



WORLD VISION AUSTRALIA

# ANNUAL REPORT 2011

### **Incorporation**

World Vision Australia ABN 28 004 778 081 is a public company limited by guarantee. Its members are the current 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 income, goods and services and fringe benefits taxes. World Vision Australia has been endorsed by the Australian Taxation Office as a Deductible Gift Recipient (DGR) and also operates an Overseas Aid Fund and a Necessitous Persons Fund, both of which are also DGR endorsed.

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. 13579

**Queensland** – Registration no. CH0675

**South Australia** – Licence no. CPP605

**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 non-government organisations (NGOs).

### **Feedback and complaints**

We welcome feedback on this report and on our operations and conduct more generally. Please send any feedback or complaints to [service@worldvision.com.au](mailto:service@worldvision.com.au) or write to: Chief of Staff, Office of the CEO, 1 Vision Drive, Burwood East, Vic, 3151. Acknowledgment and response to the feedback will be given.

Complaints relating to a breach of the ACFID 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](http://acfid.asn.au/code-of-conduct/complaints-and-compliance-monitoring/making-a-complaint)).

We are dedicated to working with children, families and communities to overcome poverty and injustice.





A beneficiary of World Vision drought relief activities in Wajir, Kenya.

Photo credit: Jon Warren/World Vision



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Boubacar, aged five (left) and Dienabou, aged nine are benefiting from activities in a World Vision Area Development Program in Senegal.  
Photo credit: David duChemin/World Vision





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Children draw at a Child Friendly Space set up by World Vision for young survivors of the Japan earthquake and tsunami.  
Photo credit: Itoh Kei/World Vision





# 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<sup>1</sup>

### 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.

<sup>1</sup> Core Values and explanatory text from World Vision International Partnership Core Documents and incorporated in World Vision Australia's Corporate By-Laws.

**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.

**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.

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.



# WHO WE ARE

## 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 space 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<sup>2</sup>

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 of Directors. 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.

Where appropriate we work directly with communities in implementing activities, particularly with our Australian programs.

The World Vision International Accountability Report provides a system-wide view of the mechanisms and processes the World Vision International Partnership has in place to assure quality, promote improvement and ensure integrity. It also highlights various challenges and areas where additional work is required.

For more information on the World Vision International Partnership go to **wvi.org**

2. For a diagrammatic representation see page 122 *How donations to World Vision Australia reach communities.*

Child protection has been a core part of World Vision's activities in Haiti since the 2010 earthquake.  
Photo credit: Mary Kate MacIsaac/World Vision





# 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.

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.

### Reporting period and selection of content

This Annual Report covers our activities and performance for the period 1 October 2010 to 30 September 2011, 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 PwC 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.

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.

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.

## Message from our Board Chair

For World Vision Australia, 2011 has been a year to take stock of our achievements and to plan for the future. With the conclusion of our current three-year Strategic Plan, the Board has critically reviewed the organisation's performance and used the insights gained to inform and prepare us for the next chapter. Details of our performance are set out in the report.

The Board has worked closely with management and staff to develop our new strategy. This process involved deep analysis of global trends and emerging issues that will affect the world's poorest communities.

While the horizon is unpredictable, over the next 10 years we are likely to be challenged with the following:

- growing inequality in distribution of wealth, within as well as between nations
- growing strength of emerging economies such as those of China, India, Brazil and Russia and corresponding shifts in global power, politics and the poverty landscape
- new technology accelerating social movements and bringing communities and supporters closer together
- changes in availability and value of natural resources, further complicated by climate change, global epidemics, changing demographics and urbanisation
- the increasing importance of the Pacific and Asia as a focus of economic dynamism and global leadership
- increasing potential for mergers, acquisitions and new business models
- greater collaboration among governments, businesses and NGOs as poorer and richer economies converge
- increasing challenges in raising funds to address international poverty and slow onset emergencies
- changes in the expectations and role of young people, generational values change and a drive towards active global citizenship

As an organisation that is inspired by our Christian values to bring "sustained child wellbeing" to all children around the world, we have set the organisation on a path to respond to changing contexts in two ways – one, by setting ourselves challenging 10-year strategic goals; and two, by finding more effective and sustainable ways to organise ourselves for greater impact.

Despite many setbacks and intractable issues, the global community has made significant inroads in lifting people out of poverty. There is cause for optimism about the future, but much remains to be done, and World Vision must use all the resources at its disposal to achieve its purpose.

On behalf of the Board I would like to commend the efforts and professionalism of the staff of World Vision Australia who, despite an ever more difficult environment for raising funds, have worked to retain a steady state of overall revenue, and, most importantly, have continued to ensure the quality of our ministry for the children and communities we serve.

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

Yours sincerely

**Anne Robinson**






# WHO WE ARE

## Message from our Chief Executive

Looking back on 2011, the most powerful experience for me has been seeing at first hand the ongoing crisis in East Africa. At the height of the crisis I was able to visit the Dadaab area near the Kenya-Somali border, where I met many refugee families reeling from drought, famine and conflict.

You cannot fail to be impressed by the dignity, humility and strength that shines out from people who have known tragedy and suffering. It is these people who inspire us, and their stories drive us on to ever greater efforts.

World Vision's response to this emergency has included the provision of food, water and non-food relief items, as well as acute health interventions and rehabilitating wells and boreholes. Following advocacy by World Vision and other NGOs, the Australian Government announced a "dollar for dollar" initiative in which it would match every dollar donated by individuals toward our East Africa Emergency Appeal.

On a different level, a landmark event during 2011 was the independent report on the effectiveness and efficiency of Australia's current aid program. The report and the government's response were positive overall, demonstrating that the aid program is both effective in contributing to poverty reduction and consistent with Australia's national interest. World Vision supports a generous and effective aid program and we welcome the focus on value for money – just as our own reputation depends on demonstrating impact and honouring the generosity of donors.

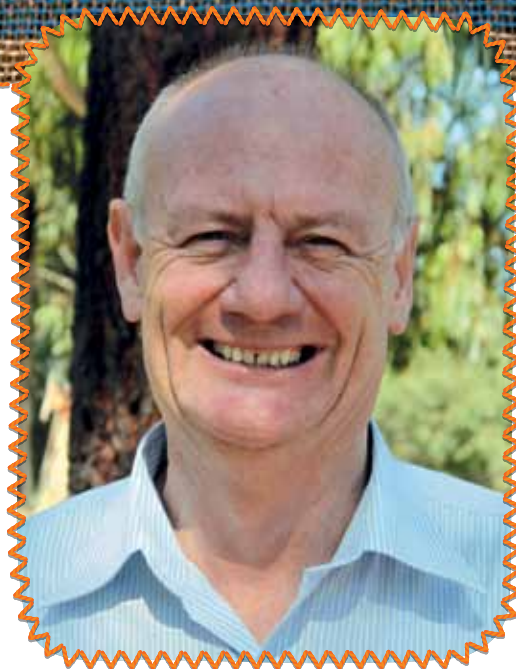
The environment for raising private funds remains challenging, despite the strength of Australia's economy. A fragile global economy and the uneven performance of some sectors in Australia have led many people to remain very cautious in their spending, including in discretionary areas like charitable giving. Over the years World Vision's ability to serve the poor has been mainly founded on the generosity of Australians on middle or even modest incomes. There remains a challenge to engage more effectively with corporate Australia and with those on higher incomes.

I continue to be heartened by the active participation and passion of young Australians in tackling issues of poverty and injustice. Our youth programs, including Vision Generation and the 40 Hour Famine, continue to be well supported. We also welcome a deepening engagement with many church communities, where a generous response to our financial needs combines with powerful partnerships in advocacy and transformation of attitudes to the poor.

Despite the many challenges that face the world's poorest and most vulnerable communities, I believe 2012 and the years ahead are also rich in opportunities. Even when progress towards a more just and sustainable world seems painfully slow, there is reason for hope. We must continue to engage energetically with international efforts towards a better climate future and to find resolution to long-running conflicts which blight the lives of so many millions. We must apply ingenuity and innovation to long-term challenges like food security and wicked problems like entrenched violence and recurring natural disasters. But in all of these efforts we should never lose sight of the individual children, so full of potential, who remain at the heart of all that we do.

Yours sincerely

**Tim Costello**



In Laos, access to clean water has made a big difference for Bounrueh, aged 12, and his family.  
Photo credit: Thongxay Phavixay/World Vision





# WHO WE ARE

## Looking back: Review of the 2009-2011 Strategic Plan

This year marked the conclusion of our three-year Strategic Plan, which focused on the following themes:

1. Transform children's lives (see page 20 for commentary on performance and 2011 activities)
2. Champion the child poverty agenda (see page 46 for commentary on performance and 2011 activities)
3. Grow our resources (see page 64 for commentary on performance and 2011 activities)
4. Improve organisational performance (see page 76 for commentary on performance and 2011 activities)

We have critically reviewed our performance against the 2009-2011 Strategic Plan and we are using insights gained to inform and prepare us for the next chapter. Key milestones, highlights, challenges, areas for improvement and figures for the period are summarised below:

## Milestones and highlights 2009-2011

- We worked in more than 60 countries, assisting over 400,000 children and their communities through programs and projects aimed at poverty alleviation and tackling injustice.
- We have established ourselves as an influential and respected voice on international aid and development issues to the Australian Government. We are working to maintain bipartisan agreement for raising Official Development Assistance (ODA) to 0.5 percent of Gross National Income (GNI) by 2015.
- In collaboration with others we negotiated the use of Fairtrade-certified cocoa by four of the world's largest confectionary companies.
- We entered into a 10-year Memorandum of Understanding with BHP Billiton to collaborate on Indigenous development in the Pilbara region of Western Australia. We have also developed successful donor partnerships with ANZ, Jetstar and Computershare, which are yielding promising results.
- Our ambassador program, which includes Hugh Jackman, Melissa Doyle and Adam Gilchrist, has been able to increase our exposure to Australian and international audiences. Examples of this work include the Nine Network screening of a television documentary featuring Hugh Jackman in support of World Vision's programs and his appearance at the United Nations Climate Change Summit in New York in 2009.
- We signed a significant multi-year partnership agreement with AusAID and receive grants funding beyond our targets.
- Through deliberate and purposeful interactions with the Australian Christian community, we have been able to engage and influence them on international poverty and justice issues.
- We have established a strong focus on building organisational capability, with the rollout of new operating models and a significant organisational restructure.
- We have lifted organisational standards for individual staff performance management through the introduction and refinement of our LINK performance management system.
- We have been acknowledged within the World Vision International Partnership for our expertise on advocacy, development and humanitarian issues more broadly, and specifically on economic development, gender, urban programming, food security, carbon markets, psychosocial support and protection in emergencies.

