to carry out". But she explained that agricultural training had opened their minds to what was possible. "We now know that good farming can become a profitable business venture."

THE WABINYONYI COMMUNITY'S DEVELOPMENT JOURNEY

James Pierre received medical assistance at a World Vision-supported clinic after sustaining injuries during Haiti's earthquake.

TRANSFORM CHILDREN'S LIVES

Goal 1:

Support and influence the implementation of best practice humanitarian and emergency relief, advocacy and community development programs

Snapshot of achievements	
Child rights and protection	• Support for child rights and disability inclusive education in Sri Lanka • 2,000 Cambodian children have developed personal and collective strategies to protect them from abuse • Awareness raised on the plight of street children in Senegal • Support for social monitoring in Bolivia to achieve investment in women's and children's wellbeing • Indigenous child rights project in Ecuador
Promoting primary health	• Targeted maternal and child health initiatives in Nepal, Mongolia, Laos and Timor-Leste • Channels of Hope model promoted in Bangladesh, Cambodia, Laos, Nepal and India to prevent and respond to HIV and AIDS • Nutrition education and youth-focused HIV prevention in PNG • Capacity building for community health councils in Mozambique • Uganda HIV project exceeded care, support and treatment targets
Promoting gender equality	• Gender "point persons" appointed in all World Vision Ethiopia cluster offices • Changing attitudes to gender amongst faith leaders in African countries including Ethiopia, Kenya and Rwanda
Building stronger communities and enhancing livelihoods	• Farmer Managed Natural Regeneration helping to improve livelihoods in Myanmar, Senegal, Chad, Niger, Mali and Mauritania • Supported families to develop bio-gardens and livestock production in Peru • Commercialisation and agro-forestry projects in Honduras and Nicaragua • Economic development for long-term internally displaced people in Azerbaijan
Building community resilience	• Disaster risk reduction work in Myanmar extended to areas affected by Cyclone Nargis • Disaster mitigation efforts increased flood preparedness in Guatemala
Advocating for change	• Support for poor urban dwellers in Cambodia to gain official recognition and land rights • Indigenous Citizenship Project in Bolivia reached goal of providing 100,000 Indigenous people with legal identity documents
Promoting peace and good governance	• Trauma counselling skills training for government health staff in Rwanda • Continued support for regional peace building capacity network in the Middle East, Eastern Europe and Central Asia region
Responding to humanitarian emergencies	• Worked with World Vision Niger to deliver community-based approach to managing malnutrition during 2010 hunger crisis • Support for World Vision's response to the Haiti earthquake • Responded to the needs of communities affected by Pakistan floods
Responding to trauma	• Psychosocial support for children in Southern Sudan • Leadership and life skills for young refugees in Lebanon • Psychosocial and livelihood support for fishing and farming families affected by conflict in Gaza

Please go to Our Regional Footprint on page 68 for more information on these activities and development challenges.

Our programming approach

World Vision Australia's mission is to address the underlying causes of poverty and injustice so that all people can enjoy their basic human rights. In 2010, World Vision Australia funded programs in 61 countries. These initiatives are characterised by enormous diversity: emergency relief, disaster risk reduction, climate change mitigation and response, health, education, economic development, agriculture, natural resource management, child protection, peace building and governance across both rural and urban settings.

Our projects aim to facilitate long-term sustainable change in communities and to achieve this we apply the following approaches:

- We take an integrated approach to programming that combines relief, development and advocacy to address not just the symptoms but also the causes of poverty and human suffering.
- We focus on community empowerment rather than service delivery. Programs 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 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 security, agriculture, political stability and livelihood security.
- We aim to address a number of themes that we've identified as crucial for achieving sustainable change. For example, the crucial role that women play in the development process, and the need to use environmental resources efficiently so that vital ecosystems are not compromised. We also focus on peace building and the social, economic, political and cultural conditions that fuel conflict, as well as issues related to human protection and disability.

All projects are assessed at regular intervals against implementation plans, budgets and progress towards their objectives. In 2005, World Vision launched LEAP[4], a framework designed to ensure consistent design, monitoring and evaluation activities across countries and projects. Evaluations help us identify what works, and why, and are therefore a critical part of our programming approach.

Community development

Area Development Programs (ADPs), supported through child sponsorship, are World Vision's characteristic community development program model. ADPs focus on changing the world in which a child grows up through long-term development projects that help the child and the child's community. ADPs typically run for 12 to 15 years. In 2010, we supported 236 ADPs around the world.

The aim of sponsorship is to bring about long-term sustainable improvements in the wellbeing of children, families and their communities through achieving four key child wellbeing outcomes. These are that each child (i) enjoys good health; (ii) is educated; (iii) is cared for, protected and participating in decisions that affect their lives; and (iv) experiences the emergence of hope in their lives.

By building partnerships with families, community groups, faith-based organisations and government bodies, World Vision works to identify each community's assets and needs, along with the underlying causes of children's poverty and vulnerability.

For more information on World Vision's ADPs, read detailed case studies of the following ADPs: Monquecagua ADP in Honduras, Phu Cu ADP in Vietnam and Nayuchi ADP in Malawi (available at **worldvision.com.au/Learn/ReportsResearchPublications.aspx**).

In addition to ADPs, World Vision Australia also supports a wide range of specific development projects, which are typically around three years in duration. In 2010, we supported 637 projects addressing issues such as child trafficking, child labour, conflict resolution and food security. Sometimes these projects complement existing ADPs, but often they are in areas where ADPs and child sponsorship are not appropriate development models. These projects are funded through a range of ongoing and one-off donation options such as SEE Solutions, Child Rescue and our Smiles gift catalogue. They are also funded through corporate partnerships and major donors including individuals, trusts and foundations, AusAID, and multilateral organisations such as the United Nations Development Programme and the Asian Development Bank.

Recognising the crucial role of women in development:
World Vision Australia's commitments to gender equality

World Vision believes that gender equality is fundamental in ensuring effective and sustainable development. Demonstrating our commitment to achieving gender equality, World Vision Australia became a major partner in the ***Asia-Pacific Breakthrough: The Women, Faith and Development Summit to End Global Poverty***.

Held in December 2009, this summit brought together women, faith and development organisations to galvanise efforts to achieve Millennium Development Goals 3 and 5 to promote gender equality and women's empowerment and to improve maternal health.

Following on from this, World Vision Australia has launched a range of new commitments and initiatives to support gender equality. In 2010, these included:

Gender in project design: Project design, appraisal and approval processes now require integration of gender considerations before funding is granted. In 2010, this changed approach was applied to new projects with a combined value of $18 million.

New gender projects: Specific gender-focused projects commenced, including a youth vocational training program in Indonesia's Karabunga Province, which addresses the needs and concerns of vulnerable young men and women through providing educational opportunities to increase their economic potential.

Child Health Now campaign: World Vision's global health campaign seeks to address the preventable deaths of young children and their mothers. In its first year, the campaign focused on maternal health in particular. The World Vision Partnership has been working with vulnerable communities, supporters, the wider public and other organisations to encourage governments to act so that children and mothers can live healthy lives.

Gender Education Toolkit: World Vision Australia developed an education kit for grade 7-10 students which promoted discussion of gender as part of geography curricula. This resource was distributed among schools and at teacher conferences, to members of the Breakthrough Alliance, and at the Victorian Global Education Centre.

Gender Self Assessment: World Vision Australia is reviewing progress on the implementation of a Gender Plan of Action which resulted from a 2007 Gender Self Assessment of our programs and processes.

World Vision Australia also participates in the fledgling Asia Pacific Women, Faith and Development Alliance. On behalf of this alliance, and in partnership with the UN Population Fund, we are managing a project to map faith-based approaches to addressing violence against women and girls, including harmful practices, in the Asia-Pacific region.

Humanitarian and emergency relief

World Vision Australia's relief responses have three fundamental objectives – saving lives, reducing human suffering and protecting livelihoods. Our staff often remain in emergency-affected areas long after the crisis has passed, helping communities to rebuild and better prepare for potential future emergencies.

Earthquake destruction in Port-au-Prince, Haiti.

TRANSFORM CHILDREN'S LIVES

We respond to emergencies of many kinds including:

- natural disasters such as earthquakes, floods, cyclones and droughts;
- man-made disasters such as conflicts and war;
- complex humanitarian emergencies caused by political, social and economic factors that can occur across a single country or a group of countries;
- chronic ongoing emergencies where a country experiences deterioration in quality of life over an extended period of time.

In 2010, we assisted approximately 3.2 million people through our responses to humanitarian emergences including the Haiti earthquake (see page 93), the Pakistan floods (see page 99) and the food crisis in Niger (see page 87).

Emergency appeals, specific grants from AusAID and other agencies, and donations to World Vision Australia's Emergency Preparedness Fund are used to support our emergency responses.

Accountability to children and communities in an emergency response – our approach

People affected by disasters must be active participants throughout the disaster management process, with special attention paid to children and other vulnerable groups. The severity and duration of a disaster can sometimes overwhelm and deplete local resources, requiring assistance from outside. This assistance must be timely and carefully integrated with affected communities' knowledge and experience.

During disasters where resources and humanitarian assistance from outside the community are required, relevant technical specialists and national office staff work with the community and other partners to provide needs-based assistance and ensure protection of the most vulnerable. This assistance should be targeted, through appropriate analysis, to mobilise existing partnerships and build upon partners' developed capacity while responding to new vulnerabilities and risks.

Supporting advocacy in communities

Long-term, effective development and humanitarian work must be accompanied by changes in the systems and structures that cause poverty. World Vision Australia actively supports advocacy initiatives within our programs which attempt to address the systemic and structural causes of poverty. This gives expression to the prophetic call to seek a more just world, which echoes throughout Scripture.

We approach this in two ways, by supporting ADPs and other projects that specifically integrate advocacy and by supporting national and regional initiatives that build organisational capacity to undertake advocacy. In 2010, we supported advocacy projects across all regions to achieve outcomes including:

- child rights and disability inclusive education in Sri Lanka
- land rights for marginalised urban communities in Cambodia
- citizen participation in local government in Papua New Guinea
- rights for the Talibé (street children) in Senegal
- obtaining legal identity documents for Indigenous people in Bolivia
- de-institutionalisation and child welfare reform in eastern Europe

It is more difficult to fight poverty in a rich country than in a poor one.

- Mother Teresa

In Mapoon, far north Queensland, a World Vision-supported project aims to enable families like the Ase family to secure home ownership. Photo credit: Brian Cassey

TRANSFORM CHILDREN'S LIVES

Goal 2

Implement best practice programs in Australia

Our Australia Program works to alleviate poverty and disadvantage by applying World Vision's international development approach to quality programming here in Australia.

Snapshot of achievements	
Indigenous programs	• Worked with 11 Indigenous communities in four states/territories • Achieved significant progress towards making home ownership accessible in Mapoon, Far North Queensland • The Indigenous Art Project held a successful exhibition at Moss Green Gallery in Melbourne • The Early Childhood Care and Development Program has successfully trained Warlpiri early childhood workers and implemented a number of initiatives including nutrition and book-making workshops • Appointed World Vision Australia's Indigenous Advisory Group, made up of respected Indigenous leaders • Began developing the Community Governance of Mining Benefits Project
KIDS HOPE AUS.	• Established 60 new church/school partnerships throughout Australia • Began Northern Territory expansion project with funding from a church partner

World Vision Australia's Indigenous programs work to alleviate disadvantage among Aboriginal and Torres Strait Islander Australians. KIDS HOPE AUS. is a mentoring program for at-risk children implemented through partnerships between churches and primary schools throughout Australia.

In 2010, we worked towards the focus areas and priorities set out in our Australia Program Strategic Plan 2009-2011.

Indigenous programs

The disadvantage of Indigenous communities is evident across a wide range of socio-economic indicators, including infant mortality, poor health and life expectancy; educational participation and achievement; labour force participation and mainstream economic opportunities; access to quality housing; incarceration and recidivism rates; family and community dysfunction and disenfranchisement; and access to government services. For an Indigenous population that is young and growing, our failure to redress disadvantage now will lead to an escalation of inequality.

World Vision Australia began working with Indigenous Australians in the mid-1970s when the Aboriginal Evangelical Fellowship approached us for assistance in developing the capacity of Indigenous Christian leaders. World Vision Australia also operated a grants program for Aboriginal and Torres Strait Islander community organisations. The past decade has seen our Australia Program evolve into a direct implementation model of development programming and our efforts have been directed into projects focused on leadership development, healthcare, youth development and the establishment of an Aboriginal art gallery in Sydney.

In 2010, World Vision Australia worked with 11 Indigenous communities in four states/territories. Our Indigenous programs are funded by donations to Linking Hands, corporate giving and government grants.

World Vision Chief Executive Tim Costello meets elders and traditional leaders in Mapoon. Photo credit: Brian Cassey

Examples of our work in 2010 include:

Mapoon Home Ownership Project

In 2009, World Vision launched the Mapoon Home Ownership Project in Cape York. The project is supporting prospective home owners, the local council, traditional owners and trustees of the land to navigate their way through the complex legal, regulatory and financial processes involved in home ownership on communally-owned Indigenous lands.

In 2010, the case was made to the government to adopt a market-based approach to valuing houses in order for home ownership to be affordable. Our advocacy efforts contributed to a Queensland Government decision late in 2010 to adopt this approach.

Considerable work has been accomplished on improving the governance of the communal landowner body, in preparation for their administration of private residential leasing. This includes the preparation of a governance manual for trustees, which provides a framework for leasing and aims to improve trust levels and decision making. Work also commenced on developing an affordable house construction model to provide more choice in home ownership for Mapoon people.

Indigenous art

In 2010, World Vision established a new program in Wutunugurra in the Northern Territory which involves training community artists and art workers so that in future they can run their own art programs.

World Vision initially partnered with the Wutunugurra community, located southeast of Tennant Creek in the Barkly Region of the Northern Territory, to support local heath initiatives, sustainable development, and boost the community's relationship with government.

The "Epenarra Artists", as the group of artists and art workers is known, have made great strides in the past year. Three group members are currently working towards a Certificate III in Arts Administration, which not only encourages artistic growth but also involves the development of business skills.

The artists exhibited successfully in 2010 at Melbourne's Moss Green Gallery, an event sponsored by the Stonnington City Council.

Partnerships with other Indigenous communities in the Northern Territory are planned as the Indigenous Art Project continues to develop.

TRANSFORM CHILDREN'S LIVES

Birrung Gallery

World Vision opened the Birrung Gallery 15 years ago (then called Walkabout Gallery) in Sydney's Newtown to bring a new, more ethical approach to the trade in Aboriginal art. Since then, the gallery has held many seminars to educate the public and called on the government for reforms in the Indigenous art industry.

The gallery is run for the benefit of communities and artists. More than 900 artists have sold their work through the gallery and more than $2.3 million has been returned to artists and the 35 communities in which they live.

"The Hills Have Eyes", an exhibition of works created by the World Vision-supported Epenarra Artists from the Wutunugurra community in the Northern Territory.

Recipient of the City of Sydney Business Award 2009 in the charity category, Birrung Gallery has been a visible part of our public profile and identity, especially in Sydney, hosting many World Vision Australia events.

After extensive analysis, we decided that World Vision Australia's investment in the Indigenous art industry can now be of more strategic value at the community end of the supply chain. Therefore, World Vision's role as operator of Birrung Gallery ceased at the end of 2010.

The original aims in establishing an ethically run arts centre have largely been achieved, and we will now focus on alternative ways to directly assist communities.

Early childhood care and development

Promoting child health and early education is a key component of World Vision's work with Indigenous communities. World Vision is currently implementing Early Childhood Care and Development projects in the Warlpiri region of the Northern Territory and the East Pilbara region of Western Australia.

World Vision has teamed up with BHP Billiton and five Martu communities in East Pilbara to implement a project focused specifically on improving the health and wellbeing of Indigenous children aged 0-5 years. In Warlpiri, World Vision partners with the Central Land Council to implement a similar project for the Warlpiri Education and Training Trust.

The projects aim to increase the capacity of the communities to improve the health and wellbeing of their children which includes increasing their capacity to establish and manage early childhood services. The project has developed an innovative training curriculum for early childhood workers so that the training can be delivered in their own communities. The training is not dependent on numeracy and literacy but supports trainees to develop these skills as they learn more about early childhood. Young parents and grandparents have also been involved in developing local early learning language resources for children and strategies for communicating health messages.

Since the program commenced, playgroups have been established and early childhood care and development committees have been set up with local mothers and caregivers. A significant milestone for the Warlpiri project occurred in July when 28 Warlpiri women presented on their work in their communities at the 2010 National Secretariat of National Aboriginal and Islander Child Care Conference in Alice Springs.

KIDS HOPE AUS. creates partnerships between schools and churches with the goal of supporting children's wellbeing.

TRANSFORM CHILDREN'S LIVES

Community Governance of Mining Benefits Project

In 2010, World Vision began developing the Community Governance of Mining Benefits Project, which has the potential to change the way in which mining companies pay out royalty monies in Indigenous communities.

Currently most royalty payments are made to individual Aboriginal people who have a long-standing connection to the land on which the mine operates. Recently however, various traditional owner groups have been looking at ways in which some of the mining benefits can be used more sustainably.

This project aims to work with traditional owner groups and mining companies to develop a structure whereby a portion of mining royalties will be set aside for the benefit of the broader community and future generations. An example of such an existing arrangement is the establishment of the Warlpiri Education and Training Trust by Warlpiri traditional owners. This trust provides a large proportion of the funding for World Vision's Warlpiri Early Childhood Care and Development project in Central Australia.

Indigenous Advisory Group

The inaugural meeting of the Indigenous Advisory Group heralded a greater focus on advocacy in World Vision's approach to Indigenous development. The appointment and first meeting of the Indigenous Advisory Group was an important milestone in the growth of the Australia Program, bringing to it improved accountability, oversight and strategic focus. It is composed of five distinguished and widely respected Indigenous leaders as well as two members of the World Vision Australia Board, both of whom are widely experienced in Indigenous affairs.

Learning

The 2010 Annual Program Review includes the following case study from Australia:

- **"Not another service provider" – Partnering for sustainability**

KIDS HOPE AUS.