In Kenya's drought-stricken Laisamis District, severely malnourished children received ready-to-eat and highly nutritious "Plumpy'nut".  
Photo credit: Lucy Murunga/World Vision



## Challenges and areas for improvement 2009-2011

- Overall our revenue remained static over the three years, with a decline in our key fundraising program, child sponsorship. We have not achieved the growth that we aspired to at the outset of our strategy.
- Our engagement with the corporate sector did not yield the revenue results we desired, although we have had success in our dealings with the chocolate industry and BHP Billiton.
- Our investment in Australia Programs has not resulted in the revenue increases forecast, although we are able to demonstrate positive outcomes from the work we are doing.

## 2009-2011 in numbers

|   | 2011                                    | 2010  | 2009  |
|---|---|---|---|
| <b>Programs</b>                               |   |   |   |
| Number of countries worked in                 | 60                                      | 61  | 59  |
| Total projects at home and overseas           | 801                                     | 873   | 907   |
| Number of children sponsored                  | 390,071                                 | 395,893   | 399,563   |
| Number of Area Development Programs supported | 241                                     | 236   | 249   |
| Humanitarian relief                           | Horn of Africa drought<br>Japan tsunami | Haiti earthquake<br>Pakistan floods<br>Food crisis in Niger | Horn of Africa drought<br>Democratic Republic of Congo and Gaza conflicts |
| Major advocacy initiatives                    | Child Health Now<br>One Just World      | Child Health Now<br>One Just World<br>Don't Trade Lives     | Don't Trade Lives<br>One Just World                                       |



# WHO WE ARE

|  | 2011                    |                | 2010                           |                | 2009                             |                |
|--|-------------------------|----------------|--------------------------------|----------------|----------------------------------|----------------|
| Finances   |                         |                |                                |                |                                  |                |
| Revenue  | \$345.1million          |                | \$346.7 million                |                | \$346.6 million                  |                |
| Disbursements to international projects              | \$266.3 million         |                | \$259.8 million                |                | \$295.8 million                  |                |
| Total revenue from child sponsorship                 | \$194.5 million         |                | \$200.8 million                |                | \$202.4 million                  |                |
| Funds raised through emergency appeals               | \$7.2 million           |                | \$18.3 million                 |                | \$3.0 million                    |                |
| Value of work with AusAID                            | \$41.2 million          |                | \$35.6 million                 |                | \$18.1 million                   |                |
| Value of goods donated by Australian companies       | \$1.1 million           |                | \$0.5 million                  |                | \$4.2 million                    |                |
| Value of medicines donated by international agencies | \$23.5 million          |                | \$13.1 million                 |                | \$33.9 million                   |                |
| Value of food donated by international agencies      | \$21.1 million          |                | \$21.9 million                 |                | \$30.2 million                   |                |
| Program/Overhead cost ratios* (see page 120)         | Program Costs           | Overhead Costs | Program Costs                  | Overhead Costs | Program Costs                    | Overhead Costs |
|  | 81.2%                   | 18.8%          | 80.3%                          | 19.7%          | 84.0%                            | 16.0%          |
|  |                         |                |                                |                |                                  |                |
| People   |                         |                |                                |                |                                  |                |
| Total number of World Vision Australia employees     | 554                     |                | 588                            |                | 561                              |                |
| Number of full-time employees                        | 456                     |                | 474                            |                | 442                              |                |
| Number of part-time employees                        | 125                     |                | 119                            |                | 119                              |                |
| Staff turnover rate                                  | 20.2%                   |                | 20.5%                          |                | 21.6%                            |                |
| Total number of volunteers                           | 2,611                   |                | 3,799                          |                | 3,845                            |                |
| Hours volunteered                                    | 73,897                  |                | 86,323                         |                | 43,452                           |                |
|  |                         |                |                                |                |                                  |                |
| Carbon footprint                                     |                         |                |                                |                |                                  |                |
| Total emissions after offsets**                      | 4640 CO <sub>2</sub> -e |                | 4662 tonnes CO <sub>2</sub> -e |                | 5278.4 tonnes CO <sub>2</sub> -e |                |

\* See Financial Position and Performance on page 116 for definitions

\*\* See Environmental management on page 83 for calculation details

In Cambodia, parents of children like Samphors, aged seven, are encouraged to send their children to school and pre-school.  
Photo credit: Sopheak Kong/World Vision





# WHO WE ARE

## Looking forward: Our 2012-14 Strategic Themes

As part of the development of our new strategy, we undertook an extensive assessment process involving 50 stakeholders, who included industry peers, representatives from AusAID and ACFID, church and corporate partners, and academics. The assessment was conducted by an independent consultant focused on the identification of risk and opportunities.

As we implement our new strategy, we plan to incorporate further inputs from internal and external stakeholders as well as critical friends through our annual strategic process.

**Our priorities for the three years over 2012-2014 are organised along four strategic themes as follows:**

- 1. Transform children's lives** – ensuring that the development, relief and advocacy programs we deliver or support make positive and tangible contributions towards the wellbeing of children. To do this well, we need to continually review our portfolio of programs to support our geographic and sectoral priorities (health, child protection and food security). We also need to invest to improve program effectiveness and response to emerging challenges, both domestically and internationally, such as climate change, urban poverty and increasing natural disasters.
- 2. Partnering with Australians to champion the child poverty agenda** – programs alone are not sufficient to create sustained wellbeing for children. We need to play an active role, working with partners and supporters to effect changes in attitudes, behaviours, systems and structures within our sphere of influence. This spans a wide range of activities, including influencing changes in government policies, giving voice to the plight of global poverty, uniting our voice with that of the Church and mobilising others to take action towards improved child wellbeing (active citizenship).
- 3. Grow our income for greater field commitment** – as a fundraising office within the World Vision International Partnership we must meet our commitments to the growing resource needs of our field programs. Child sponsorship will continue to be our primary source of income and be refreshed for growth. Growth in grants and contributions from major donors and enterprises will bolster our income base in the near term with significant contribution expected in the longer term from alternative avenues for income growth – ranging from new products through to new business models.
- 4. Build a sustainable organisation** – it is critical we continue to renew our organisation to support delivery of current performance and to position ourselves for the future. We must continue to invest and leverage our organisational assets – including our people, brand, sustainability and accountability, faith, contribution to the World Vision Partnership, and significant supporter base. In addition, we need to target investments that enhance the distinctive capabilities essential to deliver on our strategy.

## 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.*

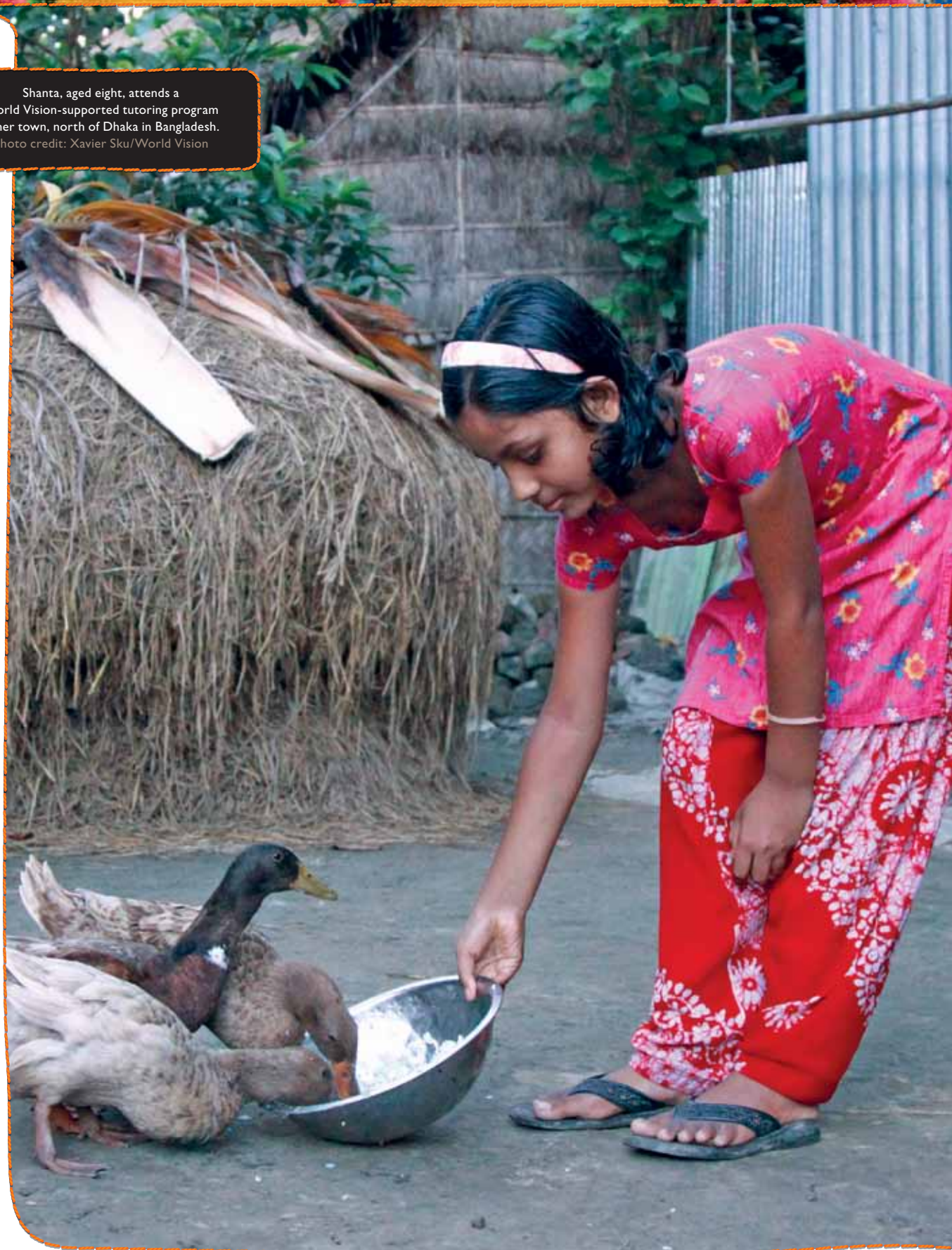
In Tanzania, World Vision is helping to ensure that children like Steven gain access to education.  
Photo credit: Andrew Goodwin/World Vision







Shanta, aged eight, attends a World Vision-supported tutoring program in her town, north of Dhaka in Bangladesh. Photo credit: Xavier Sku/World Vision





# TRANSFORM CHILDREN'S LIVES

## Three-year performance review

### What did we set out to achieve?

We set out to facilitate and deliver best practice advocacy, humanitarian and development programs domestically and internationally, providing the most effective help for the children and communities with whom we work.

### How did we perform?

We performed well against the measures of our 2009-2011 Strategic Plan. Between 2009 and 2011, we provided ongoing technical and management support to more than 800 projects in 64 countries.

One of the main trends we witnessed over the period was an increase in the frequency of natural disasters, in both developing and developed nations. We responded to disasters on a scale not foreseen at the outset of our 2009-2011 strategy.

We have been able to bring best practice thinking to the many projects we have supported and facilitated. This has been confirmed by the views of our immediate stakeholders, many in the World Vision International Partnership, and others in research and government institutions with whom we have close relationships.

We have also had many opportunities to transform children's lives and introduce more focus and learning into our work. Our Annual Evaluation Reviews and Annual Program Reviews have become indispensable features of our approach to evaluation and learning

|  |   |
|--|---|
| <b>Goal 1</b>  |    |
| Support and influence the implementation of best practice humanitarian and emergency relief, advocacy and community development programs |   |
| <b>Goal 2</b>  |    |
| Implement best practice programs in Australia  |   |
| <b>Legend</b>  | Most targets/objectives met or exceeded  Mixed results  Many targets/objectives not met  |

### What lessons did we learn?

At the start of 2009 we aspired to "provide the most effective help for the children and communities with whom we work". At the end of 2011 we see that our role goes beyond "providing effective help". We now recognise that children and communities are agents of change in their own right and our role is to enable and support them to pursue their chosen paths to transformation.

## Goal I

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

**Snapshot of achievements in 2011**

|   |   |
|---|---|
| Child rights and protection                             | <ul style="list-style-type: none"> <li>• Efforts to reduce sexual exploitation in travel and tourism across Thailand, Cambodia, Vietnam and Lao PDR</li> <li>• Successful lobbying for increased child health spending in Armenia</li> <li>• Partnering with Christian lawyers in Rwanda to increase prosecution of child abusers</li> </ul>  |
| Promoting primary health                                | <ul style="list-style-type: none"> <li>• Strengthening maternal and child health skills and knowledge in World Vision field staff in five Asian countries</li> <li>• Four new maternal and child health projects in Melanesia</li> <li>• Support for rehabilitation of water and sanitation infrastructure in Bulawayo, Zimbabwe, benefiting 450,000 people</li> </ul>  |
| Promoting gender equality                               | <ul style="list-style-type: none"> <li>• Building gender enhancement capacity of World Vision offices in seven African countries</li> <li>• Efforts to address gender-based violence in Melanesia</li> </ul>  |
| Building stronger communities and enhancing livelihoods | <ul style="list-style-type: none"> <li>• Pilot project to address malnutrition through improving livelihoods across 76 communities in India</li> <li>• Successful uptake of Farmer Managed Natural Regeneration in many African locations</li> <li>• Coffee revitalisation project in Ethiopia performs beyond expectations</li> <li>• Support for literacy and livelihoods classes for women and girls in Afghanistan</li> </ul> |
| Building community resilience                           | <ul style="list-style-type: none"> <li>• Support for World Vision Indonesia's first climate change adaptation project</li> <li>• Carbon market access and promotion of climate change resilience in Peru's Cusco region</li> <li>• Helping Papua New Guinea communities to analyse and manage climate change effects and natural hazards</li> </ul>   |
| Advocating for change                                   | <ul style="list-style-type: none"> <li>• Engaged Brazilian youth in social auditing of public education, water, sanitation and health services</li> <li>• Enhancing the ability of Indian communities to keep local governments to their commitments on service provision</li> </ul>  |
| Promoting peace and good governance                     | <ul style="list-style-type: none"> <li>• Built capacity for Children's Councils across Lebanon to advocate against discrimination</li> <li>• Over 17,000 Colombian youth participated in World Vision-supported Peace Builders network</li> <li>• Efforts to promote greater participation of vulnerable groups in municipal planning processes in Bolivia</li> </ul>   |
| Responding to humanitarian emergencies                  | <ul style="list-style-type: none"> <li>• Support for World Vision's East Africa drought response, assisting over 2 million people</li> <li>• Support for expanded relief program in Pakistan following renewed flooding in Sept. 2011</li> <li>• Support for World Vision's Japan earthquake and tsunami response, assisting 100,000 people</li> </ul>  |
| Responding to trauma                                    | <ul style="list-style-type: none"> <li>• Mental health and psychosocial support in former conflict areas of Sri Lanka</li> <li>• Community-based psychosocial support in Gaza, including Child Friendly Spaces</li> </ul>   |

Please go to Our Regional Footprint on page 84 for more information on these activities and development challenges.



# TRANSFORM CHILDREN'S LIVES

## 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 2011, World Vision Australia funded programs in 60 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 protection and disability.

All projects are assessed at regular intervals against implementation plans, budgets and progress towards their objectives. Evaluations help us identify what works, and why, 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 transforming the world in which children live – their family, their community and local area – through long-term development projects. ADPs typically run for around 15 years. In 2011, we supported 241 ADPs around the world.

Our child sponsorship program works towards achieving four key child wellbeing outcomes. These are that each child:

- enjoys good health
- is educated for life
- experiences the love of God and their neighbours
- is cared for, protected and participating in decisions that affect 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.

Maria and her 18-month-old son Alex have benefited from improvements in nutrition, education and income generation made possible through the Pilahuin Area Development Program in Ecuador.  
Photo credit: Mike Amos/World Vision





# TRANSFORM CHILDREN'S LIVES

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 2011, we supported 560 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 Child Rescue or World Vision Gifts. 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.

## Case study: Ecuadorean community ready for the future

For José Villacrés, the impending completion of a child sponsorship-funded ADP in Pilahuin, Ecuador, will be bittersweet.

As ADP coordinator he'll be sad to say farewell, but mostly happy to contemplate what the community has achieved over the last 15 years.

When World Vision arrived in this remote rural area in 1997, lack of access to schooling and safe water, poor sanitary conditions, chronic child malnutrition and alcohol abuse were some of the major problems identified. Most families in Pilahuin are from the Quechua minority, an indigenous group that often experiences discrimination, poverty, and social and political exclusion.

To ensure development plans were culturally appropriate, World Vision staff spent time learning about the Quechua customs and history. And from the start, community members were included in project planning and implementation.

José proudly relates improvements that have been made in children's health as a result of training for health workers, clean water access, and basic health and nutrition education for families. "We can see in the children's faces the difference it makes when a child has good nutrition," he says.

Families have planted home gardens to provide their children with nutritious vegetables. Household incomes have improved following agriculture and livestock management training and upgrades to irrigation channels.

Education has been another major area of improvement. Now 95 percent of school-aged children access education services, a major turnaround for a community where education was once considered a low priority. Children and their families are now also learning about child rights and gender equality.

José says the creation of networks between community leaders and the local government has been critical. "We know that it's very important – if we don't give them the opportunity to be part of local institutions, sustainability will not be possible."

As the community prepares for the future, José and his team are working to make sure that they can carry on with the development activities that are in place without World Vision.

"We work to reinforce the abilities that each individual person has. Now we are helping people to develop their own capacity, so that they can continue their own development after we leave."

Children from Malawi's Nayuchi Area Development Program now have many more opportunities to reach and graduate from high school.  
Photo credit: David Jamali/World Vision





# TRANSFORM CHILDREN'S LIVES

## Case study: Nayuchi Area Development Program, Malawi

Since 1998, World Vision Australia has been supporting an ADP in Nayuchi, a farming community located in southern Malawi. When this work commenced, health and education conditions in Nayuchi were poor. Food insecurity was widespread, and at 16 percent, the incidence of HIV and AIDS among adults was above the national average.

To address these challenges, World Vision facilitated the formation of village-based development committees to focus on areas such as health, water and sanitation, HIV and AIDS, agriculture and education. Close partnerships were fostered with the local government, especially to support the work of the District AIDS Coordinating Committee.

As the ADP approaches completion in 2013, the results of the community's hard work can be seen in the following areas:

### Education

- New classrooms, furniture and teaching materials and the construction of toilets have greatly improved school facilities.
- The school drop-out rate has fallen dramatically and many more girls now attend school.
- Before, no child from this community had ever attended high school. But there are now many high school graduates.
- The creation of community-based childcare centres and adult literacy centres has been crucial to improving family health and wellbeing.

### Health

- Access to essential healthcare improved significantly after the community convinced the government to build a new health clinic in the area.
- New boreholes and protected shallow wells have greatly increased people's access to clean drinking water. Along with community health campaigns, this has helped to almost halve the incidence of diarrhoea and to eradicate the scabies skin infection.
- Families have learned how to prevent HIV and AIDS and can now easily obtain HIV testing, counselling and anti-retroviral drugs. By 2009, the HIV prevalence rate had fallen to 12 percent.

### Food and incomes

- The majority of families can now harvest enough food to last them throughout the year and over 2,000 families are raising goats and dairy cows for extra food and income.
- Agricultural training and the introduction of irrigation and organic fertiliser have enabled farmers to increase the size and quality of their harvests so they have surplus to sell.
- The planting of fruit and forest trees has helped to improve soil fertility and increase food production.