The **KIDS HOPE AUS**. program experienced strong growth in 2010. Over 60 new church/school partnerships were established, resulting in an additional 600 children being matched with mentors. A church in Sydney has committed to raise funds to subsidise development of the **KIDS HOPE AUS**. program in the Northern Territory. A new program started in Alice Springs and there is strong interest from 15 churches in Darwin to start programs in 2011.

CHAMPION THE CHILD POVERTY AGENDA

The Scriptures speak plainly about the need for justice and the establishment of structures to uphold conditions for a fair society.

Effective development and humanitarian work must be accompanied by changes in the systems and structures that cause poverty. We seek to bring about these changes by working with community groups, institutions, governments, business, churches and other faith-based groups.

We are committed to listening to the poor, to upholding the dignity of all persons, to offering a prophetic voice, and to creating a world that offers hope.

Philip's community in Kenya is enjoying the benefits of improved access to clean water.

Hope has two beautiful daughters; their names are anger and courage. Anger at the way things are, and courage to see that they do not remain as they are.

- St Augustine

World Vision Australia is supporting pilot programs that address the needs of urban communities in countries including India, Cambodia and South Africa.

CHAMPION THE CHILD POVERTY AGENDA

Goal 3:

Challenge and advance humanitarian and development thinking and practice

To best contribute to the alleviation of poverty and injustice we must always be looking to improve practice and searching for new and effective solutions.

Examples of our work in 2010 include:

World Vision Centre of Expertise for Urban Programming established in Australia

In 1950, only 30 percent of the world's population lived in urban areas. By 2008, this had swelled to more than half of the human population. There are currently one billion people living in slums and informal urban settlements, including over 750 million living without adequate shelter and basic services.

A global research project launched in 2007 by World Vision International identified organisational and external challenges in responding to urban poverty, including the fact that World Vision's traditional Area Development Program model (funded primarily by child sponsorship) was developed largely with rural (and more stable) contexts in mind. Lessons from World Vision's urban work have demonstrated the need to adapt programming approaches to deal with rapid rates of change, population growth, mobility, and complex institutional environments.

World Vision Australia responded by launching the Urban Programs Initiative in 2008 which aims to research, refine and share learning about communities and programs in a range of diverse urban settings. Through this initiative, World Vision Australia has supported pilot programs in a number of cities across the globe, including Phnom Penh, Beirut, Johannesburg, Surabaya in Indonesia, Kanpur and Siliguri in India and La Paz in Bolivia. These programs are testing innovative, locally-driven development solutions to urban challenges such as securing land tenure, improving livelihoods in the informal cash economy, fostering social harmony, creating opportunities for youth, and building child-friendly neighbourhoods.

In 2010, the World Vision International Partnership established a Centre of Expertise for Urban Programming, with its secretariat hosted by World Vision Australia. This team works in collaboration with field practitioners and industry leaders to research, document and validate urban development experiences – and share them widely. In confronting urban poverty, the centre of expertise aims to be a knowledge asset to World Vision and the broader humanitarian sector, raising awareness about and seeking cross-sectoral partnerships to explore action-models for responding to the unique challenges of urban poverty.

Working to improve protection standards in humanitarian emergencies

The Minimum Agency Standards for Incorporating Protection into Humanitarian Response is a set of guidelines developed by World Vision Australia to provide guidance to humanitarian staff on the minimum actions that should be taken to improve the safety and dignity of individuals in humanitarian emergencies.

The guidelines are currently being field-tested and results from the first two evaluations in Timor-Leste and Kenya demonstrate the effectiveness of the tool when accompanied by staff training and strong institutional support from managers to integrate protection.

A number of other agencies have adopted the guidelines to support work towards improved humanitarian protection, including the Norwegian Refugee Council, Concern Worldwide and the United Nations Relief and Works Agency for the Relief of Palestinian Refugees in the Near East. Feedback from these agencies will be gathered in 2011 and will contribute to the final draft of the guidelines. World Vision Australia has co-published two articles[5] relating to the field-testing process following a presentation of findings at the 2009 Refugee Studies Centre Protecting People in Conflict and Crisis: Responding to the Challenges of a Changing World conference at Oxford University.

Farmer Managed Natural Regeneration techniques have been successfully applied by community members in Ethiopia's Humbo region as part of a community reforestation project undertaken jointly by World Vision Australia, World Vision Ethiopia and the World Bank.

Sharing good practice - Farmer Managed Natural Regeneration

World Vision has been working on Farmer Managed Natural Regeneration (FMNR) projects for many years now. FMNR projects teach people how to value and sustainably manage natural resources. Through this simple approach to reforestation, livelihoods improve even in the face of environmental shocks such as drought or insect attack and resilience to climate change is built at the local level.

During 2010, World Vision Australia prepared a short video on FMNR which draws on footage going back over 15 years and demonstrates the simplicity of the method and the rapid environmental transformation that has taken place where it has been implemented. The video is now being used by other organisations (USAID, World Bank, ECHO, Africa Re-greening Initiative) for training and advocacy for this rapid, simple and cheap method of reforestation which benefits those who depend on natural resources for their livelihoods the most. This video can be viewed at **youtube.com/watch?v=E9DpptI4QGY**

Humanitarian Horizons – A Practitioners' Guide to the Future

World Vision Australia was one of a consortium of NGOs which funded the production of Humanitarian Horizons – A Practitioners Guide.[6]

The document merges the projections of global change with the future perspectives of humanitarian aid agencies. The result is an attempt to help humanitarian aid agencies look a generation into the future to begin making changes to their thinking and organisation now to ensure that they continue to deliver the right assistance and protection to the right people in the right ways.

The document was authored jointly by the Feinstein International Center and the Humanitarian Futures Programme of King's College, London. In addition to World Vision Australia's contribution, the project was also funded by Catholic Relief Services, the International Rescue Committee, Mercy Corps, Oxfam America, World Vision Canada and World Vision International.

Members of World Vision's youth movement Vision Generation travelled to Canberra to campaign for improvements in Australian aid funding for maternal and child health.

CHAMPION THE CHILD POVERTY AGENDA

Goal 4:

Fuel a movement to engage the whole Australian community on poverty and injustice issues

We seek to demonstrate the links between global poverty and issues like global trade, climate change, labour exploitation and human rights. We aim to bring to life what poverty means by showing Australians how it affects people's lives; how it denies their most basic human rights to freedom from hunger, disease, violence and exploitation.

World Vision Australia strives to educate people about the underlying causes of poverty and encourages people to become involved in its alleviation. We seek to engage supporters, partners and others to be part of a social movement against poverty and injustice. As part of this engagement, we raise financial and other resources for our work.

Examples of our work in 2010 include:

Human trafficking and slavery – Don't Trade Lives

World Vision Australia's Don't Trade Lives (DTL) campaign was launched in 2008. Since this time, it has been uniting Australians against human trafficking and slavery. DTL examines the issue of labour exploitation and looks at how our purchasing behaviour relates to this. It asserts that governments, businesses and individuals worldwide have a role to play in combating this crime. DTL also encourages the Australian Government to actively support neighbouring countries in addressing this issue.

The first phase of DTL targeted the trafficking of children and the exploitation of their labour in the cocoa industry, and it contributed to Cadbury Australia's decision last year to switch to using Fairtrade cocoa in its most popular product, Cadbury Dairy Milk chocolate.

Following this success, in 2010 the campaign produced "Follow the Leader" postcards calling on Australia's big chocolate manufacturers to follow the lead of smaller chocolate companies such as Cocolo and ethically certify their entire chocolate range. Around 25,000 members of the public signed these postcards, with encouraging results. Following another campaign and direct engagement with World Vision Australia Chief Executive Tim Costello, Arnott's responded directly and positively to calls to source ethical cocoa, and in October 2010 announced that it would source ethical cocoa through the Fairtrade independent certification scheme.

Maternal and child health – Child Health Now

Millennium Development Goals 4 and 5, which focus on maternal and child health, need significant progress to achieve their targets by 2015. World Vision's work in this area includes campaigning for governments to place a greater priority on maternal and child health.

During the year, the World Vision International Partnership launched Child Health Now, a campaign that aims to support local communities in raising their voices about their right to quality healthcare, and to press governments to meet their responsibilities towards improving child and maternal health worldwide. The focus of the campaign is preventing the deaths of up to six million children each year from preventable causes such as diarrhoea, malaria and pneumonia.

Here in Australia, World Vision garnered public support for the achievement of Millennium Development Goal 4 in particular, with 23,000 people signing our "Child Mortality: It's Time to Act" postcards as they visited World Vision stands in shopping centres around the country.

Operation Survive to Five was held in Canberra during June to place global poverty, especially the plight of mothers and children under the age of five, on the political agenda. Forty-five members of Vision Generation, World Vision's volunteer youth movement, converged on Canberra for four days of training, stunts and meetings with Members of Parliament. They joined with 250 members of the Micah Challenge coalition and together participated in at least 60 MP visits to engage them in the call for 0.7 percent of GNI in aid and funding for maternal and child health. A Micah Challenge breakfast with Tim Costello, Kevin Rudd and Tony Abbott was a particular highlight.

We witnessed significant progress on the issue in September 2010 at the UN Millennium Development Goal Summit in New York, when the Australian Government pledged $1.6 billion in aid over five years to focus on improving the health of children and women in developing countries.

Climate change

In 2010, our work on educating the public on the links between climate change and poverty, and on mobilising them to respond to climate change, has been done in coalition with international development and environment organisations, domestic social justice and environment organisations, and local community groups who are taking action on climate change. We have campaigned with members of the Climate Action Network Australia, Make Poverty History and Micah Challenge to engage the public on climate and poverty issues and lobby the Australian Government to step up their efforts domestically and internationally on tackling climate change and supporting developing countries to do the same. It has become increasingly important to send a clear message to the government that we are part of a growing network of groups united in our call for urgent action on climate change.

As part of Make Poverty History, in December 2009 World Vision sponsored and participated in the Walk Against Warming event led by the state-based conservation councils. This coincided with major international climate change negotiations in Copenhagen and called on our politicians to ensure a fair, ambitious and binding international agreement was reached in Copenhagen.

As the Copenhagen climate negotiations entered their final 24 hours, World Vision joined the Australian Conservation Foundation, the Australian Youth Climate Coalition, the Anglican Diocese of Melbourne and the Uniting Church in Victoria in a vigil at Federation Square.

Although the Copenhagen outcomes fell short of expectations, an estimated 90,000 people turned out for the Walk Against Warming rallies in Australian capital cities and regional centres, demonstrating extraordinary public support. The 2010 Walk Against Warming was held in the lead-up to the Federal Election in August, and once again World Vision joined with other organisations and community groups to call on the government to "walk with the people, not with the polluters".

One Just World

One Just World is a national series of public forums aimed at involving the community in conversation and debate on key international development issues. It is a partnership between World Vision Australia, the International Women's Development Agency, AusAID and a university in each state. From time to time it partners with other NGOs, organisations and events such as the Melbourne Writers' Festival, the Geography Teachers Association of Victoria and the WOMADelaide Music Festival.

Launched in 2008, One Just World has so far delivered 30 forums which have been attended by over 8,000 people and reached thousands more through event videos posted on **onejustworld.com.au**. In 2010, attendance increased by 30 percent.

More than 100 prominent speakers have participated in One Just World forums to date and they have included Peter Singer, Kevin Rudd, Phumzile Mlambo-Ngcuka, the first female vice president of South Africa, Tim Costello, Robyn Archer and Sigrid Thornton from the arts, and eminent research scientist Sir Gustav Nossal.

40 Hour Famine

The 40 Hour Famine grew in size and scope in 2010, as young Australians from all over the country engaged with issues of poverty and the Global Food Crisis. This year, World Vision launched its online social fundraising capability through the 40 Hour Famine website. This enabled individual participants to create their own fundraising page and promote it through Facebook, email and social networking sites, reaching more people than ever before.

Around 300,000 people participated in the 40 Hour Famine in 2010, which took place on 20-22 August, making it the largest participatory event of its kind in Australia. An additional 250 churches took part this year, making a total of 900, which reflects the extra attention that World Vision is giving to its relationship with churches. Funds were raised to support food and nutrition projects in Nepal, Kenya, Cambodia and Laos.

CHAMPION THE CHILD POVERTY AGENDA

The concept of a "Famine Village" emerged in 2009 in the Blackwood District of the Adelaide Hills. Two churches engaged their whole community in the 40 Hour Famine, recruiting local churches, schools, businesses, service organisations, the local media and the local and state governments and connecting with an estimated 50,000 people in the region. This year, 12 Famine Villages were staged around the country and we hope to increase this number again in 2011.

Ahead of the 40 Hour Famine, World Vision held Global Leadership Conventions for secondary student leaders and participated in Halogen leadership events for primary schools to educate young people on the issues surrounding poverty and the Global Food Crisis. This year, these activities reached 3,200 students from 735 secondary schools and 18,500 students from 1,514 primary schools.

Engaging with churches

As a Christian organisation, engaging with Australian Christians and churches is integral to our work to help alleviate poverty and injustice.

In 2010, World Vision Australia established the Artist Associates program, a partnership with Christian performers who agree to promote our work through their art. Our first Artist Associate, singer-songwriter Levi McGrath, promoted World Vision Child Rescue at almost 100 performances around Australia.

Levi's commitment to Child Rescue was inspired by time he spent at World Vision's Children of War Rehabilitation Centre in Gulu, northern Uganda. Paul and Grace, two former child soldiers from Uganda, also toured Australia in 2010 at our invitation, speaking at churches about their experiences. Their efforts to promote Child Rescue raised $80,000.

Another significant focus during the year was the development of our Vision Church Partnerships program, which aims to link individual Australian churches with communities in the developing world through prayer and action.

Working with others

We continue to work collaboratively with other organisations to raise awareness about global poverty and injustice and to encourage Australians to take a stand. By working with others, we are able to maximise our resources and extend our public reach. During 2010, World Vision partnered with organisations, communities and churches to support events around Australia. These events included Stand Up Against Poverty, the Walk Against Warming and Abolitionist Sunday.

In 2010, we also focused more intently on developing the advocacy capacity of our partners. This culminated in three-day advocacy "train the trainer" workshops for 18 participants from Make Poverty History, Micah Challenge, Vision Generation and World Vision staff. With support from World Vision, the participants in this program will roll out state-based training to their own networks.

World Vision Australia website and "vlogging"

Our website continues to attract a high share of NGO site traffic. Over the year there were more than 1.1 million unique visitors, who viewed 8.6 million pages. The website aims to educate current and prospective supporters on the work that World Vision does, and it recently won the Hitwise Online Performance Award for the best-performing website for the Australian community sector.

In a new social media initiative, World Vision Australia led a joint venture with World Vision United States and World Vision Canada during August, taking a group of leading young video bloggers ("vloggers") from Australia, Canada and Great Britain to visit a World Vision Area Development Program in Zambia.

Each of the vloggers has a large following, particularly among young internet users. During the trip they posted video diaries to enable fans to follow their Zambian journey. Word spread quickly and to date more than one million people around the globe have viewed the video diaries, which are accessible at **worldvision.com.au/vloggers.aspx**

"Speak up for those who cannot speak for themselves, for the rights of all who are destitute."

- Proverbs 31: 8 (NIV)

World Vision Chief Executive Tim Costello addresses a Micah Challenge breakfast at Parliament House.

CHAMPION THE CHILD POVERTY AGENDA

Goal 5:

Influence the Australian Government, international institutions and foreign governments to adopt policies and practices consistent with the Child Poverty Agenda

Addressing global issues of poverty and injustice requires action at the national, regional and global levels.

Snapshot of achievements
• Engaged with the Australian Government and political parties on overseas aid issues including maternal and child health, humanitarian emergencies and climate change • Worked with partners to ensure international development received focus during the Federal Election campaign • Made a significant contribution to the UN Department of Public Information's NGO Conference held in Australia for the first time on the theme of Making Health Global

During 2010, often in partnership with other aid and development agencies through ACFID, Make Poverty History and Micah Challenge, we worked to influence policy across a number of areas. These included increased government aid, better quality aid programming, especially around maternal and child health, increased support for climate change adaptation and mitigation, and Australian Government engagement in Sudan and Afghanistan.

- We hosted seminars for MPs at Parliament House, with UNICEF on maternal and child health, and with Oxfam on the complexities of humanitarian work. The latter event called on the Australian Government to set up a funding mechanism to respond to protracted crises that require a mix of humanitarian, early recovery and development assistance.
- We provided significant support for the Make Poverty History Road Trip, which included electoral forums around the country and a breakfast at Parliament House attended by 140 politicians. As a result of these activities, three MPs made speeches on poverty in Parliament and moved the Act to End Poverty, calling for more/urgent action on fulfilment of the MDGs.
- We lobbied the Australian Government to support initiatives in Australia and in developing countries to help create a cleaner and healthier environment and a better future for children. As a member of the Climate Action Network we pressured policy makers and the government to take strong domestic action on climate change through ministerial meetings, meetings with the Department of Climate Change and Energy Efficiency, AusAID, Treasury, and other government agencies.
- Our Chief Executive Tim Costello was invited to sit on an NGO Roundtable to work with the government to put a price on carbon in Australia to reduce pollution.

The Federal Election

We worked hard with our partners in the pre-election period to ensure that key international development issues were on the political agenda and this included our support for 52 Make Poverty History town hall electoral forums held across the country.

A Parliamentary Bulletin detailing our election policy asks was distributed to all sitting MPs and senators, as well as to the majority of more than 1,000 electoral candidates. We received over 50 written responses to our election asks, which are listed on page 49.

The challenge of "making health global" was the focus of the UN Department of Public Information's annual NGO conference held in Australia for the first time in 2010.

CHAMPION THE CHILD POVERTY AGENDA

What we asked for at the election?

More and better aid	Ensure a safe climate - Deliver climate justice
1. Do our share for the Millennium Development Goals - accelerate growth in the aid program and commit to 0.7 percent of GNI to aid 2. Further improve the focus and quality of Australia's aid and do our share to meet the MDGs 3. Establish a cabinet-level Minister for International Development Assistance	4. Strengthen domestic ambition and take leadership on the global stage to work with the international community to ensure that a pro-poor, fair, ambitious and binding global agreement comes into operation by the end of 2012 5. Contribute Australia's fair share of fast-start financial commitments, honouring commitments made in Copenhagen in 2009 6. Champion a global climate fund to commence in 2013 to allow developing countries to adapt to climate change and achieve low-carbon development
Maternal and newborn child health	**Asylum seekers**
7. Prioritise funding for maternal and newborn child health within an increase of funding for health to 20 percent of the Australian aid program	8. Restore respect to asylum seeker policy and end offshore detention and processing

Our engagement with international institutions continued in line with efforts to respond more effectively to global challenges.

- From 30 August to 1 September, the UN Department of Public Information's annual NGO conference was held in Melbourne, with the theme of Making Health Global. The conference was attended by more than 300 NGOs from 70 nations. World Vision Australia made significant contributions, highlighting the importance of MDGs 4 and 5, which are focus areas of our Child Health Now campaign. Outside the official conference program, we organised a public forum at Federation Square, with over 500 attending, in conjunction with the Melbourne Writers' Festival.
- Internationally, we believe Australia can be a leader on climate change and set an example to the world by providing financial support to developing countries in a timely and transparent manner. World Vision Australia staff and our CEO have participated in international negotiations on climate change over the past year, including the Copenhagen meeting in December 2009, to pressure the Australian Government to help achieve an international agreement on climate change.

GROW OUR RESOURCES

The Scriptures teach that everything we have comes from God. Our assets are held on trust to serve Him in the world. The way we go about this requires wisdom and careful oversight. The wise steward is praised, given increased responsibility, and shares in the joy of the Lord. We strive to make the best use of our resources to address poverty and development needs at different levels.

Time for tea in Kenya's Rift Valley.

If one had taken what is necessary to cover one's needs and had left the rest to those who are in need, no one would be rich, no one would be poor, no one would be in need.

- St Basil

Actor Hugh Jackman's meeting with Ethiopian coffee farmer Dukale featured in a TV documentary that helped to launch World Vision's SEE Solutions program for social and economic empowerment.

GROW OUR RESOURCES

In 2010, World Vision Australia continued to receive strong and loyal support from the Australian public and businesses. In particular there was a generous response to a number of humanitarian disasters during the year. Excluding the 2004 Asian Tsunami, this year has seen a record amount of funds raised for emergency appeals. A slight decline in child sponsorship was recorded.

In 2010, World Vision Australia applied 80.3 percent of revenue to program costs. The remaining 19.7 percent was spent on administration and fundraising. See Financial Position and Performance on page 114 for further details on how funds were spent in 2010.

Ethical fundraising

World Vision Australia subscribes to ethical fundraising practices and all our fundraising activities are undertaken in compliance with relevant legislation and in accordance with the ACFID Code of Conduct.

Values of human dignity, respect and truthfulness underlie all of our communications. Our aim is to consistently demonstrate integrity, show respect and sensitivity, be responsive and articulate a clear, justifiable logic for our choices.

Our Image Use Guidelines (**worldvision.com.au/AboutUs/OurPolicies/ChildProtection.aspx**) set out our approach to communications with the supporters and the public.

Looking to the future – Ensuring funding models respond to changing needs

Child sponsorship currently provides a secure funding base for ADPs and the World Vision offices in countries where ADPs are present. But for World Vision offices in countries without child sponsorship programming, it is a challenge to maintain sufficient funding levels. Looking ahead, there is likely to be an increasing number of populations, situations and programming approaches where child sponsorship in its current application may not be appropriate.

For many of the development issues World Vision will face over the next decade, national borders and traditional rural/urban distinctions may have little or no relevance. The effects of climate change on an ecosystem are not contained within countries. Choices made in one nation or even in one community can have detrimental consequences downstream. The trade in human beings operates across entire regions, originating in poor communities, moving across countries, through and into the developed world.

Except in specific circumstances (such as humanitarian emergencies or fragile states) World Vision's approach to development has shifted from one of direct service provision to working with and through partners. This approach is more sustainable as many of these partners (particularly local authorities and traditional community groups) were there long before and will be there long after World Vision. More resources are also being directed towards community mobilisation and capacity building of local groups, facilitating networks, ensuring access to information – activities which are less tangible than building a school or paying school fees and that often have longer lead times. The need for increased advocacy is also more evident at local, national and international levels.

World Vision Australia is reviewing its existing funding model to ensure that it best meets the needs of a shifting programming outlook.[7]

We have begun developing alternative revenue streams (eg. SEE Solutions) that can supplement child sponsorship funding or stand alone to support short or long-term interventions across a wide range of sectors. We will continue this work in the coming years.

In 2010, World Vision's Multiplying Gift Appeal raised $5.2 million to support the distribution of food aid and relief essentials in countries including Mozambique, Uganda and Sudan.

GROW OUR RESOURCES

Goal 6:

Grow funding from the Australian Government and multilateral organisations

World Vision Australia works with the Australian Government (through AusAID) and multilateral agencies such as the UN World Food Programme on a range of projects.

Snapshot of achievements

- The value of work conducted on behalf of AusAID was $35.6 million, which is an increase of $17.6 million (97.3%)
- The value of food donated by the UN World Food Programme fell by $8.3 million (27.5%) to $21.9 million
- There was a $20.8 million reduction in the value of medicines donated by international agencies to $13 million

AusAID

AusAID provides annual funding for accredited Australian NGOs to implement development and poverty alleviation programs overseas on Australia's behalf. This initiative is called the AusAID NGO Cooperation Program (ANCP).

Under this program World Vision Australia submits proposals to AusAID. Once approved, AusAID provides funding for these activities on a 1:5 matching basis. That is, for every $1 contributed to the project by World Vision Australia, AusAID will provide $5 up to the prescribed annual limit. In addition, AusAID provides funding through Cooperation Agreements and Periodic Funding Agreements for specific projects.

During 2010, World Vision Australia was involved in the implementation of 116 AusAID-supported projects.

World Vision Australia is one of five Australian NGOs[8] which has entered into a formal Partnership Agreement with AusAID. The Partnership Agreement seeks to strengthen policy dialogue, enhance collaboration, and provide multi-year funding for joint efforts to alleviate poverty and increase the reach and effectiveness of the Australian aid program.

World Vision's partnership with the United Nations World Food Programme (WFP)

Each year WFP provides more than 3 million metric tonnes of food to an average of 100 million people around the world. World Vision International is the largest distributor of WFP aid. World Vision deploys our field staff to take responsibility for the implementation of food distribution programs funded by WFP. World Vision actively supports WFP by seeking funds required to cover warehousing, food distribution, staffing, project monitoring and evaluation.

World Vision Australia provides field offices with financial support, capacity building and assistance in the design, monitoring and evaluation of food distribution programs. World Vision Australia contributes through donations made to our Multiplying Gift Appeal. In 2010, a total of $5.2 million was donated to the Multiplying Gift Appeal.

Country	Food aid tonnage delivered in 2010	Country	Food aid tonnage delivered in 2010	Country	Food aid tonnage delivered in 2010
Cambodia	440	Mozambique	1,650	Sudan	5,840
Eastern DRC	340*	Myanmar	370	Swaziland	560
Haiti	3,430*	Niger	250*	Uganda	3,500
Kenya	1,380	Northern Sudan	4,880	Zambia	1,390
Lesotho	1,960	Pakistan	2,200	Zimbabwe	1,440
Malawi	3,620	Somalia	660		

*Estimate only

Kibru is an agricultural development facilitator for World Vision Ethiopia. He's pictured here with children from the community where he works.

GROW OUR RESOURCES

Goal 7:

Grow child sponsorship income from the Australian public and businesses

Child sponsorship is World Vision Australia's largest source of income.

Snapshot of achievements

- Almost 400,000 children and their communities were sponsored through monthly contributions from Australian supporters
- Child sponsors donated $200.8 million, which was a $1.7 million (0.8%) reduction on 2009
- 58 percent of total income in 2010 was raised through child sponsorships

Achieving growth in the overall numbers of child sponsors continued to be challenging in 2010.

In 2011, we will focus on implementing a supporter retention program which includes ongoing improvements in the ways we communicate with supporters including greater depth of information on the progress of project activities in their sponsored child's community.

How child sponsorship works

Sponsored children, often from the poorest families, are selected as "representatives" of the sponsorship program by their communities. Funds do not go directly to the sponsored child or to his or her family. They are pooled with those of other sponsors to fund projects that benefit children, families and the entire community.

Child sponsorship establishes a relationship between a sponsor and a child in a way that personalises the challenges of poverty and development, and enables the sponsor to participate in making a difference in the life of the child. Sponsors' contributions help support vital development work in the communities where the sponsored children live, including improved health and educational opportunities. Long-term financial support allows for better planned and more flexible programs. Sponsored children participate and benefit from these programs, and the sponsors receive annual progress updates. It is our intention for sponsors to become more informed about the issues surrounding poverty as a result of their commitment.

Thida and her younger sister Kimhuay have received social and educational assistance through the Social Mobilisation Against Child Labour Project in Cambodia, which is supported by the Child Rescue donation program.

GROW OUR RESOURCES

Goal 8:

Grow non-child sponsorship income from the Australian public and businesses

In addition to support from child sponsors, AusAID and multilateral agencies, World Vision Australia receives generous donations from individuals and Australian businesses through a range of giving options.

Snapshot of achievements

- Appeals, donations and gifts: $55.1 million raised, which is an increase of $14.9 million (37.2%) (This includes $18.3 million received for emergency relief appeals.)
- Non-sponsorship pledge donations (including Child Rescue pledge, Water Health Life pledge and other programs): $8.0 million, which is an increase of $0.8m (11.9%) on 2009

Non-child sponsorship revenue

While 2010 proved a challenging year for child sponsorship growth, other donation programs showed healthy increases, in particular the 40 Hour Famine, the Multiplying Gift Appeal and Child Rescue.

The screening of the Seeds of Hope documentary featuring Hugh Jackman on the Nine Network was a significant event for our SEE Solutions (Social and Economic Empowerment) program. It provided an insight into Hugh Jackman's passion to help change the future of the world's poorest people, reinforced through his time spent working with a World Vision-supported Ethiopian coffee farmer named Dukale.

SEE Solutions funds economic development projects that provide poor communities with the support, tools and training they need to work their way out of poverty and into self-sufficiency. World Vision partners with communities to provide small business loans, vocational training and apprenticeships, help in finding new markets and farmer training to improve crop yields.

In 2011, we will continue to build awareness about SEE Solutions with targeted fundraising activity.

Collapsible containers are used by World Vision in Haiti and other emergency response locations to provide families with clean drinking water.

Program Resources

Building partnerships to source non-cash resources has long been part of the international development approach at World Vision Australia. It enables us to match the needs of the communities we serve with the resources available from our supporters and partners.

Traditionally known as "Gifts-in-Kind", non-cash resourcing in international development has at times been reactive, donor or income-focused, and not well integrated into programs with risk of contributing to a hand-out mentality. World Vision Australia's Gifts-in-Kind program was renamed Program Resources in 2009 to send a strong signal about its intent to support quality, integrated resourcing for programs.

During 2010, we continued to focus on developing a customised service to World Vision national offices, providing them with targeted resources (goods, expertise and technology) to support achievement of program goals, particularly in health and education. We do this in partnership with organisations who share similar values and see benefit in their association with World Vision. As such, we refer much of what is offered to us to local organisations who are more likely to benefit. Consideration of the total cost/benefit – financial, social and environmental – is paramount in all we do.

Summary of 2010 Program Resources activity

Sector	Estimated number of beneficiaries	Examples of resources sent	Countries resources sent to
Education	16,400 children	Kids Kits, textbooks, picture books, sports clothing, educational toys	Mongolia, Laos, Vanuatu, Australia
Health	6.3 million children, 1.5 million women	De-worming tablets (Albendazole, Praziquantel), micronutrient tablets (Vitamin A, Iron Sulphate, Zinc), spectacles	Laos, Cambodia, Vietnam Mongolia,
Economic development	1,500 adults	Sewing machines, scissors, scarves	Mongolia
Emergency response	41 villages	Collapsible water tanks, jerry cans, solar lamps, solar radios	Samoa

Case study

Recycled textbooks in Uganda

Location: Offaka Area Development Program, northern Uganda

In November 2009, the Anyiribu Secondary School Library was able to extend its services to children in the area when Melbourne-based company Recycled Textbooks provided over 600 secondary school books to the community. A needs assessment conducted by World Vision Uganda and World Vision Australia highlighted education challenges in this region. World Vision then spoke to the Ugandan Ministry of Education about national curriculum standards and resourcing in community schools. World Vision Australia and Recycled Textbooks then sourced suitable, subject-specific material based on advice from the Ministry of Education and World Vision Uganda. Erina Nalule from World Vision Uganda explained that the textbooks "were a timely boost to the library which is currently supporting both teachers and students". She added that the books "are in line with national curriculum, which is directly helping the school".

Case study

Solar lamps and radios in Samoa

Location: Western Samoa

A family affected by tsunamis in Samoa display solar lamps and radios provided by World Vision.

On 29 September 2009, four tsunami waves caused by an 8.0 magnitude undersea earthquake smashed into Western Samoa, causing massive destruction in a matter of minutes. Close to 200 people were killed as they attempted to run to higher ground, thousands of people were left homeless and hundreds more injured. World Vision Australia deployed emergency response staff who worked with partner organisations to help distribute emergency items. These included solar lamps and solar radios procured by the Program Resources team using funds raised by World Vision New Zealand. The solar lamps enabled families to cook, children to study and provided protection for vulnerable women and children when collecting wood or water or visiting latrines. World Vision, in partnership with the Samoan Government, distributed 800 solar lamps in nine villages. According to Filomena Nelson, Disaster Management Officer with the Government of Samoa: "This assistance served its purpose effectively, and [the] great news is that they are still using the solar lamps even though electricity is back to normal in the affected areas."

IMPROVE ORGANISATIONAL PERFORMANCE

World Vision identifies itself as a Christian organisation and this creates a special responsibility for us. Only our very best endeavours can be acceptable in the work we carry out in the name of Christ. We believe that we must always strive for excellence and constant improvement. The quality of our work is the most practical expression of our commitment and witness to the Gospel.

In Mumbai, India, young boys stand on pipe that carries water to the city's residents that runs alongside their homes in the slums. World Vision Australia supports an ADP in the slums of Mumbai.

Jennifer O'Reilly was one of the friendly faces greeting shoppers at the World Vision stand in the Westfield Doncaster Shopping Centre in the lead up to Christmas.

IMPROVE ORGANISATIONAL PERFORMANCE

Goal 9:

Drive continuous performance improvement

Goal 10:

Make strategic investments to position World Vision Australia as an INGO of the future

During 2010, a decision was made to restructure our internal management arrangements by bringing a number of our service functions together to create a new operating division named Organisation Effectiveness.

The functions that make up Organisation Effectiveness are Finance, Knowledge and Information Technology, the Supporter Services Group, Property, Talent and Performance, Business Partnerships and People Resourcing.

The purpose of this division is to identify, blend and build synergies across all the support functions at World Vision Australia to ensure our business systems and processes are simple and fit for purpose.

Employees

Our employees enable World Vision to carry out its mission. The core activities of community development, humanitarian and emergency relief, advocacy and engaging Australia demand a diverse range of skills, knowledge and experience.

To assist staff to improve performance and achieve their goals, our People and Culture team has introduced the LEADER Strategy, which focuses on building quality leadership, employee engagement, accountability and depth of talent.

The L.E.A.D.E.R Strategy

The strategy is designed to achieve the following outcomes:

- **L**eadership – Build the capability and depth of our leadership group and cadre of high potential employees
- **E**ngagement – Create a committed and engaged workforce and ensure employee wellbeing
- **A**ccountability – Establish a strategically aligned performance culture
- **D**epth of Talent – Attract, develop and retain a diverse skilled workforce
- **E**xecution and **R**igour – Follow proven organisational disciplines to deliver sustainable results

Achievements and initiatives so far include:

- Completion of a Human Resources function gap analysis to enable key business needs to be identified
- Creation of the Business Partnerships team responsible for facilitating workforce plans, performance and development activities, and conditions of employment
- Creation of the Talent and Performance team responsible for leadership development, building a talent management system, frameworks for succession planning, and World Vision Australia core skills
- Completion of World Vision Australia's employer brand audit and development of our employee value proposition
- Implementation of an online compliance training system for child protection and privacy training

Remuneration

Many employees at World Vision Australia see their work as an expression of their Christian faith. For others, there is a desire to align their work life more closely with their personal values. The enormous goodwill shown by our staff to the organisation's mission is of substantial and enduring benefit to World Vision Australia.

In 2010, World Vision Australia remunerated employees in accordance with the principles outlined in the organisation's Remuneration Policy which provides that salary packages should be positioned at the 25th percentile of the relevant industry rate.

Volunteers

World Vision is "the call to action" on poverty that many Australians heed. The contribution of our volunteers in 2010 enabled World Vision Australia to deliver more projects, reach more supporters, improve more processes and systems, and raise more funds and awareness than would otherwise be possible. No matter how big or small, every volunteer contribution is extraordinary and demonstrates the commitment of Australians to eliminating global poverty.

Volunteer profile

In 2010, World Vision Australia benefited from the contributions of over 3,800 volunteers who completed 86,323 hours of work representing significant labour cost savings (estimated value $1.7 million) for the organisation. The increase in volunteer hours this year (up from 43,452 in 2009) is largely due to the previously unreported contribution of Vision Generation, our volunteer youth movement.

Volunteer demographics (estimates)

Gender		Age groups		Length of service		Hours per month	
Female	63%	18-24	21%	Less than 12 months	39%	Less than 5 hours	13%
Male	37%	25-34	13%	1-5 yrs	28%	6-15 hours	33%
		35-44	5%	6 yrs+	32%	16-30 hours	32%
		45-54	1%			More than 30 hours	22%
		55+	51%				

Alignment with volunteering standards

World Vision Australia aligns its volunteer management approach to the eight standards established by Volunteering Australia Inc. These standards cover:

1. Policies and procedures
2. Management responsibilities
3. Recruitment
4. Work and workplace
5. Training and development
6. Service delivery
7. Documentation and records
8. Continuous improvement

IMPROVE ORGANISATIONAL PERFORMANCE

Environmental management

World Vision Australia is committed to improving its environmental performance and to reducing its organisational contribution to climate change and environmental degradation.