A more detailed case study of the Nayuchi ADP is available at  
[worldvision.com.au/Learn/ReportsResearchPublications.aspx](http://worldvision.com.au/Learn/ReportsResearchPublications.aspx)

### Case study: Making motherhood safer in Ethiopia

Every year at least 340,000 women around the world die as a result of complications during pregnancy and childbirth. Up to 20 million more suffer injuries and long-term health problems.<sup>3</sup>

While Ethiopia's maternal mortality rate has been falling in recent years, it is still among one of the most unsafe places to become a mother. This is because the majority of Ethiopian women don't receive skilled medical assistance during pregnancy and childbirth.

Between 2005 and 2011, World Vision has been working to improve maternal health in the Kochore District of southern Ethiopia through the AusAID-supported Safe Motherhood Project.

The project was integrated with other health and development activities being implemented through the child sponsorship funded-Kochore ADP. The Safe Motherhood Project aimed to increase the number of women attending health clinics and receiving care from trained health workers, including traditional birth attendants.

To this end government health staff and traditional birth attendants received ongoing training in areas including antenatal and postnatal care, family planning and the prevention of sexually transmitted diseases including HIV and AIDS.

Another important goal of the project was to reduce harmful traditional practices, such as early marriage, that lead to childbirth injury and death.

As in other rural areas in Ethiopia, women in Kochore have traditionally been encouraged to give birth alone and expected to endure long and difficult labour without medical help. As a result, obstetric fistula, a debilitating childbirth injury leading to incontinence, has been common.

When the Safe Motherhood Project started, obstetric fistula was not spoken about in Kochore and sufferers hid themselves away. But through advocacy and active case searching by trained community health workers, the project helped to identify and refer fistula sufferers for corrective surgery.

After treatment, injured mothers who may have been abandoned by family and neighbours are able to reintegrate into their communities. Some of these women, including Tsige, a mother of six, now actively educate their communities on how to prevent fistula and help to ensure that sufferers receive appropriate care and support.

Tsige has also been trained to provide women with prenatal and antenatal care and advice about family planning. She also raises funds so that other fistula-affected women can receive corrective surgery.

## 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.

3. [www.thelancet.com](http://www.thelancet.com) DOI:10.1016/S0140-6736(10)60518-1



# 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.

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. In 2011, our major response has been to the East Africa drought in Kenya, Ethiopia, Somalia and Tanzania. As well as continuing to assist people affected by the 2010 Haiti earthquake and Pakistan floods, World Vision Australia also responded to the Japan earthquake and tsunami and the Christchurch earthquake in New Zealand.

These responses have included food distribution, nutrition and healthcare programs, water and sanitation assistance, and livelihoods and agricultural recovery.

The advocacy of World Vision Australia and other NGOs contributed to the announcement of a Horn of Africa "dollar for dollar" initiative in which the Australian Government agreed to match every dollar donated by individuals towards the drought crisis in East Africa until the end of November 2011.



The Safe Motherhood Project in Ethiopia aimed to increase the number of pregnant women like Lenjiso who receive antenatal care from trained health staff.

Photo credit: Aklilu Kassaye/World Vision



World Vision's response to the East Africa emergency included supplementary feeding for malnourished children like Emuria, in Kenya.  
Photo credit: Abby Metty/World Vision





# TRANSFORM CHILDREN'S LIVES

## Case study: East Africa drought and hunger emergency

During 2011, recurrent drought conditions across East Africa combined with rising food prices and conflict to create a humanitarian emergency of unimaginable scale.

By the middle of the year it was estimated that 13 million people in Ethiopia, Kenya, Somalia and Tanzania were severely affected by drought and hunger.

The epicentre of the crisis was conflict-ridden southern Somalia, where the United Nations declared "famine" in six regions.

Child malnutrition rates sky rocketed, with some 1.6 million children under the age of five acutely affected in Somalia, Kenya and Ethiopia. As crops and livestock perished, families and communities were forced to travel long distances in search of food and water. Refugees from Somalia flooded into a refugee settlement at Dadaab in northeast Kenya, swelling its population to over 400,000.

After consecutive droughts in recent years, the coping mechanisms of communities across the region were severely eroded, creating what the United Nations described as "the most severe food crisis in the world today".

World Vision has a long-term presence in the East Africa region. We began responding to this emergency in February 2011 and by the end of June had assisted 1.38 million people in Kenya, Ethiopia, Somalia and Tanzania. This included the provision of food, water and non-food relief items, as well as the rehabilitation of wells and boreholes.

The aim of this response was to address the immediate needs of those affected by drought whilst also continuing our development work which supports communities over the long-term to better cope with disasters like this.

From July to December 2011, the next phase of this response targeted almost 2.5 million people across Ethiopia, Kenya, Somalia and Tanzania with:

- general food distributions
- supplementary feeding for malnourished children and breastfeeding mothers
- medical support, including immunisation and disease control
- water trucking to communities and schools, cleaning shallow wells and borehole rehabilitation
- vaccinations and other projects to maintain the health of cattle and other livestock
- agricultural support including the provision of seeds for planting prior to the upcoming rains

World Vision supporters and the Australian public responded generously to our call for donations to support our East Africa Emergency Appeal.

In the first 90 days following the Japan earthquake and tsunami, World Vision provided survivors with relief items including clothing, blankets and hygiene kits.

Photo credit: Manabu Ito/World Vision





# TRANSFORM CHILDREN'S LIVES

## Case study: Japan earthquake and tsunami response

A 9-magnitude earthquake off the northeast coast of Japan on 11 March 2011 triggered a tsunami with waves as high as 26 metres that washed entire communities away.

More than 50 million people were affected: some 15,000 died, with an additional 4,280 unaccounted for. The disaster also forced the evacuation of 500,000 people and triggered a nuclear emergency with meltdown at three reactors in the Fukushima area.

World Vision's emergency response to these events was driven by the overwhelming scale of need. Our aim was to complement the Government of Japan's massive relief effort by filling specific gaps. This was one of the few relief responses that the World Vision International Partnership has supported in a developed country.

An initial 90-day relief response was generously funded by donations from World Vision supporters around the world. In these first 90 days, we assisted approximately 83,000 people in evacuation centres in Miyagi and Iwate Prefectures with relief items like blankets, clothing, hygiene kits, food and water, the creation of community kitchens, and psychosocial support for children and the elderly.

World Vision has since moved into the rehabilitation phase of its response, which will reach about 100,000 people between July 2011 and June 2012. During this time, our efforts will focus on:

- community building within temporary shelter settlements
- borehole installation and emergency water storage
- supplying solar panels for emergency power in future disasters
- child development and protection through Child Friendly Spaces
- providing school supplies and temporary classrooms
- helping revitalise the local fishing industry
- child-focused support for families evacuated from Fukushima prefecture

Bughul received World Vision relief assistance after her family was left homeless following floods in Pakistan's Sindh Province.  
Photo credit: Tennille Bergin/World Vision





# TRANSFORM CHILDREN'S LIVES

## Case study: Pakistan flood crisis continues in 2011

Twelve months after the worst flooding to hit Pakistan since 1929, large parts of the country were once again under water by September 2011 following heavy monsoon rains.

This fresh disaster exacerbated the damage caused in 2010 and forced thousands of families who were struggling to rebuild their lives back into dependence on humanitarian aid.

The southern province of Sindh bore the brunt of these new floods, with an estimated 8 million people affected. Pakistan's National Disaster Management Authority reported that 1.5 million houses were damaged or destroyed and one-third of the province's livestock perished. Some 2 million acres of crops were also lost, further increasing the vulnerability of farming communities.

Child malnutrition was already at emergency levels in Sindh. With families unable to harvest swamped crops once again, children remained in desperate need of nutritious food to help them survive another disaster.

In September 2011, World Vision's recovery assistance program for communities affected by the 2010 floods was expanded to include immediate relief assistance to 20,000 families in six districts of Sindh Province, delivered both directly and through local partner agencies.

This emergency response included distribution of food, water purification tablets, shelter supplies, kitchen sets and hygiene kits, as well as healthcare and the operation of Child Friendly Spaces.

Prior to this, World Vision had already assisted 1.5 million flood survivors from 2010, providing food, shelter, healthcare and long-term livelihood assistance across three provinces.

The 2010 floods, which affected a staggering 21 million people, were already the fourth major emergency to hit Pakistan in almost as many years: from the deadly earthquake in 2005 to widespread flooding across South Asia in 2007 and a refugee exodus after the outbreak of conflict in 2009.

Despite the people of Pakistan's immense needs in the face of yet another disaster, the 2011 floods failed to attract significant global attention. As the year drew to a close, the United Nations had received less than a quarter of the funds it appealed for in order to mount a comprehensive relief response.

## 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.

Our child rights and protection work in Bolivia is helping to ensure that the voices of children like Ruben, aged 10, are heard in family and community life.  
Photo credit: Jon Warren/World Vision





# TRANSFORM CHILDREN'S LIVES

## Case study: Child rights and protection project in Bolivia

From 2009-2011, this World Vision Australia-supported project worked to address high rates of violence against children and youth in Bolivia and the weakness of Bolivian protection systems.

This project focused on child protection at community, municipal, departmental and national levels. A major component was empowering children and youth to participate in strengthening child protection systems.

At the local level, children and youth participated in awareness raising and self-protection training sessions tailored to their own community context following assessments carried out by children and youth themselves. Children and youth also helped to design awareness raising materials, and write and perform radio spots about violence.

At a municipal level, the project enabled the voices of children and adolescents to be heard where they have traditionally been excluded. The project trained youth networks to prepare submissions to the municipality to push for higher budget allocations for child protection activities.

Many of these youth networks have been accredited by municipalities as legal entities permitted to enter planning and budgetary processes. They also develop, gain funding for and execute specific protection-related projects.

At a departmental level, the project focused on strengthening protection systems in schools. Teachers have been trained in protection protocols and a child protection module included in curriculums throughout the country.

At a national level, the project has been instrumental in leading inter-institutional roundtables on child protection issues in Bolivia and influencing the reform of child protection legislation. World Vision Bolivia has hosted national and international conferences on human trafficking and initiated a national network against human trafficking.