During 2010, we continued the development and implementation of our Environmental Management System. This management system is based on the continuous improvement principles of the ISO 14001 Standard. It includes an Environmental Aspects and Impacts Assessment Register, a series of environmental improvement programs, as well as operational procedures and education materials, all contributing to the monitoring and improvement of World Vision Australia's environmental performance.

The organisation measures the carbon footprint of its operations using a selection of key indicators (air travel; car fleet; electricity; gas; paper) which have been identified as the most significant environmental impacts of our activities. World Vision Australia has set the target of zero emissions by 2017 for these key indicators. This will be achieved by purchasing carbon offsets where emissions cannot be sufficiently avoided or reduced to meet our yearly reduction target. In the future, it is expected that as we continue to integrate our carbon reduction strategy with core development programs, we will be able to source carbon offsets from our own field-based mitigation programs.

Carbon footprint reduction initiative

Environmental impact CO_2-e emissions	**2010**	**2009**	**2008**
Air travel (fuel only)	1,728 tonnes CO_2-e	2,065 tonnes CO_2-e	2,001.5 tonnes CO_2-e
Car fleet	199 tonnes CO_2-e	239.1 tonnes CO_2-e	231.6 tonnes CO_2-e
Electricity	2,773 tonnes CO_2-e	3,052.9 tonnes CO_2-e	3,260.1 tonnes CO_2-e
Gas	130 tonnes CO_2-e	205.7 tonnes CO_2-e	330.4 tonnes CO_2-e
Paper	793 tonnes CO_2-e	742.1 tonnes CO_2-e	491.5 tonnes CO_2-e
TOTAL emissions before offset	5,623 tonnes CO_2-e	6,304.8 tonnes CO_2-e	6315.1 tonnes CO_2-e
Green power purchased	-	- 634.4 tonnes CO_2-e	-
BP fuel offsets	-199 tonnes CO_2-e	- 392.2 tonnes CO_2-e	
Air travel offsets	-196 tonnes CO_2-e		-
Gold Standard offsets purchased	-566 tonnes CO_2-e		-
TOTAL emissions after offset	4,662 tonnes CO_2-e	5,278.4 tonnes CO_2-e	6,315 tonnes CO_2-e
TARGET	4,649 tonnes CO_2-e	5,313 tonnes CO_2-e	5,977 tonnes CO_2-e

- Australian National Greenhouse Accounts conversion factors changed during the year and the conversion factors published in July 2010 have been used for this report. FY09 emissions have not been recalculated.
- Air travel emissions have been calculated using the detailed Greenfleet calculation methodology for domestic and international flights (fuel impact). In previous years we used the "simple" calculation methodology. Using the detailed version has resulted in a reduced emission data, due to the increased accuracy of the calculation.
- Where electricity consumption figures for the month of September 2010 have not been received, estimates have been used.
- The data in this table has been verified by an independent auditor. The independent verification statement is available at **worldvision.com.au/AboutUs/CorporateGovernance/AnnualReports.aspx**

A significant reduction in emissions was achieved during 2010. This is primarily the result of a number of energy efficiency improvement measures that have been implemented at our head office in East Burwood, including the upgrade of our air conditioning and ventilation system, the installation of a more efficient hot water system, as well as various green IT initiatives.

During 2010, we also launched a carpooling register, undertook a range of water saving initiatives and participated in the Waste Wise certification program.

OUR REGIONAL FOOTPRINT

This section of the report includes regional summaries of our program activities and illustrative case studies. In deciding which information to include in this section of the report, an emphasis has been placed on work relating to the regional priorities set out in our Field Ministry Strategy 2008-2010.

In India, Annapurna makes clay vessels by hand, without a potter's wheel. World Vision assisted her with counselling, care and support after the death of her husband from an AIDS-related illness.

A mother and her child in Jumla, Nepal, where World Vision Australia supports an Area Development Program.

ASIA AND PACIFIC

World Vision activities	2010	2009
Total projects in region	324	318
Number of children sponsored in region	116,620	119,344
Number of ADPs supported in region	81	84
Number of non-ADP projects in region	243	234 (includes regional projects and AusAID)
Number of AusAID projects	57	62
People assisted with emergency relief in region	430,000	970,000
Number of people receiving food aid (in partnership with UN World Food Programme)	18,500	67,000
Total disbursed in region:[9]	$74,739,871	$106,445,361
Cash:	$60,600,999	$103,195,367
Food and goods:	$14,138,872	$3,249,994

ASIA

Country	No. of projects in 2010	No. of projects in 2009
Asia (multi country projects)	20	19
Bangladesh	11	13
Cambodia	24	22
China	9	7
Timor-Leste	14	16
India	39	38
Indonesia	25	27
Laos	24	23
Mongolia	14	13
Myanmar	24	27
Nepal	6	9
Philippines	12	13
Sri Lanka	25	16
Thailand	10	10
Vietnam	21	18

A Cambodian community raises awareness about the need to end discrimination against people living with HIV and AIDS. The AusAID-funded Community Care for Children project focuses on the needs of children who have been orphaned or made vulnerable by HIV and AIDS.

Key development challenges in this region:

- Despite the region's many successes, Asia and the Pacific remain home to two-thirds of the world's poor: 1.8 billion people in the region live on less than US$2 a day, with 903 million struggling on less than US$1.25 a day[10].
- Two development threats are combining to exacerbate hunger in the Asia-Pacific region. Climate change is increasing the frequency and intensity of floods, drought and tropical cyclones that threaten food production and livelihoods. The Global Financial Crisis greatly increased the number of people going hungry because of its impact on employment, incomes and public spending[11].
- Of the region's 1.27 billion children, nearly half (600 million) live in poverty, with more than 350 million absolutely poor, deprived of two or more basic needs. Most live in rural areas in South Asia, home to the world's highest levels of child malnutrition[12].
- The region continues to account for 41 percent of the 9.2 million children under five who die each year, and 44 percent of annual maternal deaths[13].
- Trafficking is the second most lucrative crime in the world, after the drug trade, with Asia and the Pacific accounting for more than one-third of all trafficking of women and children[14]. According to UNICEF, 1.2 million children are trafficked every year, mostly from South and Southeast Asia[15].
- Around 63 percent of children in South Asia are not registered at birth and therefore find it difficult to claim rights of citizenry related to nationality, healthcare, education and protection[16].

Strategic priorities

In 2010, we supported programs in Asia focusing on the following strategic priorities outlined in the World Vision Australia Field Ministry Strategy 2008-2010.

Child rights and protection

In Sri Lanka, World Vision Australia continues to support efforts to educate communities and government officials on child rights, including disability-inclusive education. During 2010, World Vision supported action on 28 suspected child abuse cases, as well as counselling and therapeutic care to assist those children affected and their primary care providers.

Through the Mobilising Communities for Child Protection project in Cambodia, World Vision worked with ChildWise Australia to enable communities who are vulnerable to trafficking and violence to address the sexual exploitation and abuse of children. This included establishing over 28 youth and 38 children's clubs where almost 2,000 children have begun to develop personal and collective safety strategies to protect themselves against abuse. In addition, local action groups and incident prevention and response committees have been formed by communities and local authorities to protect children from and better respond to sexual abuse and exploitation.

ASIA AND PACIFIC

In Bangladesh, the Juvenile Delinquents project aims to improve and ensure the protection of juvenile offenders when they come in contact with law enforcement and the legal system. Awareness-raising and monitoring activities led to 28 children being bailed out of court holding cells and 25 children being transferred from adult prisons to juvenile centres. Calling for birth registration for every child to ensure age can be easily verified if they come in contact with the law, and focusing on prevention to reduce the likelihood of children getting involved in criminal activities were key points of advocacy for the project.

Promoting primary health

World Vision Australia continued to provide support for targeted maternal and child health initiatives in Nepal, Mongolia, Laos and Timor-Leste in 2010. Positive partnerships with district health authorities in India have contributed to increased attendance and participation in local health centre activities.

Our work to address HIV and AIDS in Bangladesh, Cambodia, Laos, Nepal, India and Indonesia has gained momentum. In Indonesia, we introduced World Vision's Channels of Hope model, which engages faith-based organisations and local institutions in conducting training and workshops, adapting modules to the cultural and religious context, and finding ways to work hand in hand to prevent and respond to HIV and AIDS. Some partner organisations are now conducting Channels of Hope workshops with their own community groups.

With 884 million people in the region living without access to clean water, World Vision Australia supported water, sanitation and hygiene projects across Timor-Leste, India, Laos, Mongolia, Sri Lanka, Myanmar and Vietnam. As a result, we have seen a small, remote region in Mongolia gain access to a clean water supply for the first time. In Sri Lanka, World Vision continued to facilitate local government and community collaboration on joint management of water services in the conflict-affected Eastern Province. The project brought together different ethnic communities and service providers to work together for the first time to provide clean water and sanitation.

Building community resilience

Our commitment to strengthening community resilience in Myanmar continued with an extension of an existing disaster risk reduction project operating in four townships and the establishment of a new project in areas affected by Cyclone Nargis. Food storage, rice seed facilities and community savings facilities have been established to assist communities to better prepare for, cope with and recover from disaster. Community Disaster Management Committees have grown in knowledge and confidence and they are better equipped to assist their communities during times of disaster.

Overfishing and pollution have contributed to the destruction of some of the Philippines' most precious marine resources. World Vision Australia has supported initiatives that assist local governments and communities in coastal regions to establish marine sanctuaries for important fish breeding grounds and to develop sustainable livelihoods for local fishing families. A 2010 evaluation found that fisher folk in northern Cebu who had been catching just one or two kilograms of fish per day in 2004 are now catching an average of five kilograms or more.

Securing household livelihoods

In Nepal, World Vision is currently working with local farmers' groups and communities in the far-western district of Jumla to improve agricultural production and crop diversity, strengthen agriculture marketing systems and optimise post-harvest management. Activities such as land terracing, and the development of cellar storage and seed banks are now being replicated across the district and new cooperatives are mobilising savings to support food security and enhance their livelihoods.

We have continued our work to improve livelihoods in remote communities in Mongolia and Myanmar by expanding agriculture, focusing especially on home gardening to improve nutrition and diversify diets. Farmer Managed Natural Regeneration (see page 41) was incorporated into one of our projects in Myanmar to help farmers cope with drought and promote resilient practices that can lay foundations for community reforestation and robust rain-fed agriculture.

Do you know what I want? I want justice – oceans of it! I want fairness – rivers of it. That's what I want. That's all I want."

Amos 5:23-24 (The Message)

In Surabaya, Indonesia, a factory worker processes cashews that are grown by farmers living on the island of Flores. World Vision is helping these farmers to gain greater access to market information and to add value to their produce for greater returns.

ASIA AND PACIFIC

In Indonesia, we supported 95 farmers in the east area of Flores Island to start joint marketing activities. The farmers now come together to sell copra, candle nut, cacao and tamarind. By selling in bulk they can satisfy greater demand. World Vision is also mentoring the farmers to improve their negotiating skills and this has contributed to higher profits.

Advocating for change

Over one billion people in the region live in urban areas without adequate shelter or access to basic services. The Urban Discovery Project in Cambodia aims to support poor urban communities in pursuing official recognition of their land rights. The project seeks to develop avenues for constructive dialogue between communities, civil society organisations and government that are not characterised by tension, but build understanding to achieve collective solutions. During 2010, the project:

- together with other project partners, equipped community members with an awareness of land and housing laws and skills in community organisation, communication and negotiation;
- brought together community and government stakeholders to initiate communication and dialogue on land issues and work towards shared outcomes;
- supported community-driven networks which have resulted in road and drainage improvements; state water and electricity connection; land title registration applications; planning and consultation with local authorities; incorporation of community priorities within government investment plans; and establishment of a collective savings fund;
- facilitated opportunities for community members to express concerns about exclusion in land registration processes to multilateral donors, such as the World Bank and the United Nations Development Programme;
- ran a three-month long weekly radio program involving government, community members and NGO representatives to raise public awareness on the land registration process.

Responding to humanitarian emergencies

Several disasters hit the Asia-Pacific region during the year and World Vision Australia supported relief and recovery efforts in several countries.

More than 300,000 people in Vietnam and the Philippines affected by Typhoon Ketsana (2009) were assisted to rebuild their homes and repair schools. Community members were also trained in disaster preparedness.

Mongolia was affected by a swine flu outbreak as well as harsh winter conditions (known as the Dzud) that claimed the lives of 8.4 million livestock. In response to swine flu, we contributed to the provision of medical supplies and equipment, hygiene education and nutrition support for at-risk populations such as pregnant women and children. And for communities affected by the Dzud, we contributed to providing a short-term food supply for remaining livestock and micronutrient support to prevent child malnutrition.

We also contributed to efforts to meet the urgent needs of families affected by September 2010 flooding in northern India that inundated one of our Area Development Programs in Uttarakhand.

Learning

The 2010 Annual Program Review includes the following case studies from Asia:

- **Sizing up your own needs – Global standards or local control in microfinance? – Thailand**
- **Taking the count in real time – The power of mobile phones – Cambodia**

Jennifer washes her baby Gladys using a gravity-fed water system installed by World Vision as part of the AusAID-funded Bogia Water Sanitation and Hygiene Project in Papua New Guinea.

ASIA AND PACIFIC

PACIFIC

Country	No. of projects in 2010	No. of projects in 2009
Pacific (multi country projects)	2	5
Papua New Guinea	20	23
Solomon Islands	15	10
Vanuatu	8	9

Key development challenges in this region include:

- Papua New Guinea still records the poorest results for social indicators of all countries in Asia and the South Pacific. It has a maternal mortality rate of 733 per 100,000, the second highest in the Asia-Pacific region.
- The leading causes of death amongst Pacific children are preventable conditions such as diarrhoea, malaria and malnutrition.
- Delivery of basic services by governments is limited, as is the capacity of civil society to demand accountable governance.
- The Pacific is the most disaster-prone region in the world. Climate change and associated sea level rises, increased occurrence of drought, pollution, degradation of habitats and waste management are also critical issues.
- It's suspected that up to100,000 people in Papua New Guinea could have HIV, with the capital Port Moresby thought to be home to half of these cases.

Strategic priorities

In 2010, we supported programs in the Pacific focusing on the following strategic priorities outlined in the World Vision Australia Field Ministry Strategy 2008-2010.

Improving health and responding to HIV and AIDS

In Papua New Guinea, World Vision Australia recently commenced the Nutrition Education for Healthy Children project in the Usino-Bundi District of Madang Province to improve the health and nutritional status of pregnant and breastfeeding women and children aged between 0-23 months.

Elsewhere in Papua New Guinea, as a result of the combined impact of our youth-focused and HIV and AIDS prevention activities, many young people have come to understand the dangers of careless sexual behaviour and taken steps to reduce the risks they face.

The Vulnerable Children Project is working to improve the wellbeing of children and their families living in settlements around Port Moresby. It focuses on improving employment prospects for the parents of vulnerable children through vocational training. The project has improved children's nutritional status and increased immunisation and birth registration rates. Importantly, it has also inspired behaviour change, with parents and young people avoiding high risk behaviours such as crime and drug taking and demonstrating a commitment to improving personal and community relationships.

Building stronger communities

Papua New Guinea faces significant social and economic governance challenges that test political and social unity. Communities remain isolated, have poor health indicators and high rates of illiteracy, and urban communities suffer from serious law and order problems. The Women are a Priority Project is providing women and men in settlement areas around Port Moresby with information and training to prevent HIV and AIDS and gender-based violence and support to develop life skills. Community groups are being formed and counsellors trained to reach out to those affected by gender-based violence.

Children in Papua New Guinea's Usino-Bundi District are benefiting from World Vision's Nutrition Education for Healthy Children Project that is teaching mothers about the importance of a varied diet for their children's health and development.

ASIA AND PACIFIC

In the Solomon Islands, the Makira Girl Child Reading and Rescue Project continues to facilitate early childhood education in 33 communities in the Makira Ulawa Province. The project has supported the entry of school-aged children into the formal education system, provided training for early childhood education trainers in 20 villages, and has strengthened the capacity of the provincial government to deliver appropriate early childhood education.

Responding to humanitarian emergencies

In response to the Pacific region's vulnerability to natural disasters, World Vision Australia continued to fund the pre-positioning of relief kits in various Pacific locations to be used in emergencies. We also supported training for local World Vision staff and community leaders in disaster preparedness and the development and review of National Disaster Preparedness Plans.

Early in 2010, World Vision responded to the eruption of the Gaua Volcano in Vanuatu, deploying staff to conduct a rapid assessment to determine the needs of the affected population, and providing relief supplies including jerry cans and tools to assist with shelter reconstruction.

Working in partnership with other NGOs and the Papua New Guinea Government, we responded to a cholera outbreak in Madang Province, providing health supplies and information to affected households.

Advocating for change

Projects to improve the participation of Papua New Guinea citizens in local government and to engage youth in social issues continued in 2010.

The Kominiti Tokaut pilot governance project successfully worked with ward development committees to strengthen the skills of local political representatives for planning service delivery in the Usino-Bundi District.

The Harmoni Musik Project continues to use music to educate young people on important issues such as HIV and AIDS, gender-based violence, and drug and alcohol abuse. Experienced facilitators deliver contextualised hip hop and contemporary music workshops, creating a space where youth can ask questions and challenge pre-conceived notions. Young women and men are learning about social responsibility and how to be role models, especially to younger children.

In Ethiopia's Homosha-Assosa region, World Vision supports a project that aims to increase the income of local mango farmers by improving market access and supporting local processing of mangoes into juice and other by-products.