Asteria and her daughters Aracely (right), and Nathaly benefit from activities in a World Vision Area Development Program in Bolivia.  
Photo credit: Jon Warren/World Vision

## 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.

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

#### Snapshot of achievements in 2011

##### Indigenous programs

###### Programming

- Continued to implement six Indigenous community development projects in the NT, QLD, NSW and WA
- Developed and implemented three new Indigenous community development projects
- Implemented innovative community-based monitoring and evaluation approaches

###### Policy influence

- Strengthened our relationship with government on approaches to Indigenous development
- Coordinated the ACFID Indigenous Working Group
- Facilitated the World Vision Indigenous Advisory Group

###### Strategy development

- Conducted child wellbeing situational analysis
- Developed new Australia Program Strategy 2012-2015
- Conducted program-level review of roles, functions and staff capability
- Implemented a new Australia Program operating model and staffing structure and recruited staff to support this structure

##### KIDS HOPE AUS.

- 114 new coordinators trained
- 56 new programs commenced – 560 more children matched with mentors



# TRANSFORM CHILDREN'S LIVES

Many Australians still experience extreme disadvantage despite living in a developed and prosperous country. This disadvantage 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; rates of imprisonment; family and community dysfunction and disenfranchisement; and access to government services.

Rates of disadvantage are higher for Indigenous Australians and accordingly World Vision Australia's domestic work has focused on Indigenous communities since the mid-1970s. We have continued to grow and strengthen our community development partnerships over that time, with a current portfolio of eight initiatives across four States and Territories. This work is funded by government grants, corporate giving, and via the public donation programs Linking Hands and World Vision Gifts.

In 2011, we conducted a review of the Australia Program to ensure ongoing efficiency, effectiveness and accountability. Drawing on this work we reorganised our structure and staffing to meet our commitments for improved program quality. Ongoing programming quality will be ensured by a comprehensive program performance framework, a risk management strategy, and a reinvigorated funding approach.

## Examples of our work in 2011

### Early childhood care and development

We continue to partner with BHP Billiton Iron Ore and four Martu communities in East Pilbara (WA) to implement the Pilbara Early Childhood Care and Development Project, which focuses on improving the health and wellbeing of Indigenous children aged 0-5 years. In three Warlpiri communities in the Northern Territory we partner with the Central Land Council to implement a similar project funded in part by the Warlpiri Education and Training Trust.

The projects aim to increase the capacity of communities to improve the health and wellbeing of their children, which includes supporting parents and community leaders to establish and manage early childhood services. In some of these communities, no activities geared toward pre-school aged children existed before these projects commenced. The increasing number of community members who engage with these early learning centres demonstrates their broader positive impacts on community participation/engagement and cohesiveness.

In line with World Vision's holistic development model, the Australia Program doesn't solely focus on early childhood development projects but rather seeks to address holistic development challenges in partnership with communities. Therefore, a range of activities are being implemented by our staff to increase awareness and knowledge of good nutrition and parenting practices.

We work collectively with local health clinics to identify individual needs and promote an enabling environment that supports healthier, happier and safer family environments and communities. In the Pilbara, community demand is driving the development of associated projects for food security, youth development and community-led governance.

We are undertaking innovative community-led evaluation processes for both of our early childhood development projects, which will help to strengthen local ownership of project outcomes as well as determine the future direction.

Rita Beasley is from the Epenarra Artists, a World Vision partner in the Indigenous Arts Project in the Northern Territory.  
Photo credit: Liz Mullen/World Vision





# TRANSFORM CHILDREN'S LIVES

## Sydney Koori Leadership Project

The Sydney Koori Leadership Project ("Young Mob") aims to increase culturally appropriate leadership development opportunities for urban Indigenous youth, which in the long term contribute towards building resilience, life skills and reinforcing cultural knowledge systems within urban Indigenous communities.

This year's independent project evaluation showed that the project has enabled Indigenous Sydney youth, who were previously disengaged from schooling, to gain a strong set of life skills, build their confidence and make decisions that have transformed their sense of place in the world.

The project includes an academic program that has attracted the attention of several tertiary institutions keen to collaborate and develop it further. Schools, community groups and government have expressed an interest in access to the curriculum. The use of public speaking as a platform to explore culture, self identity and leadership has proven to be very powerful and is potentially applicable to any disadvantaged community, including non-Indigenous and refugee communities.

The evaluation recommended that the Young Mob curriculum be mainstreamed to all schools in Australia and that World Vision should begin program design for a new youth development project in Greater Western Sydney.

### Case study: Young Mob celebrate culture and leadership

Participants in World Vision's Sydney Koori Leadership Program ("Young Mob") enjoyed a celebration of Indigenous culture during a December 2010 camp at the National Centre for Indigenous Excellence in Sydney.

A rap and hip-hop session, a bush tucker cook off, a Redfern history walk, and art and culture workshops were just some of the highlights of the camp, which drew almost 40 young Indigenous participants from five schools in the Sydney suburbs of Redfern, La Perouse and Mt Druitt.

Camp workshops were facilitated by Aboriginal media personalities and cultural experts including well-known radio and TV presenter Lola Forester, comedian Sean Choolburra, Cesar Bassi from hip-hop duo CuzCo and local Aboriginal artist Jim Simons.

Participants chose the workshops they wanted to take part in, and at the end of the two days showcased what they had learned in front of invited family, friends and community members.

Among other things, the young people learned how to play traditional Indigenous games and traditional art skills, and they discussed issues including health and wellbeing, conflict management and consumer rights.

The owners of Redfern's Purple Goanna cafe presented training sessions on bush tucker and cooking, demonstrating recipes such as rice paper rolls with crocodile and kangaroo meat.

The cultural camp is a new addition to our efforts to provide Aboriginal youth with culturally appropriate leadership development opportunities.

The Young Mob program aims to help young people develop the skills and confidence they need to thrive at school, gain employment and be positive role models in their community. Its core component is two-hour weekly sessions run over an eight-week period focusing on leadership, public speaking and cultural knowledge.

Riccoleisha attends a playgroup supported by the Warlpiri Early Childhood Care and Development Project in the Northern Territory.  
Photo credit: Suzy Sainovski/World Vision





# TRANSFORM CHILDREN'S LIVES

## Indigenous Arts Project

The Indigenous Arts Project commenced in Wutunugurra (Epenarra), Northern Territory, in 2009 to raise the socio-economic status of Indigenous artists and their families through sustainable community arts enterprises. Participating in the Indigenous art market has many benefits: it helps to keep language and culture strong and provides opportunities in the mainstream economy for employment, skills development and financial independence.

With the support of the project, local artists have increased their capacity and dedication to sustained art production, as well as utilising art for the transfer of cultural knowledge to younger people in the community.

Several of the artists are working towards a Certificate III in Arts Administration, which has not only encouraged artistic growth but also developed business skills. The artists have also registered themselves as a business and exhibited their work in Melbourne, Brisbane, Sydney and Adelaide.

Sustainability of project gains and ongoing community ownership will be ensured through increasing engagement with Barkly Regional Arts, a regional hub for the arts operating out of Tennant Creek. World Vision will gradually transition out of project management by September 2012.

## Australia Program Strategy 2012-2015

During the year we developed and completed our new Australia Program Strategy for 2012-2015. The strategy development process enabled us to assess the effectiveness of our activities, drawing on our field experience and rigorous project evaluations. It also provided us with the imperative to revise our vision based on the World Vision International Partnership's work on child wellbeing outcomes, our emerging knowledge about child wellbeing in Australia, as well as World Vision and external best practice community development approaches. Our new program goals and objectives combine an evidence base of what we know works well with World Vision's vision and expertise, to set clear directions and approaches for our future program of work in Australia.

Based on the positive changes in communities we are partnering with, and with our Indigenous partners seeking ongoing and greater collaboration, we will be expanding our activities in Australia over the next three years. In the future we will also examine opportunities to bring our development expertise to support other disadvantaged communities of Australians. In particular, we will look to leverage the establishment of the World Vision Pacific Timor-Leste National Office in Brisbane to consider working with Pacific Islander groups of disadvantage here in Australia.

## KIDS HOPE AUS.

The KIDS HOPE AUS. program continued to grow in 2011 with highlights and activities including:

- 114 new coordinators trained
- 56 new programs commenced – 560 more children matched with mentors
- two new Northern Territory programs commenced, funded by Mona Vale Anglican Church in NSW
- Griffith University External Evaluation of the impact of KIDS HOPE AUS. concluded (results and report due in 2012)
- new training materials designed (including manuals and DVDs which are due for release in 2012)
- KIDS HOPE AUS. State Conferences held in Melbourne and Sydney with the theme "Tuning into Kids Emotions".

## 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.*

In Tanzania, Donald rides his bike to fetch water from a new borehole 1.5km from his home. He no longer gets sick from drinking dirty water.

Photo credit: Paul Bettings/World Vision







Food distribution in Mutorara, Mozambique.  
Photo credit: Rebecca Murray/World Vision





# CHAMPION THE CHILD POVERTY AGENDA

## Three-year performance review

### What did we set out to achieve?

Our constant challenge is to keep child poverty top of mind for governments, policy makers, businesses and Australians in a climate where other issues dominate the public debate.

We set out to engage our supporters, partners and allies, including the communities with whom we work, to fuel a social movement against poverty and injustice. We wanted to 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.

### How did we perform?

We performed well against the goals we set and we met or exceeded the targets established in this area.

Our relationships with government have yielded very promising results in policy adoption and support for the priorities we have outlined. The push to achieve bipartisan support for ODA of 0.5 percent of GNI and the recent government announcement that it would match dollar for dollar funds raised by Australian aid agencies for the East Africa crisis are recent examples of success in this area.

The Independent Review of Aid Effectiveness report delivered in April 2011, and the Australian Government's response to this, have been positive overall, cementing the view in policy and some media circles that Australia's aid program is both effective in contributing to poverty reduction, and consistent with our national interest.

Our advocacy in the corporate sector bore fruit with the decision by major chocolate manufacturers to use Fairtrade-certified cocoa. A review of our Don't Trade Lives campaign found that the decision by these manufacturers to switch to Fairtrade was brought forward by two years due to the campaign.

Our engagement with the general public has been far-reaching and rewarding. Our youth programs, including Vision Generation (VGen) and the 40 Hour Famine, continue to be well supported. We are heartened by the active participation and passion of young Australians in tackling issues of poverty and injustice. We have also been able to engage more deeply with churches and extend our engagement to new church communities. We are approaching our relationships with church communities in a more holistic manner than in the past, where the emphasis was geared more towards fundraising.

|   |   |               |                                 |
|---|---|---------------|---------------------------------|
| <b>Goal 3</b>   |   |               |                                 |
| Challenge and advance humanitarian and development thinking and practice  |   |               |                                 |
| <b>Goal 4</b>   |   |               |                                 |
| Fuel a movement to engage the whole Australian community on poverty and injustice issues  |   |               |                                 |
| <b>Goal 5</b>   |   |               |                                 |
| Influence the Australian Government, international and foreign governments to adopt policies and practices consistent with the Child Poverty Agenda |   |               |                                 |
| <b>Legend</b>   | Most targets/objectives met or exceeded | Mixed results | Many targets/objectives not met |

### What lessons did we learn?

The need to consolidate gains made in aid policy over the past three years remains.

While we have a credible voice we need to demonstrate our relevance to the business community and corporations, understand their context, and seek to identify ways we can partner effectively and achieve common objectives.

## 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.

#### Snapshot of achievements in 2011

- Carbon financing and climate change adaptation work attracts international interest and stimulates change in development practice
- Economic Empowerment@Work pilot model being implemented in Kenya and Indonesia
- Urban Learning Network established across all World Vision offices enabling cross-fertilisation of ideas and best practices
- Published *Psychological First Aid: Guide for Field Workers* in partnership with the World Health Organization and the War Trauma Foundation

## Examples of our work in 2011

### Sustainable land management

World Vision Australia (in association with World Vision Ethiopia) facilitated and presented at the National Workshop on Integrating Carbon Financing and Climate Change Adaptation into Sustainable Land Management Programming for Ethiopia, from 28 March to 1 April 2011. The workshop was opened by the President of Ethiopia and the Ethiopian Government subsequently announced its intention to reforest 15 million hectares and to support World Vision's scale up of the Humbo community forestry project. Our work in the area of carbon financing and climate change adaptation has attracted international interest, and this interest is beginning to result in changing development practice. World Vision Australia has been invited to sit on expert panels at key international conferences and is engaging AusAID on the roll out of its climate change funding.

### Economic Empowerment@Work

#### Case study: Business Facilitation Project in Ndabibi, Kenya

A Business Facilitation Project has enabled communities in the Ndabibi area of Kenya's Rift Valley Province to expand and diversify their income generating activities.

This four-year pilot initiative complemented other development work being undertaken through the child sponsorship-funded Ndabibi ADP.



# CHAMPION THE CHILD POVERTY AGENDA

## Case study: Business Facilitation Project in Ndabibi, Kenya (continued)

In this area comprising 31,000 people, families have traditionally struggled to meet their basic needs because of reliance on subsistence farming. Erratic rainfall and lack of infrastructure are significant obstacles and people have few alternative sources of income when crops fail.

With the project's support, a committee called "Ndamamo" was formed by local farmers and businesspeople to lead economic development in the district. They received ongoing support from a World Vision-appointed Business Facilitator.

The project exposed Ndamamo and its affiliate groups to new agricultural technologies, trained them how to access credit and other financial resources, and taught them strategies for accessing new and existing markets where they could sell their products.

Financial management training including basic book-keeping enabled group members to obtain funds from microfinance institutions and organisations such as the World Wide Fund For Nature to assist with the development of silkworm production, water management and reforestation.

By the end of the project:

- participating farmers were able to negotiate better prices for their produce;
- people could now access financial services to start up and expand farm enterprises and small businesses such as cafes, shops and hairdressing salons;
- one Ndamamo affiliate group had successfully negotiated a contract to supply watermelons to a local supermarket chain;
- silkworm farming and beekeeping were being pursued for income generation;
- five greenhouses had been built for commercial vegetable crop production and as demonstration sites where community members could learn how to apply this technology on their own land;
- the Chemi Chemi women's group, an Ndamamo affiliate, had purchased two plots of land, constructed dams and introduced drip irrigation and greenhouses for commercial horticulture.

Going forward, Ndamamo will use income generated through the greenhouse, silkworm and beekeeping projects to expand its activities. Once income generating projects are viable, funds they generate will be used to provide community members with low interest loans, thus expanding and sustaining economic empowerment in the community.

World Vision's Economic Empowerment@Work model, as piloted in Ndabibi, is now being implemented elsewhere in Kenya and Indonesia.

## Urban Programs Centre of Expertise

The world recently passed a significant milestone – for the first time in human history more than half of its citizens are “urban”, with up to a billion people living in slums. Urbanisation is changing the face of poverty – and challenging the conventional approaches of development and humanitarian organisations.

Sorya, aged 12, helps her mother prepare food. They receive nutritional support through a World Vision project for families affected by HIV and AIDS in Cambodia. Photo credit: Sopheak Kong/World Vision





# CHAMPION THE CHILD POVERTY AGENDA

Overcrowded urban slums present child wellbeing issues not found in rural-agricultural settings. Children are the first casualties of urban poverty, often over-exposed to physical, economic and social hazards. Extended families and other protection networks are commonly absent while parents are working long hours. Incidences of abuse and exploitation are frequent. Many slum children end up living on the streets, or do not have a fixed residence. Often alone and unsupported, or pushed to support their families from an early age, they get caught up in cycles of poverty, sliding into long-term child labour or being trafficked.

World Vision's Centre of Expertise for Urban Programming, hosted by World Vision Australia, has spent the last 12 months consolidating lessons from action research, and scaling up its activities globally to address urban poverty. Pilot projects in Bolivia (La Paz), Cambodia (Phnom Penh), India (Kanpur and Siliguri), Indonesia (Surabaya), Lebanon (Beirut) and South Africa (Johannesburg) are testing locally driven solutions that contribute to child wellbeing in the city. Securing land tenure, generating sustainable income in the informal cash economy, fostering social harmony, creating opportunities for youth, protection and building child-friendly neighbourhoods are some of the priorities for the pilot projects.

In 2011, the Centre of Expertise established a global Urban Learning Network across all World Vision offices to enable cross-fertilisation of ideas and best practices. With a phased approach to scaling-up its activities, the centre also began establishing foundations for new urban learning sites in South Asia, East Africa and Latin America. These sites will scale-up applied learning from the urban pilots and combine innovative local-level action with city-level advocacy and policy influence. This presents significant opportunities to work with other funding partners and multilateral agencies, such as through existing agreements with UN-HABITAT and the RMIT Global Cities Institute.

## Case study: Enabling change at local, city and organisational levels

Insecure tenure is a significant issue facing poor communities living in Phnom Penh, Cambodia. Most Cambodians who returned to Phnom Penh after the fall of the Khmer Rouge were effectively squatters – and huge gaps in land policy and practice still exist.

Agencies working on the land issue in Cambodia operate in a restrictive political environment, facing a lack of transparency in government and urban planning and a history of aggressive confrontation between communities and local authorities.

It is estimated that between 30 and 60 percent of urban dwellers in developing countries live without secure tenure that can protect them from eviction.<sup>4</sup> Insecure tenure can also mean no voting rights, limited access to credit or insurance, no police protection, and limited access to schools, clinics, basic sanitation, clean water, waste removal or emergency services.

World Vision approaches security of tenure on two fronts: First to empower communities to lead their own development and advocacy activities towards security of tenure; second, to develop and improve partnerships with key civil society organisations and government departments at the city level for effective dialogue and action on the land issue.

The Phnom Penh project has enabled communities in more than 15 locations to develop their own intra-community network, focused on sharing information and experiences on the tenure issue. Meetings are chaired and coordinated by community representatives, and community projects have included road and drainage improvements, state water and electricity connection, land title registration applications, planning and consultation with local authorities, and establishment of a collective savings fund.

4. UNICEF (2011), Children in urban poverty: Can they get more than small change? (available at: <http://bit.ly/vYx32w>)

Commuting in Cambodia's Kampot Province.  
Photo credit: Sopheak Kong/World Vision



#### Case study: Enabling change at local, city and organisational levels (continued)

Communities have also been connected with various levels of government, including the Deputy Governor of Phnom Penh, during joint land and housing forums initiated by World Vision and project partners. There has also been engagement with multilateral donors involved in funding land management and registration initiatives.

A key learning of the Cambodia pilot project has been critical reflection on how World Vision can add value in a complex and dynamic urban environment, on sensitive issues such as land title that have no clear resolution. While NGOs have limited control over land titling processes and decision making, they can provide the coordination mechanisms that bring important partners to the negotiating table, especially affected communities, duty bearers and local organisations.

#### Gender

World Vision Australia continued to co-chair the ACFID Gender Equity Working Group, engaging in forums including the Inter-Parliamentary Roundtable on Ending Violence Against Women in Asia and the Pacific, and publishing articles on gender issues. We became the representative of the Asia-Pacific Women, Faith and Development Alliance on a United Nations Population Fund initiative that mapped the efforts of faith-based organisations to address violence against women and girls.

#### Publications

World Vision Australia staff members continue to address conferences and publish articles in leading aid and development journals.

World Vision, in partnership with the World Health Organization (WHO) and the War Trauma Foundation, launched *Psychological First Aid: Guide for Field Workers*. Endorsed by 24 international humanitarian agencies, the guide reflects the emerging science and international consensus on how to provide basic support to people in the immediate aftermath of extremely stressful events. It follows confirmation of Psychological First Aid as being the best approach for providing psychosocial support following crises and is recommended in the recent Sphere Guidelines (2011) for disaster response.

Additional 2011 materials include the publication of articles and practice notes on Indigenous development, coordination of NGO civilian-military relations, and a report requested by the Brookings Institute on World Vision Uganda's Civil Voice and Action project.