AFRICA

World Vision activities	2010	2009
Total projects in region	351	379
Number of children sponsored in region	183,001	185,420
Number of ADPs supported in region	95	103
Number of non-ADP projects in region	256	276 (including AusAID)
Number of AusAID projects	32	32
People assisted with emergency relief in region	2.4 million	1.6 million
Number of people receiving food aid (in partnership with UN World Food Programme)	0.9 million	0.5 million
Total disbursed in region:[17]	$91,320,506	$128,539,491
Cash:	$70,618,784	$86,917,715
Food and goods:	$20,701,722	$41,621,775

Country	No. of projects in 2010	No. of projects in 2009
Africa (multi country projects)	20	23
East Africa (multi country projects)	2	4
Southern Africa (multi country projects)	2	3
West Africa (multi country projects)	3	4
Angola	1	Nil
Burundi	4	5
Chad	7	9
Democratic Republic of Congo	4	7
Eastern Democratic Republic of Congo	5	4
Ethiopia	31	31
Ghana	6	7
Kenya	29	30
Lesotho	17	15
Malawi	20	21
Mali	1	Nil
Mauritania	1	Nil
Mozambique	21	17
Niger	3	Nil
Northern Sudan	13	15
Rwanda	16	14
Senegal	14	16

Country	No. of projects in 2010	No. of projects in 2009
Somalia	12	17
South Africa	2	6
Sudan	10	16
Swaziland	16	17
Tanzania	17	25
Uganda	26	27
Zambia	21	20
Zimbabwe	24	26

Key development challenges in the region:

- Most countries in Africa are unlikely to meet their Millennium Development Goal targets to halve extreme poverty by 2015. Government budget constraints, weak democratic processes and poor governance contribute to poor provision of basic services such as healthcare and education.
- Protracted conflicts in Somalia, Eastern Democratic Republic of Congo and Sudan continue to create instability and restrict the humanitarian space. Women and children bear the brunt of these brutal and often forgotten conflicts.
- Climate change is contributing to food insecurity in many African countries, with droughts and food shortages on the increase.
- Many African cities continue to experience an influx of poor people from rural areas seeking better economic and educational opportunities, and to escape conflict and the impacts of climate change.
- While most countries in southern and east Africa are experiencing declining HIV prevalence rates amongst young people, the number of orphans and vulnerable children is increasing. Poor nutrition remains a major contributor to high mortality rates among people living with HIV and AIDS.

Strategic priorities

In 2010, we supported programs in Africa focusing on the following strategic priorities outlined in the World Vision Australia Field Ministry Strategy 2008-2010.

Securing household livelihoods

World Vision Australia continues to support projects that add value to farmers' produce and increase access to markets. In Ethiopia, a World Vision-supported program has assisted mango and coffee farmers to successfully sell their produce to supermarkets in the capital city. Overseas companies such as Australia's Jasper Coffee are now exploring ways of sourcing coffee beans direct from these farmers.

The Kasulu Food Security Project in Tanzania is strengthening the capacity of farmers to reduce harvest loss and to conduct market research with a view to securing higher prices for their produce. And in northeastern Uganda, the Abim Livelihood Improvement Project has equipped 600 pastoralist families with livestock management and crop production skills to create new food and income sources.

The Senegal Food and Livelihood Enhancement Initiative has contributed to sustainable improvement in incomes and household food production by training communities in environmental protection activities, increasing farmers' access to diversified agricultural income opportunities, and reintegrating trees into farmland by applying Farmer Managed Natural Regeneration (FMNR)practices (see page 41). FMNR is also being successfully implemented in Chad, Niger, Mali and Mauritania.

In South Africa, the Embo Business and Employment Hub is enabling people living in a peri-urban community near Durban to find jobs and operate small-scale businesses. The local municipal council recently agreed to provide the hub with a full-time Business and Employment Advisor.

AFRICA

Promoting peace, justice and good governance

World Vision Australia's peace building efforts in Rwanda continue through an AusAID-funded project in Gicumbi district (Northern Province) that is training government health staff, members of local community-based organisations and young people in trauma counselling skills.

In Senegal, the Kolde Equal Ability Project is working with disabled people's organisations and local communities to promote awareness of people with a disability as active and equal citizens and to address the barriers that prevent them from accessing basic social services and economic opportunities.

Protection: the child and the community

In the Gashoho ADP in Burundi, efforts to sensitise community members on issues related to child protection have begun to bear fruit. A recent example of this was when members of a local community-based child protection committee recently intervened in the case of a neglected child in their midst and took on responsibility for ensuring the child receives adequate care and protection from his family.

Through the Vitalis Phase III advocacy project in Senegal, World Vision is working in collaboration with other NGOs to improve the plight of the Talibé – young boys aged 3-14 who are sent away by their families to study the Koran with Islamic teachers (Marabouts). When the Marabouts migrate from rural areas to the city in search of better conditions, the Talibé are often forced to accompany them and go out begging on the streets to generate income. The project is working to promote awareness about the Talibé and is encouraging Marabouts to remain in rural areas where they have community support. The boys are also being provided with life skills training and access to formal education opportunities.

Although its focus is on improving health and education, an AusAID-funded project in northern Uganda's Pader District is playing an important role in improving child protection. By helping to re-establish basic health and education services in villages affected by Uganda's long-running civil war, the project has enabled displaced children to return to their home villages with their parents. Previously, the children had to remain in displacement camps, where they were extremely vulnerable to abuse, whilst their parents tried to re-establish livelihoods back in their villages of origin.

In Southern Sudan, where depression rates amongst children are as high as 40 percent, World Vision is implementing a psychosocial support project in partnership with the John Hopkins University from the United States. The project is researching and promoting the use of techniques such as play therapy and Interpersonal Group Therapy to promote psychosocial wellbeing amongst children.

Promoting gender equality

With support from World Vision Australia's Gender Enhancement Program, World Vision Ethiopia has integrated gender programming into all of its projects and has appointed gender "point persons" in all of its program cluster offices. In addition, it is working with churches and other organisations to address harmful traditional practices that affect women and girls. Significant results are being seen through changing attitudes to practices such as the tradition of priests/deacons in the Ethiopian Orthodox Church marrying young virgins in order to preserve their holiness. The Gender Enhancement Program is also being implemented in World Vision national offices in Kenya, Rwanda, Malawi, South Africa and Zambia and they have also had success in engaging with faith leaders on gender issues.

Improving health and responding to HIV and AIDS

In Ghana, the Buruli Ulcer Prevention and Treatment Project Phase II is helping to create awareness about prevention, screening and treatment for Buruli Ulcer infection, a chronic, debilitating skin disease. The project is also equipping government health personnel with skills to better manage Buruli Ulcer patients and it is training community volunteers to detect new cases.

Sylvia and her friend jump rope outside their school located in the World Vision Australia-supported Kammengo Area Development Program, southwest of the Ugandan capital Kampala.

AFRICA

Our work to support maternal and child health across Africa continues. The Moyo Wathu Community Health Project in Mozambique's Changara District is building the capacity of local Community Health Councils to strengthen the links between households and healthcare services. Among other things, women are encouraged to give birth in clinics and to ensure their children are fully immunised. To reduce child malnutrition in Tanzania, the Enhanced Staff and Community Capacity in Nutrition Project aims to equip World Vision staff working in ADPs across the country with the skills to effectively implement nutrition and child feeding education activities amongst women of childbearing age.

In Uganda, the recently completed HIV and AIDS Care, Support and Treatment Project exceeded most of the targets it set for wellbeing improvements for people living with HIV and AIDS in the target communities. These included:

- improved access to HIV and AIDS treatment services;
- increased access to livelihood support;
- improved health status and productivity; and
- good adherence to anti-retroviral therapy.

The project evaluation also found reduced stigma faced by people living with HIV and AIDS and effective partnerships with district health officials and local HIV and AIDS organisations. The need for greater focus on care, support and treatment for HIV-positive pregnant women and their babies has been identified. And in a first for World Vision Australia, a new HIV and AIDS project focusing on children aged below five years has now commenced.

Learning

The 2010 Annual Program Review includes the following case studies from Africa:

- **Accessing carbon markets – Getting a stove under the pot and being rewarded for doing so – Ethiopia**
- **More bang for your buck – Harnessing a community's comparative advantage – Ethiopia**
- **Poverty is a woman's face – Lessons for gender programming in Africa – Burundi**
- **The space between – The dance of a Country Program Coordinator in the field – Kenya**
- **Value for money or humanitarian imperative? A financial crisis for Darfur – Sudan**

In Niger, women bring their children to a health centre for nutrition screening coordinated by World Vision and local government health staff.

Case study

Responding to Niger's nutrition crisis

The West African nation of Niger is among the world's poorest countries. Consisting of two-thirds desert, Niger has a growing population that is dependent on a short and unpredictable rainy season for its annual grain harvest. Many of Niger's children are chronically malnourished and the country records one of the world's highest rates of child mortality; 167 out of every 1,000 children do not live to see their fifth birthday (UNDP Human Development Report 2010).

The 2010 hunger season was one of the deepest in recent times and it pushed the country into its second nutrition crisis in 10 years. With an AusAID grant of $1 million, World Vision Australia worked with World Vision Niger to facilitate a community-based approach to the management of malnutrition, targeting moderately and severely malnourished children between the ages of six months and five years. This 12-month program is based out of 36 government rural health centres in five regions covering an area of more than 1,000 kilometres. It's a highly complex operation requiring considerable food management logistics capacity and nutrition programming expertise.

Planning for a transition program beyond this emergency response is challenging because there is no obvious shift from relief to rehabilitation and then to development. Niger's nutrition problems are deeply entrenched and seasonal; they are chronic, cyclical and predictable. For eight months of the year, the country experiences high levels of chronic malnutrition and for four months of the year (sometimes more), it experiences acute malnutrition.

This isn't going to change in the near future, so a reactive programming model which takes the two shifting contexts into account is required; one that tackles the root causes of chronic malnutrition for most of the year and then shifts into preventing deaths due to acute malnutrition once the hunger season sets in.

This obviously has ramifications for staffing, management and program sustainability. World Vision Niger will need insightful and ongoing support from the World Vision International Partnership for some years to mount a successful and sustainable response to these considerable challenges.

You should never let your fears prevent you from doing what you know is right.

- Aung San Suu Kyi

Luis and his family enjoy the health benefits of eating fruit and vegetables. In Peru, World Vision assists families to improve their home gardens so that they can develop additional sources of nutritious food and household income.

LATIN AMERICA AND CARIBBEAN

World Vision activities	2010	2009
Total projects in region	115	117
Number of children sponsored in region	89,823	88,944
Number of ADPs supported in region	56	58
Number of non-ADP projects in region	59 (including AusAID)	59 (including AusAID)
Number of AusAID projects	12	12
People assisted with emergency relief in region	209,000	41,401
Number of people receiving food aid (in partnership with UN World Food Programme	143,000	Nil
Total disbursed in region:[18]	$29,818,581	$35,793,443
Cash:	$29,680,225	$35,793,443
Food and goods:	$138,356	Nil

Country	No. of projects in 2010	No. of projects in 2009
Latin America and Caribbean (multi-country projects)	5	6
Bolivia	7	9
Brazil	15	21
Chile	8	8
Colombia	8	7
Ecuador	9	10
Guatemala	9	9
Haiti	16	9
Honduras	12	13
Nicaragua	10	10
Peru	8	15

Key development challenges in the region:

- The global financial crisis continues to undermine efforts to tackle poverty in Latin America. The significant slowdown in economic growth has increased unemployment and the living conditions of millions of people are rapidly deteriorating.
- The higher frequency of natural disasters (such as the recent earthquakes in Haiti and Chile, floods in Peru, and hurricanes and droughts in Central America) is intensifying the food security crisis in the region. Many countries in Latin America are being forced to adapt their food security strategies to the new challenges of climate variability and change.
- Insecurity and organised crime have increased across the region.
- Latin America continues to face challenges associated with rapid and unplanned urbanisation and high levels of migration from rural areas to towns and cities.

Strategic priorities

In 2010, we supported programs in Latin America and the Caribbean focusing on the following strategic priorities outlined in the World Vision Australia Field Ministry Strategy 2008-2010.

Securing household livelihoods

In 2010, programs focused on improving livelihoods have helped Latin American farmers to diversify and improve agricultural production, develop entrepreneurial abilities and access microfinance. Technical assistance in production, commercialisation and natural resource management has improved agricultural and livestock practices.

In Peru, the K'ana Permaculture project has improved food security by enhancing the productivity and resilience of families living in this ADP community. In 2010, the project supported 503 families in developing bio-gardens and livestock production units.

As a result of the Commercialisation of Diversified Production project in Honduras, 375 farmers have increased their production by 25 percent. This improvement is having a positive impact on the lives of their children. Severe malnutrition in the area has decreased from 4.78 percent to 0.8 percent, and chronic malnutrition has fallen from 86.39 percent to 69 percent. For the first time, farmers organised in local associations have established commercial agreements and are now accessing new markets.

In Nicaragua, an agro-forestry project is tackling the effects of climate change, and extensive deforestation and soil erosion from years of unsustainable agricultural practices. By attending "farm schools", 80 farmers are receiving practical training on crop diversification and reforestation techniques. They are now replicating these skills among neighbours and family members and using them to increase agricultural production. The new crops they are growing are drought resistant, easier to transport and sell, and are helping to reduce malnutrition levels by providing families with a more varied diet.

Enhancing community participation and rights

A World Vision Australia-supported social monitoring advocacy project in Bolivia is helping to hold government officials accountable for their investment in women and children's development programs. Networks of children and women have been trained to develop strategies and negotiate proposals with local, municipal, departmental and national government authorities. To date the women's and children's networks have achieved the establishment of a domestic violence agency in one municipality, trained and presented public policy proposals to new municipal authorities, and signed Memorandums of Understanding with 12 municipal authorities.

In Brazil, there is a continued emphasis on promoting rights through Citizen Voice and Action, a World Vision initiative that aims to empower people to demand better governance and accountability from service providers. In 2010, the focus has been on teaching young people about government policies and public budgeting. Participants have gained knowledge about their rights and have been equipped with leadership skills to rally their communities and local governments to provide basic services, particularly in education and health.

LATIN AMERICA AND CARIBBEAN

Building stronger communities

World Vision Australia continues to support projects that strengthen community resilience and improve people's ability to respond to natural disasters. In Guatemala, the Community Emergency Response and Disaster Mitigation project increased the level of preparedness in communities of the Huehuetenango region. Emergency response plans have been developed and emergency drills have been staged. During recent torrential storms which caused devastation throughout the country, staff observed that communities in Huehuetenango were better prepared than others. Community members now feel more confident in their ability to respond effectively to natural disasters.

In Haiti, we have been supporting initiatives geared towards strengthening local government capacity to assist those affected by the January 2010 earthquake. We worked with the local government, community leaders and NGOs to ensure that there was even and fair distribution of food and non-food aid items in rural displacement camps where quake survivors had gathered seeking shelter.

Advocating for change

The Indigenous Citizenship Project in Bolivia was recognised in 2010 by the National Electoral Court for its contribution to democracy. World Vision Bolivia, in coordination with the National Police and National Electoral Court, has reached its goal of providing 100,000 people, primarily indigenous women and children, with legal identity documents. The project has also trained networks of indigenous children and women (constituting 33,000 people) in their rights as citizens under Bolivia's new constitution.

The AusAID-funded Indigenous Child Rights project in Ecuador has raised awareness amongst children, adolescents, parents, community leaders and citizens about children's rights. In 2010, children and adolescents continued to be trained in journalism, human rights, self-esteem, gender issues and community organisation. As a result, young adults have started to develop leadership skills and are now participating in advocacy actions within their own community. The project supported the creation of youth networks which are lobbying to become part of Ecuador's Children and Adolescent Cantonal Councils.

Learning

The 2010 Annual Program Review includes the following case studies from the region:

- **Gen Y and rights in Rio – Young people, empowerment and public policy – Brazil**
- **Give me the hard evidence – Mental health and psychosocial support in Haiti's earthquake response**

Lorvencia, aged 6, receives treatment for facial wounds. In the days following the Haiti earthquake, World Vision delivered emergency medical supplies to hospitals to assist with the treatment of thousands of injured citizens.

Case study

Haiti earthquake response

On 12 January 2010, a 7.3 magnitude earthquake struck a few miles south of Haiti's capital Port-au-Prince. Although roughly one hundredth the power of the earthquake that triggered the Asian tsunami, the quake toppled thousands of dwellings clinging to hillsides and flattened poorly-constructed city blocks, killing some 200,000 people in minutes. No World Vision Haiti staff members lost their lives, but many lost loved ones. Nearly one in 10 inhabitants of the city was killed, and a similar proportion injured.

Compelling images of quake devastation mobilised a massive outpouring of global sympathy and generosity. World Vision Australia raised A$9.96 million through its Haiti earthquake appeal and received an AusAID grant of A$250,000. Globally, World Vision had raised US$186 million by the end of April 2010 for the Haiti response, which focuses on the provision of food aid and non-food relief items, water, sanitation and hygiene support, child protection and shelter.

The logistical challenges of responding, however, were immense. The city was largely destroyed and access to roads, the airport and port were all restricted. It was also a highly complex operating environment. There was public criticism that the response was too slow in the first days after the disaster. Security restrictions slowed relief distributions and access to those in need. Haiti's government was dysfunctional before the earthquake and this led to a governance vacuum in the wake of the disaster. A huge number of actors – including the military, and many volunteers and start-up NGOs with no disaster-relief experience – crowded the humanitarian space and made coordination and decision making highly complex.

Despite all this, World Vision is responding in 12 Haiti displacement camps and so far we have managed to:

- provide food aid to 945,000 people
- distribute emergency relief items to 394,000 people
- provide meals to 121,000 children in 454 schools
- provide cash for work to 6,533 people
- assist 5,025 children each week through Child Friendly Spaces and informal education
- provide 1.5 million litres of drinking water daily
- run 12 mobile health clinics

It's anticipated that Haiti will need help for the better part of a generation. A recent cholera outbreak that has claimed over 2,000 lives is an example of the challenges that remain. World Vision is planning a five-year response and expecting to be in the country for many years beyond this.

We must not only speak about forgiveness and reconciliation – we must act on these principles.

- Desmond Tutu

Despite the challenges created by internal conflict and natural disaster, these children in a camp for displaced people in Pakistan can still raise a smile.

MIDDLE EAST, EASTERN EUROPE, CENTRAL ASIA

World Vision activities	2010	2009
Total projects in region	61	68
Number of children sponsored in region	5,907	5,054
Number of ADPs supported in region	4	4
Number of non-ADP projects in region	57 (including AusAID)	64 (including AusAID)
Number of AusAID projects	13	17
People assisted with emergency relief in region	222,700	35,772
Number of people receiving food aid (in partnership with UN World Food Programme)	27,000	27,022
Total disbursed in region:[19]	$11,661,002	$16,189,402
Cash:	$10,236,162	$12,914,375
Food and goods:	$1,424,840	$3,275,027

Country	No. of projects in 2010	No. of projects in 2009
Middle East, Eastern Europe and Central Asia (multi country projects)	5	7
Afghanistan	6	6
Albania	3	4
Armenia	2	2
Azerbaijan	4	7
Bosnia and Herzegovina	2	2
Georgia	2	2
Jerusalem/West Bank/Gaza	9	11
Lebanon	15	13
Pakistan	12	12
Romania	Nil	1
Uzbekistan	1	1

Key development challenges in this region include:

- Ongoing civil unrest, instability and conflict continue in Pakistan, Afghanistan and the Gaza Strip, with major impacts on the lives of community members, particularly children, and on overall regional security. Average malnutrition rates among Palestinian children are as high as 75 percent.
- The diminishing humanitarian space (including specific targeting of humanitarian agencies by combatant groups) is a significant problem affecting the provision of humanitarian assistance in Afghanistan and Pakistan.
- Increasing urbanisation in Lebanon and across Eastern Europe is resulting in social dislocation and increasing urban poverty with a rise in unemployment, and increasing incidence of street children and forced labour.
- Child labour, abuse and sexual exploitation are problems throughout the region. In Pakistan alone, there are an estimated 1.2 million children living and working on the streets; in Afghanistan it is estimated that 24 percent of children aged 7-14 are working, many in exploitative conditions.
- Violence and discrimination against women affects many countries. In Afghanistan, women who try to engage in public life are frequently intimidated, threatened or attacked.

Strategic priorities

In 2010, we supported programs in the Middle East, Eastern Europe and Central Asia focusing on the following strategic priorities outlined in the World Vision Australia Field Ministry Strategy 2008-2010.

Promoting peace, justice and good governance

World Vision Australia continues to support World Vision's regional peace network, PeaceNet, as it enhances the capacity of our staff and partners and works to ensure that peace building is integrated with all our development activities. PeaceNet's areas of focus this year included leadership development, innovative use of different technologies to enhance communication and learning, and strengthening the network structure to ensure greater links to external peace building groups. Small-scale peace building projects exploring the involvement of children and youth were successfully piloted in partnership with local civil society and government. Examples included a child peace forum in Lebanon, efforts linking school and community to promote diversity in Bosnia and Herzegovina, and "peers for peace" in Albania and Kosovo.

The importance of peace building as an essential theme in World Vision's work was tragically brought home to us in March when seven local staff members lost their lives in an attack on a World Vision office in northwest Pakistan. This senseless act of violence reinforced our commitment to peace building activities that include sensitising community leaders, raising awareness on child and citizen rights, and humanitarian protection.

Building stronger communities

In Albania and Georgia, World Vision partnered with Christian and Muslim leaders and teachers in Channels of Hope, an innovative approach to promoting HIV and AIDS awareness and prevention education. This approach adopts creative and entertaining ways to involve communities, particularly youth, in activities including life-skills training and peer education.

Similar creativity was used to combat HIV in Afghanistan where this culturally taboo subject is notoriously difficult to address. World Vision has successfully rallied the support of government representatives, religious and local community leaders in a project that targets intravenous drug users, prison inmates, truck drivers and sex workers. Peer educators, mobile clinics and the media have been used to deliver culturally sensitive HIV and AIDS awareness and prevention education.

In Azerbaijan, World Vision continues to implement an economic development project to assist internally displaced people living in remote areas bordering Armenia, many who have been dependent on food aid for up to 16 years. This project has been nurturing people's capacity to identify and address their own problems. By strengthening and encouraging membership in community groups and civil society organisations, the project has been effective in mobilising economic and social self-help, as well as providing additional channels of communication between government and local communities.

MIDDLE EAST, EASTERN EUROPE, CENTRAL ASIA

Protection: the child and the community

During 2010, World Vision supported a de-institutionalisation network across seven Eastern European countries to respond to the needs of children living in welfare institutions. The network facilitates sharing on best practices and works for child welfare reform across the region. It also promotes innovative pilot projects that link World Vision's activities with advocacy initiatives to reform government child welfare systems. In Armenia, for example, World Vision successfully advocated for the closure of a juvenile institution where young alleged offenders were at risk of abuse and lacked opportunities for rehabilitation. It has now been replaced with an alternative Community Justice Centre which provides prevention and rehabilitation services.

In Pakistan, rapid rural-urban migration is resulting in huge concentrations of extremely vulnerable families and working children living in urban slums. A World Vision drop-in centre in Rawalpindi is assisting street and working children with counselling services, recreational opportunities, education bridging courses, and by supporting livelihood opportunities for parents. There are plans to open a second drop-in centre in Lahore during 2011.

Responding to trauma

In many refugee camps in Lebanon, high unemployment, inability to gain work permits, poor access to secondary schooling and poor living conditions have compounded feelings of despair and hopelessness amongst young people. World Vision is assisting youth in the camps with leadership skills and life skills training so that they have tools to manage their own development and participate in the development of their community. During 2010, World Vision trained 25 youth volunteers as group leaders who collectively organised nine community events throughout the year.

In 2010, World Vision Australia's support for communities living in the Gaza Strip was given a significant boost with the implementation of a large AusAID-funded integrated project aimed at supporting fishing and farming families devastated by conflict. Working in close partnership with local community-based organisations, the project's areas of focus include the rehabilitation of war-affected agricultural land, re-equipping fishing communities, raising awareness and support for psychosocial services, and improving governance in project partners.

Our lives begin to end the day we become silent about things that matter.

- Martin Luther King Jr.

In the wake of the Pakistan floods, World Vision established health centres and mobile clinics in camps for the displaced to provide basic medical treatment, therapeutic and supplementary feeding for malnourished children, as well as health education.

Case study

Pakistan floods response

In late July 2010, unusually heavy monsoon rain fell across north western Pakistan and triggered exceptionally heavy flooding. At its peak, 20 percent of the country was under water. An estimated 2,000 people lost their lives in the flood waters and as many as 20 million were affected through displacement, and damage to or destruction of homes and livelihoods.

The cost of reconstruction combined with damage to the national economy is estimated at over US$43 billion. It was the third large emergency to strike the country in five years, together with the 2005 Kashmir earthquake and war and displacement in 2009.

World Vision Australia launched an appeal to the public in early August and also applied for AusAID funding. By the beginning of November 2010, we had raised A$5 million from the general public and received more than A$1.5 million in AusAID emergency grants.

Initial challenges in our response to the floods included a moderately low media profile (given the scale of the emergency), limited staff capacity within Pakistan, a highly insecure environment, and the enormous scale of infrastructure devastation that made supply-chain management difficult.

World Vision is responding to the needs of affected people in the provinces of Khyber-Pakhtunkwa, Sindh and Punjab, providing assistance with food, shelter and non-food relief items, water, sanitation and hygiene, health and nutrition, as well as protection.

So far, we have reached over 650,000 people with almost 10,000 metric tonnes of food aid, provided non-food relief items to nearly 200,000 people, and treated almost 6,000 malnourished people. More than 600 staff have been recruited to deliver this response and they have been supported by World Vision relief expertise deployed from around the globe. Security, logistics and underfunding remain as key challenges.

CORPORATE GOVERNANCE

Corporate governance is the system by which an organisation is directed and controlled. The aim of corporate governance is to create long-term, sustainable value for the organisation's stakeholders especially, in the case of World Vision Australia, those who we serve. The Board recognises its role in overseeing the determination of and implementation of processes which reflect good corporate governance and understands that these processes must be embedded into the daily operations of the organisation for World Vision Australia to have the best opportunity to achieve the organisation's Mission. We recognise that this is another area in which we must continuously make improvements by considering, reviewing, testing and changing processes.

In Kenya, Dorcas and her siblings now have improved access to clean drinking water as a result of a World Vision water and sanitation project in their community.

Let there be no pride or vanity in the work. The work is God's work, the poor are God's poor. Put yourself completely under the influence of Jesus, so that he may think his thoughts in your mind, do his work through your hands, for you will be all-powerful with him to strengthen you.

- Mother Teresa

CORPORATE GOVERNANCE

Although not a listed entity, World Vision Australia supports the Australian Securities Exchange Principles of Good Corporate Governance and Best Practice Recommendations and applies them insofar as it is sensible and realistic to do so in the context of a large, not-for-profit organisation and with due regard to the scope of its operation and level of donor and public interest. During 2010, these principles have been applied in the following ways.

1. LAYING SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

The Board's primary role is to direct the activities of World Vision Australia towards living out its Vision and achieving its Mission and goals.

During 2010, the Board reviewed and updated the Board Policy Manual to ensure that a clear policy structure is in place and reviewed the authorities and delegations to the Chief Executive Officer (CEO). The Board reaffirmed its legal responsibilities together with its other specific responsibilities:

- setting the strategic direction for World Vision Australia, assessing progress towards strategic objectives and approving policies to work towards those objectives;
- appointing and evaluating the performance of the CEO and determining his/her remuneration and conditions of service;
- approving the appointment and remuneration of executives who report directly to the CEO;
- approving and monitoring the annual budget;
- considering and approving strategies and policies to ensure appropriate risk management;
- monitoring and receiving advice on areas of operational business opportunities and financial risk;
- ensuring compliance with laws and policies;
- appointing Board Committees to assist in effective governance.

CEO and delegation to management

The CEO is responsible for the achievement of organisational and operational plans (as approved by the Board) and the organisational implementation of the Board policies. The Board regularly reviews and ensures that all necessary and appropriate delegations are in place to enable the CEO and World Vision Australia management to meet this responsibility.

With the approval of the Board, the CEO has appointed an Executive Team to be responsible for various divisions of the organisation and has sub-delegated various authorities accordingly. As well as acting individually within their respective authorities, Executive Team members also act collectively to advise the CEO on matters where a collective process will improve organisational results. To this end the Executive Team generally meets on a weekly basis, with additional operational and retreat-style meetings scheduled periodically.

2. STRUCTURING THE BOARD TO ADD VALUE

Board composition

The Board is comprised entirely of independent non-executive directors who have a broad range of skills and who individually and collectively exercise their judgment to ensure optimum results for the organisation. On a regular basis, the Board Development and People Committee conducts reviews of the combined Board skills after considering the challenges facing the organisation and any impending Board member retirements. The committee seeks out, liaises with and assesses suitability of potential Board members for consideration by the Board.

Newly appointed Board members are given a thorough induction program to assist them to become quickly effective in their role.

Directors are initially appointed for a term of three years with the possibility of two additional terms. Under limited circumstances, including the appointment to a World Vision International directorship, a director may be appointed for an additional term. Prior to re-appointment, directors currently undergo a Peer Review interview with two or three fellow directors. This interview is designed to review and assess the individual's performance as a director and his/her continued commitment to the Mission of the organisation. Early in 2011 the Board will conduct individual director assessments – whereby each director will assess each of the other directors – to achieve an ever more comprehensive Board assessment.

The Chair and Deputy Chair of the Board are elected annually. World Vision Australia's Constitution does not permit any employee of World Vision Australia, including the CEO, to be a director of World Vision Australia.

Board Chair

The Board Chair's primary responsibility is to ensure the integrity of the Board's processes. The Chair maintains the relationship between directors and management to ensure productive cooperation. Ms Anne Robinson was elected as Chair in November 2005 and has since been re-elected annually.

Board meetings and Board Committees

The Board meets at a frequency that allows it to discharge its duties. This is generally five times each year but additional meetings are scheduled as required. During the 2010 financial year, the Board met eight times, including two special meetings held to examine specific matters. Workshops or forums are held periodically to provide opportunities for further Board engagement in strategic and other important issues. Opportunities are created for Board members to receive and discuss, on both formal and informal bases, information about the organisation's activities. The Board conducts an annual retreat during which complex and/or controversial issues that cannot be effectively handled during a regular Board meeting are discussed in detail.

The CEO and members of the Executive Team participate in Board meetings. Agenda setting is a collaborative process that is coordinated by the Company Secretary, guided by a formal calendar of activities, with input from the Board Chair, Committee Chairs, the CEO and Executive Team, with final approval by the Board Chair.

The Board does not delegate major decisions to committees but charges various committees with the responsibility to consider detailed issues and to make appropriate recommendations to the Board.

Annually, each standing committee provides the Board with a review of its performance against the expectations contained in the charters.

Board Executive Committee

The Board Executive Committee meets in exceptional circumstances between meetings of the full Board. The Executive Committee includes the Chair and Deputy Chair of the Board, the other Committee Chairs and an additional director elected by the Board. Its purpose is to assist the Board by carrying out specific tasks as delegated by the full Board. The Executive Committee did not meet during the reporting period.

Board Development and People Committee

The Board Development and People Committee reviews and contributes to Board and organisational human resource strategies and policies. In particular, the committee is responsible for:

- assisting the Chair and the Board in evaluating the performance and remuneration of the CEO;
- monitoring and evaluating individual director performance, Board and Committee Chair performance and collective Board performance;
- nominating potential new Board members; orienting and training Board members;
- reviewing policy recommendations and guidelines relating to significant human resources issues, including the terms of employment and remuneration for executives, strategies and succession planning; and
- monitoring organisational culture and compliance with the Mission and Core Values of World Vision Australia.

At the date of this report, members of this committee were Colin Carter (Chair), Louise Baur, John Conn, Michael Prince and Anne Robinson.

Audit Committee

Details of the role, functions and membership of the Audit Committee are set out under "Safeguarding Integrity in Financial Reporting" and "Recognising and Managing Risk".

Other committees

The Board may also establish ad hoc committees for the purpose of considering and advising on specific, generally short-term matters. Three such committees were established during the year, each of which reported to the Board during the course of normal Board meetings.

Conflicts of interest

Any actual or potential conflict of interest must be fully disclosed to the Board. The Board has adopted a comprehensive Conflict of Interest Policy designed to ensure that any potential conflicts are disclosed, considered and handled appropriately.

Independent advice

Any director may seek such independent legal, financial or other advice as he/she considers necessary, at World Vision Australia's expense, provided the advice sought is in writing and is directly relevant to World Vision Australia affairs.

3. PROMOTING ETHICAL AND RESPONSIBLE DECISION MAKING

Conduct and ethics

The Board expects World Vision Australia as a whole, every director and employee to conduct themselves with the highest ethical standards. World Vision Australia has a Code of Conduct which outlines World Vision Australia's expectations and enables directors and employees to share a common understanding regarding how to conduct themselves in a manner that upholds and maintains World Vision Australia's Core Values.

Understanding the Core Values is an integral part of director and employee induction programs.

World Vision Australia also has a Whistleblower Policy designed to reinforce a culture in which honesty, integrity and business ethics are part of the everyday behaviour of World Vision Australia. The policy applies to employees, volunteers, contractors and the general public in relation to reports concerning improper conduct. World Vision Australia is committed to protecting and respecting the rights of a person who reports improper conduct in good faith and will not tolerate any retaliatory action or threats of retaliatory action against any person who has made or who is believed to have made a report of improper conduct.

Responsible decision making

With the Core Values and its Code of Conduct as the abiding framework, World Vision Australia aims to place decision making authority and the related accountability as close to those affected by the decision as possible. Decisions on matters involving highest risk and broadest scope are made by the Board or the CEO following the appropriate consultative and informative process.

4. SAFEGUARDING INTEGRITY IN FINANCIAL REPORTING

Audit Committee

The role of the Audit Committee is to assist the Board to meet its responsibilities for the integrity of World Vision Australia's financial reporting, compliance with external regulatory framework and internal standards, the effectiveness of the internal control and risk management framework and the effectiveness of internal and external audit functions. To this end the Audit Committee:

- oversees the financial reporting process to ensure the balance, transparency and integrity of published financial information;
- reviews the adequacy and disclosure of financial statements and reviews budgets;
- reviews the effectiveness of internal control and risk management systems and approves the annual schedule of proposed internal audit activities;
- approves audit reports and risk management issues and reviews financial and operational risk assessments;
- oversees the external audit function, including recommending the appointment of, liaising with and assessing the performance of the external auditor;
- monitors management responses to audit issues;
- provides advice on financial and other issues; and
- considers matters raised by management, initiating enquiries in the areas of ethics, due diligence investigations, insurance, legal issues and statutory requirements.

The Audit Committee must satisfy itself as to the independence of the external auditor. This includes monitoring the ongoing relationships which former partners and employees of the external auditor have with World Vision Australia, and the services they supply to World Vision Australia, and monitoring the employment of such persons in senior management positions at World Vision Australia and their appointment as directors. The Audit Committee reviews any proposed appointment of former partners or employees of the external auditor to any executive role within World Vision Australia.

The committee has an appropriate number of members with formal qualifications to assist it to discharge the technical aspects of these responsibilities. At the date of this report, members of the Board Audit Committee were Shannon Adams (Chair), Barry Pipella, Rob Goudswaard, John Harrower and Donna Shepherd.

5. MAKE TIMELY AND BALANCED DISCLOSURE

Disclosure is inextricably linked with accountability to stakeholders. World Vision Australia and the broader World Vision Partnership is committed to continually improving the mechanisms by which it internally gathers information and reports to its stakeholders on progress towards delivering on its commitments and use of the resources entrusted to it. World Vision Australia prepares and makes available a variety of reports, each aimed at providing the information necessary to improve accountability and transparency.