# 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.

### Snapshot of achievements in 2011

- Over 60,000 actions taken by Australians as part of the World Vision International Child Health Now campaign
- Our call for an Australian Ambassador for Human Trafficking receives strong backing
- 300,000 people take part in the 40 Hour Famine in 2011
- Vision Generation continues to champion World Vision's advocacy campaigns through 70 active groups in schools and universities around Australia

## Examples of our work in 2011

### Campaigning

In 2011, World Vision Australia's campaign priorities were:

- Maternal and child health through the Child Health Now campaign
- Human trafficking and slavery through the Don't Trade Lives campaign
- More and better aid, and achievement of the Millennium Development Goals, through the abovementioned campaigns plus the coalition campaigns, Make Poverty History and Micah Challenge.

### Child Health Now campaign

Millennium Development Goals (MDGs) 4 and 5 – which aim to reduce under-five child deaths by two-thirds and maternal deaths by three-quarters respectively by 2015 – are among the worst performing MDGs. Every year in the developing world, almost 8 million children under the age of five die from easily preventable causes like neonatal complications, pneumonia, diarrhoea and malaria. Maternal mortality is also very high, with at least 340,000 expectant mothers in the developing world dying every year from complications during pregnancy or childbirth.



In Mali, Dianelia breastfeeds her baby. Our maternal and child health projects promote correct care and nutrition practices for young children.  
Photo credit: Justin Douglass/World Vision







# CHAMPION THE CHILD POVERTY AGENDA

At the current rate of progress, the world will not even come close to achieving the 2015 targets. Disturbingly, the reason they are so off track is a lack of political will and a failure on the part of many countries to prioritise women's and children's health.

Through our global Child Health Now campaign, World Vision is calling for the international community to rededicate itself to the MDG goals for health because ending the preventable deaths of mothers and children is one of the soundest investments the world can make.

In 2011, Child Health Now campaign highlights included:

- Over 60,000 actions were taken in support of the Child Health Now campaign in Australia, ranging from signing petitions to attending private MP meetings.
- The Midwife Crisis phase of action, which called for maternal, newborn and child health to be prioritised in government aid spending. Members of World Vision's youth movement, Vision Generation, were trained to undertake Midwife Crisis actions nationwide which called on the government to allocate \$1 in every five aid dollars to health by 2012, so Australia can help to train more midwives in our region. In April, a Child Health Now/Micah Challenge Parliamentary Breakfast Forum was held in Canberra to raise awareness of the shortage of skilled midwives in our region and present Midwife Crisis actions.
- The formal launch of Child Health Now Communities, a new initiative aimed at engaging healthcare professionals on the issue. Through this initiative, hospitals, universities, GP clinics and health centres commit to supporting the Child Health Now campaign and undertake an agreed number of advocacy actions each year. At the end of 2011, 15 medical/teaching institutions had signed up.
- The Step up to the Plate phase of action was launched in June, calling for a continued commitment to 0.5 percent of GNI for ODA, investing a greater proportion of the ODA budget in health, and leading efforts to improve food security through the G20. Over 50,000 Step up the Plate postcards were signed by World Vision supporters in the months that followed.

## Don't Trade Lives

Over the past three years, World Vision's Don't Trade Lives campaign has been successfully raising Australian public, business and political awareness of human trafficking and slavery. Human trafficking is driven by demand. It's a hideous crime, flourishing amid the demand for cheap goods, services and labour. This demand creates opportunities for vulnerable people to be exploited. Traffickers seek out employers who are desperate for a low-paid workforce to help keep their labour costs down. This often results in vulnerable children being used, working for little or no pay without protection and in appalling conditions.

In 2011, Don't Trade Lives campaign highlights included:

- Over 110,000 Australians asked the Australian Government to Give Child Labour the Sack! The action called for the Australian Government to consider the drivers of human trafficking – the demand for cheap goods, services and labour – and how we can work together to combat it. The postcards were presented to the Foreign Minister at the Trek Against Trafficking II held in Canberra from 19-22 February. This youth training and advocacy event was designed to empower members of Vision Generation to campaign on behalf of Don't Trade Lives.
- Support for World Vision's call for the appointment of an Australian Ambassador for Trafficking. During the Trek Against Trafficking, the Foreign Minister lent his strong personal commitment and support to this call. In June, this support was echoed in the US State Department in its Trafficking in Persons Report 2011, as well as by other leading officials from the UN Office on Drugs and Crime and UNICEF.



Former Australian Foreign Minister Gareth Evans, Fijian political activist Sharon Bhagwan Rolls, and senior writer from The Age Jo Chandler at a One Just World forum in Melbourne.  
Photo credit: Suzy Sainovski/World Vision

- At Easter, World Vision launched the report, "Our Guilty Pleasure: Exploitative Child Labour in the Cocoa Industry". The report highlighted evidence showing that child labour, and more disturbingly the worst forms of child and trafficked labour, are still rife in cocoa production in West Africa. It recommended that the chocolate industry adopt a "sustainability levy" on cocoa that will amount to about 0.2 percent of global chocolate sales. The estimated audience reach of media coverage of this report was over 3 million people.

### 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. Launched in 2008, it is a partnership between World Vision Australia, the International Women's Development Agency, AusAID and a university in each state.

The One Just World series has now delivered 40 forums which have been attended by over 10,000 people. Thousands more are able to access the series through videos posted on [onejustworld.com.au](http://onejustworld.com.au). The series has featured prominent Australian and international speakers including Peter Singer, Kevin Rudd, Hilary Charlesworth and the Timor-Leste Finance Minister Emilia Pires.

### 40 Hour Famine

World Vision Australia started the 40 Hour Famine in 1975. It is one of Australia's biggest community awareness and youth fundraising events.

Around 300,000 people participated in the 40 Hour Famine in 2011, which took place on 19-21 August. As well as 330 primary schools and 1,805 secondary schools, almost 900 church communities took part.

Donations to this year's 40 Hour Famine increased by almost 13 percent on last year, to \$7.1 million. Funds raised will support World Vision projects in Timor-Leste, Nepal, Cambodia and other countries around the world.

### Schools

In 2011, World Vision continued to engage Australian teachers and students in learning more about global issues and practical ways they can exercise active citizenship to address both the symptoms and causes of poverty.

Our work in schools includes the provision of high quality curriculum-aligned resources that teachers can use in their classrooms. In 2010, our "Get Connected" resource was awarded the Australian Geography Teachers Association Award and World Vision was invited to sit on the Geography Advisory Panel for the new Australian curriculum. Get Connected is sent to every school in Australia and an additional 60,000 copies have been sold to Australian schools. World Vision also presented professional development workshops and lectures on global education to over 500 pre-service and in-service teachers.



# CHAMPION THE CHILD POVERTY AGENDA

Alongside this work to address global issues in the school curriculum, we have also actively engaged students in a range of powerful experiential events. Ahead of the 40 Hour Famine, 3,200 students from 845 schools participated in 11 Global Leadership Conventions across Australia.

In Sydney, over 1,000 students were challenged through Connecting Lives, our interactive exhibit on the lives of three African children. The following quote is representative of much of the feedback.

*"As a Senior Geography teacher the excursion to the 'Connecting Lives' exhibition was not only academically rewarding but also lifted the social conscience of the students who attended. The way the exhibition takes you through the stories of actual children living in various parts of Africa allowed the students to experience the inequalities of our world in a way that no text book or documentary can. It could only be bettered by actually visiting these countries... I would highly recommend it as a meaningful excursion."*

(Katherine John, St Andrew's Cathedral School)

## Case study: Schools embrace global citizenship

St Andrew's Cathedral School in Sydney has taken seriously the need to prepare and engage their students to address issues of social justice in our increasingly globalised world. The school works regularly with World Vision to address global issues in its formal curriculum, and in 2011 this included the use of our Get Connected resources and hearing the inspiring stories of two former child soldiers from northern Uganda, Paul Okwokene and Grace Arach.

The school also conducted a fair trade stall and a fair trade debate and brought students to the experiential Connecting Lives exhibit. Four student leaders participated in our Global Leadership Convention and led the school in the 40 Hour Famine raising over \$10,000.

At Mt Annan High School, also in Sydney, students formed a group to talk about and promote ethical consumerism and thought that fair trade would be a great place to start. They staged a fair trade chocolate taste test during a school assembly that grabbed plenty of attention. Then they helped to run the 40 Hour Famine Gig Night with four bands from different local schools. Between acts they showed short video clips from World Vision and ran a fair trade stall with information flyers.

Band members got behind the cause and promoted it on their websites and Facebook pages. Many local media also picked up the story. The group is currently working on staging an art competition called Human Rights and Wrongs.

## Vision Generation

Through the World Vision Australia youth movement, Vision Generation, young people under 25 have taken thousands of actions nationwide against poverty and injustice issues.

Vision Generation members take action through Vision Groups – organic groups of passionate, like-minded young people who come together to mobilise their school, university or community to respond to issues of social injustice and extreme poverty. In 2011, there were 70 active Vision Groups in schools and universities across the country, with over 1,500 campaigners championing World Vision's advocacy campaigns.