6. RECOGNISING AND MANAGING RISK

World Vision Australia is committed to an organisational culture that enables it to achieve its strategic objectives through appropriate management of risk. The Board-approved Risk Management Policy and Guidelines which, together with sound risk management practices, help World Vision Australia take advantage of opportunities while also mitigating threats to its objectives and operations. The process used by World Vision Australia to identify, analyse, prioritise and treat risk is consistent with the AS/NZSISO 3100:2009 Risk Management Standard.

Commitment from all levels of the organisation is required to demonstrate behaviours which are consistent with a risk-conscious culture. All staff have a role to play, and are made aware of that role, in achieving World Vision Australia's strategic objectives.

The Board is responsible for considering and approving strategies and policies to ensure appropriate risk management, and monitors compliance of the Risk Management Policy and Guidelines. The Board has delegated its oversight of the Risk Management Policy to the Audit Committee including review of the effectiveness of World Vision Australia's internal control framework and risk management processes.

Management is responsible for designing, implementing, reviewing and providing assurance as to effectiveness of the policy. Risk assessments are conducted and risks across World Vision Australia are identified for analysis, treatment and/or monitoring. These risks are rated and assigned to members of the Executive Team as "risk owners" who are responsible for management of each risk. The risk owner adopts and approves the risk treatment plan for their area of risk. Risk treatment plans include measures such as periodic audits and internal reviews of processes and policies.

World Vision Australia focuses on enterprise/organisation-wide risk to inform its internal audit plan. Internal audits are completed on areas identified and assessed as highest risk that include financial controls (including treasury, payroll, procurement and payments), child protection, donor promise and compliance with regulators and government. While the financial control/financial assurance aspect of internal audit and other areas mentioned retains its importance, the audit plan is balanced to ensure coverage of broader risks in the organisation such as marketing initiatives and programming controls. It also recognises that there are some business cycles that need regular monitoring such as occupational health and safety.

In addition to the internal audit program, ongoing risk management is applied to new and existing business processes. Management is also required to annually self assess its compliance with World Vision Australia policies and procedures.

7. REMUNERATING FAIRLY AND RESPONSIBLY

Policy

World Vision Australia's Remuneration Policy strives to reach an appropriate balance between the need to recruit and retain appropriately motivated, skilled and experienced staff to carry out the strategic objectives of the organisation with the organisation's Christian Mission, not-for-profit status and reliance on donated funds. Generally, World Vision Australia positions salary packages at the 25th percentile of the general industry rate. For executive staff reporting directly to the CEO, salaries are positioned at the 10th percentile. World Vision Australia uses the Hay Group as its source of general market information, and to establish the benchmark rates.

Directors

No fees are paid for serving as a director. World Vision Australia does cover reasonable expenses incurred by directors in the course of their acting as directors of World Vision Australia. These include travel and accommodation expenses required to attend Board meetings and training and development costs. Every effort is made to keep all costs within very modest budgets.

Executives

The remuneration of the CEO and the Executive Team is reviewed and approved on an annual basis by the Board. Details of remuneration of the CEO and Executive Team in 2010 are included under "Remuneration of Key Management Personnel" at note 22 of the Audited Financial Statements and Accounts. A summary table is provided below:

Executive	Salary	Superannuation	Total
Tim Costello	$220,484	$35,321	$255,805
Grant Dawson	$146,690	$18,225	$164,915
Conny Lenneberg	$155,068	$13,619	$168,687
David Paterson	$262,186	$20,805	$282,991
Melanie Gow	$136,921	$10,286	$147,207
Bob Mitchell	$133,919	$11,791	$145,710
Jenny Ward	$124,294	$11,044	$135,338

CORPORATE GOVERNANCE

DIRECTORS

ANNE ROBINSON (BOARD CHAIR)
BA LLB (HONS), FAICD, TEP

Special Responsibilities:
Executive Committee (Chair), Member of Board Development & People Committee

Anne Robinson joined the Board in 2000 and was elected as Chair in November 2005. Anne is principal of the legal firm, Prolegis, which provides legal services to not-for-profit organisations. She graduated BA LLB with first class honours in international trade law and has published papers on international law, ecclesiastical law and religious freedom. She has been involved in governance for a number of Christian ministry organisations for 30 years. Anne is also Chair of the Australian Charity Law Association, and has been involved in much of the current charity law reform agenda in various capacities, including as a member of the Australian Government's National Compact Sector Advisory Group.

SHANNON ADAMS
LLB, FAICD

Special Responsibilities:
Audit Committee (Chair), Executive Committee

Shannon Adams joined the Board in 2005. Shannon is a lawyer who has advised financial institutions and insurers for over 27 years. He has been the managing partner of several legal firms and is presently a partner at Langes+. He specialises in financial services, insurance law and corporate governance, with a strong emphasis on the mutuals sector.

DR LOUISE BAUR
AM, BSC (MED), MB, BS (HONS), FRACP, PHD

Special Responsibilities:
Board Development & People Committee

Louise Baur joined the Board in 2007. Louise is Professor in both the Discipline of Paediatrics and Child Health and the Sydney School of Public Health at the University of Sydney. She is a consultant paediatrician at The Children's Hospital at Westmead, the main paediatric institution in Sydney. She has long-standing expertise in various aspects of child health and public health. In 2010, Louise was made a Member of the Order of Australia "for service to medicine, particularly in the field of paediatric obesity as a researcher and academic, and to the community through support for a range of children's charities".

BARRY PIPELLA
FAICD

Special Responsibilities:
Audit Committee

Barry Pipella joined the Board in 2005. He is the Vice President for Sector and Sales (Australia and New Zealand) for IBM Global Technology Services and is responsible for the growth of application and infrastructure outsourcing and hosting services in the region.

DIRECTORS

COLIN CARTER
B.COM, MBA

Special Responsibilities:
Board Development & People Committee (Chair)

Colin Carter joined the Board in 2008. Colin has over 31 years consulting experience advising on business strategy, corporate governance and organisational issues. Colin retired from full-time consulting work with the Boston Consulting Group in 2001 and has since been a director of Origin Energy Ltd and a Commissioner of the Australian Football League. Colin currently serves on the boards of Wesfarmers Limited, Seek Limited and the Geelong Football Club as a non-executive director. He is also a director of the Cape York Institute for Policy and Leadership and the Indigenous Enterprise Partnership and Chair of the AFL Foundation.

ROB GOUDSWAARD
B.EC, GRAD DIP CORP FIN, F Fin, FAICD

Special Responsibilities:
Audit Committee

Rob Goudswaard joined the Board in 2008. He is currently the CEO and a Director of Rural Finance Corporation based in Bendigo. Prior to this, Rob had 30 years experience with Australia and New Zealand Banking Group Limited in various roles including Chief Risk Officer Institutional, Managing Director Regional, Rural and Small Business Banking, General Manager of Personal Banking Asia and Pacific, and Chief Operating Officer with ANZ Small to Medium Business. He is a Fellow of the Williamson Leadership Community Program and an Alumni of Melbourne Business School, London Business School and Wharton/RAM University of Pennsylvania. Rob has a Bachelor of Economics from Latrobe University, a Postgraduate degree in Corporate Finance from RMIT, and he attended the senior management programs at Melbourne Business School and London Business School.

BISHOP JOHN HARROWER
OAM, BE, BA, CENG CEI; MICHEME. THL, ADV DIP MISSL STUD. MA (THEOL), FAICD

Special Responsibilities:
Audit Committee

Bishop John Harrower joined the Board in 2006. John graduated with honours in Chemical Engineering from Melbourne University in 1970 and worked as a petroleum engineer with Mobil Oil. During these years he pursued studies in economics and political science, completing a Bachelor of Arts. A change of direction stemming from an invitation to work as a university lay chaplain took him to the Anglican Missionary training college in Melbourne in 1977. John lived and worked in Argentina for nine years in university chaplaincy, book publishing and distribution. He was ordained a priest in 1986 and was installed as the 11th Bishop of Tasmania in 2000. In that same year he was awarded a Medal of The Order of Australia "for service to the community through the Anglican Church and as a missionary". John holds senior positions on mission boards and national committees of the Anglican Church.

MICHAEL PRINCE
BA (HONS), MASTER OF CHRISTIAN STUDIES, DIP PROF COACHING

Special Responsibilities:
Executive Committee, Board Development & People Committee

Michael Prince joined the Board in 2006. Michael is a director of The Winding Staircase, a consultancy group offering services in coaching, coach training, and leadership development. He brings significant experience in international development in Asia and the Pacific. He graduated with a Bachelor of Arts from the University of Western Australia and a Master of Arts in Christian Studies from Regent College, Vancouver, Canada.

DONNA SHEPHERD
BA, MIIM, GAICD

Special Responsibilities:
Audit Committee

Donna Shepherd joined the World Vision Australia Board in 2008 and the World Vision International Board in 2010. Donna is the Managing Director of Creating Communities Australia, a community and economic development consultancy. Donna holds a Masters in International Administration from the School for International Training in Vermont USA. She has worked in the USA, Tunisia, Ecuador and Australia and has extensive experience in social planning, strategic planning, community engagement, communications and training. Donna is currently also on the Indigenous Advisory Group for World Vision Australia and the EnviroDevelopment Board for the Urban Development Institute of Australia, WA.

Other directors who held office during the year:

JOHN CONN
BA (ACCOUNTING), GRAD DIP (ARTS), GRAD DIP OF FINANCIAL PLANNING, FAICD

Special Responsibilities:
Audit Committee (Chair), Executive Committee

John Conn joined the Board in 2004 and held office until 30 September 2010. John is a former General Manager at Australia and New Zealand Banking Group Limited. He is a Fellow of the Australian Institute of Company Directors and has attended senior executive programs at the Australian Graduate School of Management and the University of Washington, USA.

GEORGE SAVVIDES
BE (HONS), MBA, FAICD

Special Responsibilities:
Board Development & People Committee

George Savvides joined the Board in 1998 and held office until 30 September 2010. George established a career in the healthcare industry with CIG Healthcare, Smith and Nephew and Sigma Co Ltd and is currently Managing Director of Medibank Private Ltd. George graduated in Engineering at the University of NSW and obtained an MBA from the University of Technology in Sydney. He is a Councillor of the International Federation of Health Plans, a Fellow of the Australian Institute of Company Directors and an Executive Member of the Australian Health Insurance Association.

MANAGEMENT

TIM COSTELLO

B JURIS LLB, DIP ED, BDIV, MTHEOL

Chief Executive Officer

Rev Tim Costello is a pre-eminent Australian who has devoted his life to health, welfare and social justice in Australia and globally. He is an authoritative national voice of social conscience, and has led public policy debates on urban poverty, homelessness, gambling addiction, reconciliation with Indigenous Australia, and the elimination of global poverty.

In 1984, he established a socially active ministry at St Kilda Baptist Church and in 1994 became Minister at Collins Street Baptist Church where he established Urban Seed, a not-for-profit outreach service for the urban poor. In 2005, Tim was made an Officer of the Order of Australia and in 2006 was Australian of the Year for Victoria.

Tim was appointed Chief Executive Officer of World Vision Australia in 2004. He is also co-chair of Make Poverty History, a coalition of 60 Australian aid agencies working together to raise awareness on issues surrounding global poverty.

MELANIE GOW

BA (HONS), MA (DEV), LLM

Deputy CEO and Director of Strategy

Melanie rejoined World Vision Australia in 2004 after five years with World Vision International, where she held various positions including Deputy Director for International Policy and Advocacy. Based in Geneva, Melanie worked closely with UN agencies and international NGOs on a range of human rights issues. She has undertaken extensive research on violence against children, refugee and asylum-seeking children, child labourers and children affected by armed conflict. Melanie is a member of the Advisory Board of Researchers for Asylum Seekers at the University of Melbourne.

DAVID PATERSON

BBUS

Director of Engagement

David joined World Vision Australia in 2007 to oversee the organisation's engagement of the Australian community. His team includes marketing, media and public affairs, communications, engagement programs, and corporate and major donors.

David has had an international career in marketing and strategy consulting. He was Chief Strategy Officer of the global XM group, and of TCG (the George Patterson group of companies); Asia-Pacific Director of Strategy for Bates Worldwide; and Director of Business Consulting with Arthur Andersen. Most recently he acted as the Chief Marketing Officer of Medibank Private Ltd.

David is a Fellow of the Williamson Community Leadership Program, a co-founder of the Bridge Project, and is a Board member of YMCA Victoria.

CORPORATE GOVERNANCE

CONNY LENNEBERG
BA (HONS), MA REASEARCH (RURAL DEVELOPMENT)

Director of Policy and Programs

Conny joined World Vision Australia in 2003 and oversees our international and Australian field work and advocacy activities. With over 25 years of experience in community development theory, research and practice, Conny has worked in a professional capacity with a wide range of international NGOs in Australia and overseas. Conny co-chaired the Development Practice Committee of the Australian Council for International Development for 10 years (resigning from the role in February 2010).

JENNY WARD
BA, B.EC (HONS), POST GRAD DIP (JAPANESE), MBA

Director of Organisation Effectiveness

Jenny joined World Vision Australia in November 2009 to provide strategic oversight and management support in the area of Human Resource Management. Jenny joined World Vision following an extensive career in economics and strategic human resource management in both industry and consulting. She has extensive global experience having lived and worked in several multinational organisations in locations as diverse as China, Japan and the USA. As Director of Organisation Effectiveness, Jenny's focus is to lead all our internal support functions to ensure consistency, effectiveness and impact.

BOB MITCHELL
LLB, MPHIL, MTHST, GRAD DIP TAX, GRAD DIP THEOL, GRADCERTMIN

Director of Legal Risk and Governance
Director of Christian Resources and Care

Bob joined World Vision Australia in February 2009. He has been a solicitor for over 20 years, and was a Tax Partner at PricewaterhouseCoopers for 14 years. He has been a board member of several non-for-profit organisations including BlueCare, the Timor Children's Foundation, World Relief, and the PwC Foundation. Bob is also a member of the Federal Attorney-General's International Pro Bono Advisory Group, and is a Director of Western Health.

GRANT DAWSON
BCOM, MBA, ACA

Director of Shared Services and Chief Financial Officer

Grant joined World Vision Australia as Chief Financial Officer in July 2005. Grant resigned during the 2010 financial year and finished his loyal service to the organisation on 30 September 2010. Grant's primary focus was to ensure prudent management and reporting of all monetary resources at World Vision Australia. Previously Grant worked for Coopers and Lybrand, predominantly in accounts and tax before moving into accounting and financial management, mainly in the food industry. Grant also spent many years working in Asia, primarily on financial stewardship and acquisitions in China for HJ Heinz.

FINANCIAL POSITION AND PERFORMANCE

Meal time for two sisters
from Kenya's Rift Valley.

FINANCIAL POSITION AND PERFORMANCE

Results at a glance

	2010	2009
INCOME	**$m**	**$m**
Child sponsorship	200.8	202.4
Other revenue	74.7	57.9
AusAID	35.6	18.0
Cash income	**311.1**	**278.3**
Non-monetary items	35.6	68.3
Total income	**346.7**	**346.6**
DISBURSEMENTS		
Fundraising	37.7	31.3
Administration and accountability	29.9	32.9
Overheads	**67.6**	**64.2**
International programs:		
Funds to international programs	223.4	202.8
Program support costs	9.2	7.8
Domestic projects	3.0	2.5
Community education	3.8	3.9
Program disbursements - cash	**239.4**	**217.0**
Non-monetary items to international programs	36.4	78.3
Program disbursements	**275.8**	**295.3**
Total disbursements	**343.4**	**359.5**
SURPLUS/(DEFICIT)	**3.3**	**(12.9)**

Income in 2010

- Cash income grew $32.8 million to $311.1 million.
- Child sponsorship: Cash income from child sponsorship fell by $1.7 million (0.8%) to $200.8 million.
- Emergency appeals: The Australian public donated $18.3 million towards emergency appeals, including $10.1 million for the Haiti Earthquake Appeal and $4.7 million for the Pakistan Floods Appeal.
- AusAID: The value of grants received from AusAID, the Australian Government's overseas aid agency, increased by $17.5 million (97.3%) to $35.6 million. $6.2 million of this was grants for humanitarian emergency work.
- Donated goods: Income from donated goods fell in 2010 by $24.4 million (64.1%) to $13.7 million. This was mostly due to lower US currency value and a change in the method of valuing pharmaceuticals during the financial year which resulted in a $5.1 million decrease in income.[20]
- Food donations: Food donated by international agencies fell by $8.3 million (27.5%) to $21.9 million. This was mostly due to lower US currency value.

Income – five year history

FINANCIAL POSITION AND PERFORMANCE

How funds were used in 2010

Program (field ministry) costs		**80.3%**
Resources designated for international programs (75.6%)	Includes all funds, food (including WFP contracts) and goods (including medicines) designated to international programs. Also includes funds transferred to World Vision International which are designated for field programs which have not yet been committed to a specific project. These funds will be allocated to projects in future years.	Cash designated for international programs increased $20.6m (10.1%) to $223.4m, largely due to increased emergency relief and AusAID project related payments. This was offset by the $41.9m reduction in the value of food and goods sent to international programs. In total, funds to international programs fell $21.3m (8%) to $259.8m.
Program support costs (2.7%)	Includes costs associated with quality advisors and sector specialists in areas such as health and economic development, who are employed in Australia to assist with the design, monitoring and evaluation of the programs we support to ensure maximum impact.	Program support costs increased $1.5m (19%), partly due to an increase in the training of field staff to improve capability and programming quality.
Domestic programs (0.9%)	Includes our program work here in Australia on Indigenous development programs, Birrung Gallery and KIDS HOPE AUS.	Domestic programs expenditure increased $0.5m.
Community education (1.1%)	Includes the costs associated with public awareness campaigns in Australia, and advocacy activities which seek to bring about change in government and institutional policies.	Expenses on community education and advocacy remained steady in 2010.
Overhead costs		**19.7%**
Administration and accountability (8.7%)	Includes the costs of our call centre, information technology, finance and accounting functions, human resources, legal and risk management, the CEO and management teams. Also includes World Vision Australia's contribution to the operating costs of World Vision International.	Administration and accountability costs decreased $3.1m due mostly to lower information technology costs ($0.8m), call centre savings ($0.4m), and property-related savings ($0.4m).
Fundraising (11.0%)	Includes the cost of marketing, creative services and publishing, to attract new supporters for our poverty alleviation activities.	Fundraising costs increased $6.4m due to the development and ongoing maintenance of the new website, a new product launch, several emergency relief appeals, and increased advertising activity.

How funds were spent

How funds were spent – five year history

Where does a $1 cash donation go?

In 2010, World Vision Australia received $346.7 million in income which was made up of $311.1 million in cash and $35.6 million in non-monetary items such as food and medicine. Of $311.1 million in cash income:

- 22 cents per dollar was spent on overheads (fundraising and administration and accountability)
- 77 cents per dollar was spent on ministry disbursements (domestic projects and community education and overseas projects)
- 1 cent per dollar was retained as surplus for future Indigenous community programs in Australia and other projects

FINANCIAL POSITION AND PERFORMANCE

How donations to World Vision Australia reach communities

Funds transferred to World Vision International treasury are held on behalf of World Vision Australia. World Vision Australia controls the access to funds held by World Vision International on an individual project basis. Interest earned on cash held by World Vision International is retained by World Vision International and may be used by it for charitable purposes as it decides.

* World Vision International (WVI) is incorporated under California law as a not-for-profit corporation with its registered office located in Monrovia, California, USA. WVI sets the high level strategic direction and policies for the WVI Partnership, which World Vision national offices apply in accordance with their local context and within the spirit of the Covenant of Partnership. WVI is also responsible for:

Global Centre office

The Global Centre plays an important role in ensuring good governance of Partnership processes including operational audits and the Peer Review. It also performs a treasury function and acts as a service link between World Vision offices, coordinating activities such as the transfer of funds from the countries where they are raised to the countries where they are spent. WVI technical experts provide specialty expertise and assistance to World Vision national offices as required, assisting to maintain the quality of World Vision's programs.

Regional offices

These offices coordinate our work across specific continents or regions. World Vision regional offices are located in Nicosia (Middle East and Eastern Europe), Nairobi (East Africa), Johannesburg (Southern Africa), Bangkok (Asia and the Pacific) and San José, Costa Rica (Central and South America and the Caribbean).

Liaison offices

WVI engages in global advocacy activities on behalf of the WVI Partnership, especially with multilateral agencies such as the United Nations. WVI has established liaison offices in Geneva, New York and Brussels to strengthen our presence in the places where the UN and other international institutions are located and where decision making on key humanitarian issues takes place.

WVI is funded by contributions from World Vision offices located in Australia, Austria, Canada, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, the Netherlands, New Zealand, South Korea, Singapore, Spain, Switzerland, Taiwan, the United Kingdom and the United States.

Additional information on the World Vision International Partnership (including key governance arrangements) is provided in the World Vision International Accountability Report available at **wvi.org**

Cash, food and goods for international programs in 2010

***Partnership Treasury Office –** This includes funds transferred to World Vision International which are designated for field programs but which have not yet been committed to a specific project. These funds will be allocated to projects in future years.

Note: The total disbursement of funds remitted to overseas projects during the financial year may be less than or more than the income received in the current financial year. Any disbursements in excess of current year income will be funded from prior year reserves and reduce the amount held in the Partnership Treasury Office. Any disbursements less than the current year income will increase the funds at the Partnership Treasury Office pending future disbursement to projects.

****Global ministry and other international projects –** Amounts allocated under this heading cover costs associated with World Vision International Partnership technical experts. World Vision Australia is part of the World Vision International Partnership which operates in 90 countries. By sharing our experiences through the World Vision International Partnership we improve efficiency and maximise economies of scale. Programs are implemented under the oversight of the World Vision International Partnership which coordinates activities such as the transfer of funds and strategic operations. The World Vision International Partnership also engages in international advocacy activities on issues such as debt relief, HIV and AIDS, and child rights.

Cash, food and goods for international programs – four year history

FINANCIAL POSITION AND PERFORMANCE

Note on the reduction of value of disbursements to international programs in 2010

Amount of cash disbursed

The rapid strengthening of the Australian dollar against the US dollar during 2010 meant that fewer Australian dollars were needed to meet our 2010 field commitments.

In order for funds to be used effectively, planning and implementation lead times meant that the gains generated from the stronger Australian dollar could not be allocated and remitted to the field in 2010, however will be held by World Vision International treasury on our behalf and used to fund programming in FY11 and future years.

Transfers to international programs were also reduced as consequence of the fact that World Vision Australia supported fewer programs during the year (873 projects in FY10/ 907 projects in FY09). This reduction in programming is, in part, a lag impact from the Global Financial Crisis. In October 2008, after the rapid depreciation of the Australian dollar, analysis indicated that if this was sustained, it would significantly impact World Vision Australia's forecast capacity to meet budgeted field commitments in the future. In response, World Vision Australia undertook a number of measures including delaying or cancelling field projects in the pipeline which had not yet started and/or reducing budgets of existing projects. The impact of some of these reductions was felt in 2010.

Value of food, goods and medicines distributed

The rise of the Australian dollar during the year also reduced the comparative book value of donated goods in 2010 as compared to 2009. A change in the method of valuing pharmaceuticals during the financial year resulted in a $5.1 million decrease in the book value of pharmaceuticals in the year-on-year comparison.[21]

Ensuring that World Vision Australia is able to meet the funding commitments it makes to field programs

Communities must be able to trust that the time and energy they invest in participating in programs will not be wasted because World Vision has failed to meet the commitments it has made.

As part of the World Vision International Partnership's global planning process, World Vision Australia makes funding commitments to the programs it will support approximately three to six months before the start of the next financial year. This process helps to provide the requisite level of certainty around funding streams for World Vision national offices implementing programs to enable them to plan appropriately and allocate resources.

All overseas projects supported by World Vision Australia are funded in US dollars.

World Vision Australia purchases US dollars which it transfers to World Vision International. To minimise the risk of adverse currency exchange rate movements affecting our ability to meet the budgeted commitments we have made to field programs, World Vision International enters into foreign exchange purchase contracts on behalf of and following instructions from World Vision Australia to hedge risk exposure to currency movements. This is done within the parameters of our Treasury and Investment Policy which outlines a conservative approach to the management of World Vision Australia's foreign currency risk.

In accordance with the policy, World Vision Australia purchases 80 percent of its estimated program commitments in US dollars on a rolling quarterly basis for the subsequent 12 months (i.e. to provide the appropriate level of certainty that we will be able to meet the field program commitments we make, we enter in to forward contracts purchase 80 percent of the US dollar value of our estimated program commitments prior to the start of the financial year). The remaining component of the field program commitments are purchased at spot rates during the course of the financial year in accordance with the parameters set out in the Treasury and Investment Policy.

Ensuring donated funds are used appropriately

We are committed to accountable and transparent financial management and follow strict procedures to ensure funds are used as intended, including annual internal and external audits. At least once every three years we are also audited by World Vision International's Audit and Evaluation Department. World Vision Australia receives aggregated project financial data by region, country and project level to allow us to monitor and analyse project expenditure. We also receive quarterly financial reports for each individual project along with regular narrative reporting. This facilitates further detailed analysis and enables follow-up with each project.

In addition to a rigorous internal audit system, World Vision Australia's accounts are audited by PricewaterhouseCoopers. Our audited statutory accounts are lodged with ASIC and are available on our website.

Funds donated to World Vision Australia are used for the purposes for which they were raised. The only exception to this occurs where circumstances that are beyond our control prevent us from utilising funds in the promised manner. Such circumstances may include instances where:

- geopolitical issues prevent the use of funds;
- security of staff is jeopardised so that World Vision is forced to withdraw from the project area;
- the relevant community has asked us to leave;
- World Vision Australia loses confidence that its field partner has capacity to implement projects and account for funds spent.

When World Vision Australia cannot use funds for the purposes for which they were raised, funds are spent on areas of similar need. Wherever practicable, donors will receive notice of such action. The method of communicating this change in funding allocation depends on the number of donors involved.

All funds allocated or committed to any domestic or international field project must be approved by World Vision Australia's Field Allocations Committee. The Field Allocations Committee consists of key internal personnel providing oversight of World Vision Australia funds committed to our relief and development programs. Funding decisions are made based on criteria such as strategic fit, organisational capacity and budget requirements. The committee applies local and international accounting standards and operational audits to ensure that our overseas and local partners adhere to our project management standards.

World Vision Australia staff periodically visit our projects and perform quality monitoring in the areas of sustainability, impact, development approach and financial risk monitoring.

Summarised financial report

Prepared in accordance with the ACFID Code of Conduct

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Income Statement	126	Table of Cash Movements for Designated Purposes	128

These reports are presented in Australian dollars. World Vision Australia is a public company limited by guarantee, incorporated and domiciled in Australia.

Detailed notes to the Financial Statements are included in our Annual Statements and Accounts filed with ASIC and available on our website.

INDEPENDENT AUDIT REPORT

Independent auditor's report to the members of World Vision Australia

Report on the financial report

We have audited the accompanying summarised financial report of World Vision Australia (the company), comprising the balance sheet as at 30 September 2010, and the income statement, the statement of comprehensive income, statement of changes in equity and cash flow statement and table of cash movements for designated purposes, in accordance with Australian Auditing Standards, which was derived from the financial report of the company for the year ended 30 September 2010. We expressed an unmodified auditor's opinion on that financial report in our auditor's report dated 26 November 2010.

The responsibility of Directors for the summarised financial report

The Directors of the company are responsible for the preparation and presentation of the summarised financial report in accordance with the accounting policies described in Note 1 to the financial report of the company for the year ended 30 September 2010.

Auditor's responsibility

Our responsibility is to express an opinion on the summarised financial report based on our procedures, which were conducted in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements.

Auditor's opinion

In our opinion, the information reported in the summarised financial report is consistent, in all material respects, with the financial report from which it was derived. For a better understanding of the scope of our audit, this auditor's report should be read in conjunction with our audit report on the financial report.

PriceWaterhouseCoopers

Charles Christie
Partner

Melbourne
26 November 2010

Declaration by Directors

In accordance with a resolution of the Board of Directors of World Vision Australia, the Directors declare that in their opinion:

(a) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable; and

(b) the financial statements and notes are in accordance with the Corporations Act 2001, including:

(i) compliance with accounting standards (as defined under the Corporations Act); and

(ii) give a true and fair view of the financial position and performance of the Company for the financial year ended 30 September 2010.

On behalf of the Board

Chair

Director

Melbourne
26 November 2010

Income Statement

For the year ended 30 September 2010		
	2010	**2009**
	$	**$**
REVENUE		
Donations and gifts		
Monetary		
- Pledge programs	208,776,998	209,655,827
- Appeals, donations & gifts	55,115,390	40,179,011
Non-monetary		
- Donated Goods	13,684,639	38,097,851
- Grants (Multilateral)	21,875,446	30,193,255
	299,452,473	318,125,944
Bequests and Legacies	2,311,723	3,206,508
Grants		
- AusAID	35,569,211	18,025,346
- Other Australian	2,088,760	426,270
- Other Overseas	3,312,285	3,698,953
	40,970,256	22,150,569
Investment Income	2,784,975	1,630,428
Fair Value gain on financial assets through Profit and Loss	23,600	63,800
Other Income	1,151,160	1,401,210
TOTAL REVENUE	**346,694,187**	**346,578,459**
EXPENDITURE		
International Aid and Development Programs Expenditure		
International Programs		
- Funds to international programs	259,805,613	281,170,057
- Program support costs	9,246,701	7,754,728
	269,052,314	288,924,785
Community Education	3,794,574	3,909,451
Fundraising costs - Public	37,699,912	31,286,069
Accountability and Administration	29,868,098	32,938,338
Total International Aid and Development Programs Expenditure	**340,414,898**	**357,058,643**
Domestic Programs Expenditure - Cash	2,983,642	2,461,330
TOTAL EXPENDITURE	**343,398,540**	**359,519,973**
Excess / (Shortfall) of Revenue over Expenditure	**3,295,647**	**(12,941,514)**

Note: For the purposes of the Australian Council for International Development Code of Conduct, at the end of 30 September 2010, World Vision Australia had no transactions in the following categories; Revenue for International political or religious Proselytisation programs, Fundraising costs – Government, multilateral and private, Non-monetary expenditure, and Expenditure for International political or religious Proselytisation programs.

INDEPENDENT AUDIT REPORT

Balance Sheet

As at 30 September 2010		
	2010	**2009**
ASSETS	**$**	**$**
Current Assets		
Cash & cash equivalents	31,067,558	23,252,846
Trade and other receivables	714,449	724,333
Financial Assets at fair value through profit & loss	820,569	754,600
Inventories	306,906	357,447
Donated goods	507,274	1,426,922
Other	452,799	470,114
Total Current Assets	**33,869,555**	**26,986,262**
Non-Current Assets		
Property, Plant and Equipment	23,927,886	25,198,401
Investment Property	303,946	311,976
Total Non-Current Assets	**24,231,832**	**25,510,377**
TOTAL ASSETS	**58,101,387**	**52,496,639**
LIABILITIES		
Current Liabilities		
Trade & Other Payables	7,249,137	5,352,265
Unrealised Currency Hedge Payable	13,647,271	12,043,384
Provisions	3,243,420	2,911,533
Total Current Liabilities	**24,139,828**	**20,307,182**
Non Current Liabilities		
Provisions	789,030	708,688
Total Non Current Liabilities	**789,030**	**708,688**
TOTAL LIABILITIES	**24,928,858**	**21,015,870**
NET ASSETS	**33,172,529**	**31,480,769**
Equity		
Reserves	(13,647,271)	(12,043,384)
Retained Earnings	46,819,800	43,524,153
TOTAL EQUITY	**33,172,529**	**31,480,769**

Note: For the purposes of the Australian Council for International Development Code of Conduct, at the end of 30 September 2010, World Vision Australia had no transactions in the following categories; Assets held for sale, Current & non-current other financial assets, Non-current trade & other receivables, Non-current financial assets, Intangibles, Other non-current assets, Other current liabilities, Current & non-current Borrowings, Current tax liabilities, Other current & non-current financial liabilities, and Other non-current liabilities.

Statement of Changes in Equity

For the year ended 30 September 2010			
	Retained Earnings	**Reserves**	**Total**
	$	$	$
Balance at 1 October 2008	**56,465,667**	**8,177,768**	**64,643,435**
Total comprehensive income for the year	(12,941,514)	(20,221,152)	(33,162,666)
Balance at 30 September 2009	**43,524,153**	**(12,043,384)**	**31,480,769**
Total comprehensive income for the year	3,295,647	(1,603,887)	1,691,760
Balance at 30 September 2010	**46,819,800**	**(13,647,271)**	**33,172,529**

Note: For the purposes of the Australian Council for International Development Code of Conduct, at the end of 30 September 2010, World Vision Australia had no transactions in the 'Other' category.

Table of Cash Movements for Designated Purposes

For the year ended 30 September 2010				
	Cash available at 1 October 2009 $	**Cash raised during year $**	**Cash disbursed during year $**	**Cash available at 30 September 2010 $**
Asian Tsunami Appeal	780,922	0	666,383	114,539
Other purposes	22,299,042	308,693,107	300,213,210	30,778,939
Total	**23,079,964**	**308,693,107**	**300,879,593**	**30,893,478**

References

1. Core Values and explanatory text from World Vision International Partnership Core Documents and incorporated in World Vision Australia's Corporate By-Laws.
2. For a diagrammatic representation see page 121, How donations to World Vision Australia reach communities.
3. Annual Evaluation Review 2010 scheduled to be published in March 2011.
4. LEAP – Learning through Evaluation with Accountability and Planning
5. Standards to Incorporate Protection into Humanitarian Response: Do they Work?
   http://www.odihpn.org/documents/humanitarianexchange046%282%29.pdf

   Community Perceptions of 'protection' in Kenya and Timor Leste
   http://www.odihpn.org/documents/humanitarianexchange046%282%29.pdf
6. https://wikis.uit.tufts.edu/confluence/display/FIC/Humanitarian+Horizons+--+A+Practitioners%27+Guide+to+the+Future
7. See reporting under Goal 3 on pages 39-42 for additional information on the future humanitarian outlook and the urbanisation of poverty.
8. Other agencies with AusAID Partnership Agreements – Oxfam Australia, Caritas Australia, Plan International Australia, ChildFund Australia. AusAID also has a Partnership Agreement with ACFID.
9. See Note on the reduction of value of disbursements to international programs in 2010 on page 123.
10. http://www.mdgasiapacific.org/files/shared_folder/documents/Regional_MDG_Report_2009-10.pdf, p.11
11. Asia Pacific Region Economic Development and Agriculture Regional Strategy FY 2010 – 2012, p.5
12. Asia Pacific Region Health and Nutrition Regional Strategy FY 2010 – 2012, p.6
13. Investing in Maternal, Newborn and Child Health: The Case for Asia and the Pacific Asian Development Bank, April 2009
14. http://www.childwise.net/downloads/Child_sex_trafficking.pdf, p.1
15. www.unicef.org/protection/index_exploitation.html
16. World Vision Asia Pacific Region Child Protection Strategic Plan FY 2010-2012, p.3
17. See Note on the reduction of value of disbursements to international programs in 2010 on page 123.
18. See Note on the reduction of value of disbursements to international programs in 2010 on page 123.
19. See Note on the reduction of value of disbursements to international programs in 2010 on page 123.
20. See note 3(a) of the Audited Financial Statements for additional detail.
21. See note 3(a) of the Audited Financial Statements for additional detail.

Acknowledgements

Editors: Simon Miller, Margaret Spencer

Design and layout: Justin Dymott

Image resources: Lay Htoo

Project manager: Ivy Lee

WE ARE DEDICATED TO **WORKING WITH CHILDREN, FAMILIES AND COMMUNITIES** TO OVERCOME POVERTY AND INJUSTICE.

In Myanmar, Aung Kyaw is now able to go to school after attending a World Vision-supported non-formal education centre in his community.

WORLD VISION AUSTRALIA
ANNUAL REPORT 2010

World Vision

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