Laura Sykes, from Launceston, who has just been appointed as Vision Generation Tasmania Director for 2012 (volunteer role), reflected on her experiences so far:

Vision Generation members stopped traffic in Brisbane with their silent protest for the Child Health Now campaign.  
Photo credit: World Vision





# CHAMPION THE CHILD POVERTY AGENDA

*"Throughout my four year journey with Vision Generation, World Vision staff and volunteers have invested in me as a young activist. I have been trained by key World Vision staff, helping me to gain valuable leadership and campaigning skills and to increase my knowledge of development. I feel that World Vision has truly encouraged me to believe in my ability to create change and empower a community of young activists to make a difference for the world's poor. Vision Generation is like my second family."*

Jasmine Mikschi from Brisbane was the World Vision Youth Ambassador in 2010 and she volunteers as Vision Generation's Queensland Director. She commented:

*"Yes, Vision Generation advocates for the poor. Yes, Vision Generation campaigns relentlessly. But almost more importantly, Vision Generation provides a space for a diverse range of young people to be inspired and challenged by issues affecting their globalised world. We help them actively grow to their full potential and in doing so we are nurturing and growing future leaders of Australia. Whatever field these young campaigners end up working in, it's exciting to know that Vision Generation has impacted them and will influence their lifelong choices and values. Although this year has been really challenging, I wouldn't trade it in for anything."*

## **Australian Christians and churches**

Some examples of our work in 2011 include:

- Advocacy initiatives – Australian Christians and churches throughout the country are increasingly engaging in and supporting World Vision advocacy initiatives. The Faith and Activism Roadshow – a series of workshops to discuss the connection between faith, activism and discipleship – was held around Australia in June. More than 10,000 Christians participated in Don't Trade Lives' Abolitionist Sunday. As part of the Micah Challenge coalition we continued our involvement in the annual Voices for Justice event in Canberra, which attracted strong local and national media coverage this year. The event was attended by 230 Christian advocates who met face-to-face with over 100 of our nation's leaders.
- Vision Artists – Through Vision Artists we partner with Christian performers who share our passion for poverty and justice issues and agree to promote our work through their art. Our partnership with the 2011 Soweto Gospel Choir tour of Australia generated 175 new child sponsorships and enabled us to reach new audiences. A number of new initiatives have emerged from a Vision Artists trip to India including a potential partnership with the Australian Broadcasting Corporation linked to the Melbourne Gospel Choir's new CD "Freedom".
- Partnerships – Our partnerships with Christian events and organisations, including the Black Stump festival, Christian Surfers Australia and Soul Survivor, are helping to generate positive financial and non-financial outcomes. In Victoria, our recent association with the New Hope Baptist Church on trafficking and justice issues led to them hosting an electoral forum at which Foreign Minister Kevin Rudd spoke.
- Field visits – We facilitated visits to World Vision projects overseas for church communities from New South Wales, Queensland and South Australia during 2011. Many of these churches are seeking a deeper partnership with World Vision Australia as a result of their first-hand exposure to our field work.
- Theological colleges – In 2011, we continued to develop resources and undertake teaching in a range of theological colleges. This included teaching Aid and Development units at Harvest and Tabor Colleges and conducting theological forums in both Melbourne and Sydney. These high quality forums featured Dr Jayakumar Christian, National Director of World Vision India, our CEO Rev Tim Costello and the Rev Dr John Dickson. This work seeks to encourage and challenge Australian Christians and churches to think and act biblically to "love justice, act with mercy and walk humbly with your God". (Micah 6:8)

Australian Foreign Minister Kevin Rudd and World Vision's Brian Knee take a call from a supporter during the Minister's visit to World Vision headquarters in Melbourne in 2011.  
Photo credit: Bridie Walsh/World Vision



## 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 in 2011

- Continued to work with partners to maintain bipartisan support for a 0.5 percent GNI commitment to Australia's Official Development Assistance
- Increased Australian Government funding commitments for global health initiatives
- World Vision recommendations reflected in the Independent Review of Aid Effectiveness

### Examples of our work in 2011

The Federal Government made several funding announcements and commitments during 2011 which reflect key focus areas of our advocacy and campaigning, including:

#### Total Aid Budget

World Vision Australia continued to work with partners to maintain bipartisan support for the 0.5 percent of GNI commitment to Official Development Assistance. The May 2011-2012 Federal Budget boosted international aid by \$474 million and affirmed the Australian Government's commitment to increasing aid spending to 0.5 percent of GNI. In a tough Budget, this was an encouraging result.

#### Maternal and Child Health – Child Health Now

- A commitment of \$200 million over the next three years to the GAVI Fund to provide greater access to vaccines for 7.1 million children which will lead to the survival of an estimated 200,000 children.
- Increased funding to The Global Fund to fight AIDS, Tuberculosis and Malaria – \$210 million over three years.



# CHAMPION THE CHILD POVERTY AGENDA

- Following the Commonwealth Heads of Government Meeting in Perth and World Vision's calls to address child malnutrition and food insecurity, a commitment to provide \$47 million over four years to establish an International Centre for Food Security to provide agricultural research and advice to African countries in need.
- The World Health Organization and the University of Technology, Sydney announced a \$10 million two-year midwifery capacity building project in PNG, funded by AusAID. This followed strong engagement with the Australian and PNG governments over the last two years, and a joint Child Health Now and Micah Challenge Parliamentary breakfast forum to highlight the "midwife crisis" issue in our region.

## **Independent Review on Aid Effectiveness**

During 2011, the Australian Government received the Independent Review on Aid Effectiveness. The review was undertaken by an independent panel and examined whether the current systems, policies and procedures for Australia's aid program maximise effectiveness and efficiency.

World Vision Australia made two submissions to the Aid Review including 118 recommendations. Recommendations made by World Vision Australia reflected in the Aid Review include:

- longer term planning and greater parliamentary oversight;
- a greater share of aid to multilaterals and NGOs and greater use of partnerships;
- greater funding for those countries with the largest number of poor people;
- increased transparency for the aid program, better engagement with civil society in Australia; and
- simplified and improved evaluation and review of aid activities.

Overall the Aid Review recommendations should provide a good framework for further improving the focus and effectiveness of Australia's aid program with significant synergies with World Vision Australia's geographic and thematic focus.



Local women help out at a World Vision food distribution point in Matabeleland North, Zimbabwe.  
Photo credit: Suzy Sainovski/World Vision

## 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.*

Chadni's mother set up her own successful tailoring business after joining a World Vision-supported women's co-op in Bangladesh.  
Photo credit: Suzy Sainovski/World Vision





## Three-year performance review

### What did we set out to achieve?

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

Over the last three years significant shifts in the global economy have occurred which have led to widespread uncertainty and the re-drawing of power relations between nations. Although Australia weathered the financial crisis reasonably well, we have seen a trend toward greater conservatism in Australian charitable giving.

In addition to this, a run of large-scale domestic natural disasters has led Australians to turn inwards and act on the adage that "charity begins at home".

Despite the challenges we have faced in attracting private donations during this period, we have developed a stronger relationship with AusAID, the Australian Government's overseas aid agency, signing a Partnership Agreement with them in 2010. The relationship is well-cemented and bodes well for the future.

| Goal 6  |   |
|---|---|
| Grow funding from the Australian Government and multilateral organisations  |    |
| 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 |  |
| <b>Legend</b>   |   |
| Most targets/objectives met or exceeded                                     |    |
| Mixed results   |  |
| Many targets/objectives not met   |  |

### What lessons did we learn?

We learned that we need to consolidate our efforts and "get back to basics" by reinvigorating our core fundraising program, child sponsorship. Whilst product diversification was our emphasis in 2009, we will now focus on increasing the acquisition and retention of child sponsors as a priority.

We have also learned that we need to engage more strategically with businesses and major donors. Looking forward we intend to target our efforts toward specific "sectors" to attempt to develop a deeper and more purposeful engagement. We have selected the resources sector as an initial focus, building on our experience with BHP Billiton and identifying ways to achieve common social objectives.

*In 2011, World Vision Australia applied 81.2 percent of funds to program costs. The remaining 18.8 percent was spent on administration and fundraising. See Financial Performance and Position on page 116 for further details on how funds were spent in 2011.*



# 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 relief and development projects.

#### Snapshot of achievements in 2011

- The value of work conducted on behalf of AusAID was \$41.2 million, which is an increase of \$5.6 million (16%) from 2010.
- The value of work conducted on behalf of other institutional donors including the Asian Development Bank and the World Bank was \$3.4 million.
- World Vision Australia managed contracts valued at \$21.1 million on behalf of the World Food Programme.

Tinomuzivasha Zhou, Regional Food Aid Coordinator for World Vision in Zimbabwe.  
Photo credit: Suzy Sainovski/World Vision



World Vision food distribution activities in Cambodia target families living with HIV and AIDS, as well as orphans and vulnerable children.  
Photo credit: Sopheak Kong/World Vision





# GROW OUR RESOURCES

## **AusAID**

World Vision Australia has been fully accredited by AusAID and has a long-standing and collaborative relationship with them, particularly through the AusAID NGO Cooperation Program (ANCP).

The ANCP provides annual funding for accredited Australian NGOs to support poverty alleviation programs overseas. Under this program AusAID provides funding for approved ANCP programs 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 an annual limit.

World Vision Australia is one of seven Australian NGOs that have entered into a formal ANCP Partnership Agreement with AusAID. This agreement seeks to strengthen policy dialogue, enhance collaboration, and provide multi-year funding under the ANCP for joint efforts to alleviate poverty and increase the reach and effectiveness of the Australian aid program. The ANCP is an important means of support for World Vision Australia's work in the field, and in 2011 we received \$23.08 million in ANCP funding.

World Vision Australia also applies for further AusAID funding through other schemes such as Cooperation Agreements and Periodic Funding Agreements to support work across the globe in alignment with AusAID country or regional strategies. We are also an accredited AusAID Humanitarian Partnership Agreement partner agency and eligible to receive AusAID funding to respond to rapid-onset humanitarian emergencies.

During 2011, World Vision Australia was involved in the implementation of 121 AusAID-supported projects.

## **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. About half the food provided by WFP is sourced directly within the country or region where it is needed. The other half, sourced internationally, is shipped by sea and unloaded in ports 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 through donations to our Multiplying Gift Appeal, capacity building and assistance in the design, monitoring and evaluation of food distribution programs. In 2011, \$6 million was donated to the Multiplying Gift Appeal.

## **Other institutional donors**

In 2011, we have actively pursued funding opportunities from other multilateral agencies including The Global Fund to Fight AIDS, Tuberculosis and Malaria, other UN agencies and from public-private partnerships and will continue to do so in 2012.

This year, World Vision Australia received funding from the Asian Development Bank, the World Bank, the Australian Centre for International Agricultural Research, the UN Population Fund and the UN Refugee Agency to help support our life-changing work across the globe.



In Cambodia, Sopheak's parents have learned about the importance of good child nutrition and regular health checks from their Village Health Support Group.  
Photo credit: Vichheka Sok/World Vision

## Goal 7

### Grow child sponsorship income from the Australian public and businesses

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

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.

#### Snapshot of achievements in 2011

- More than 390,000 children and their communities were sponsored through monthly contributions from Australian supporters
- Child sponsors donated \$194.5 million, which was a \$6.3 million (3.1%) reduction on 2010
- 56 percent of total income in 2011 was raised through child sponsorships

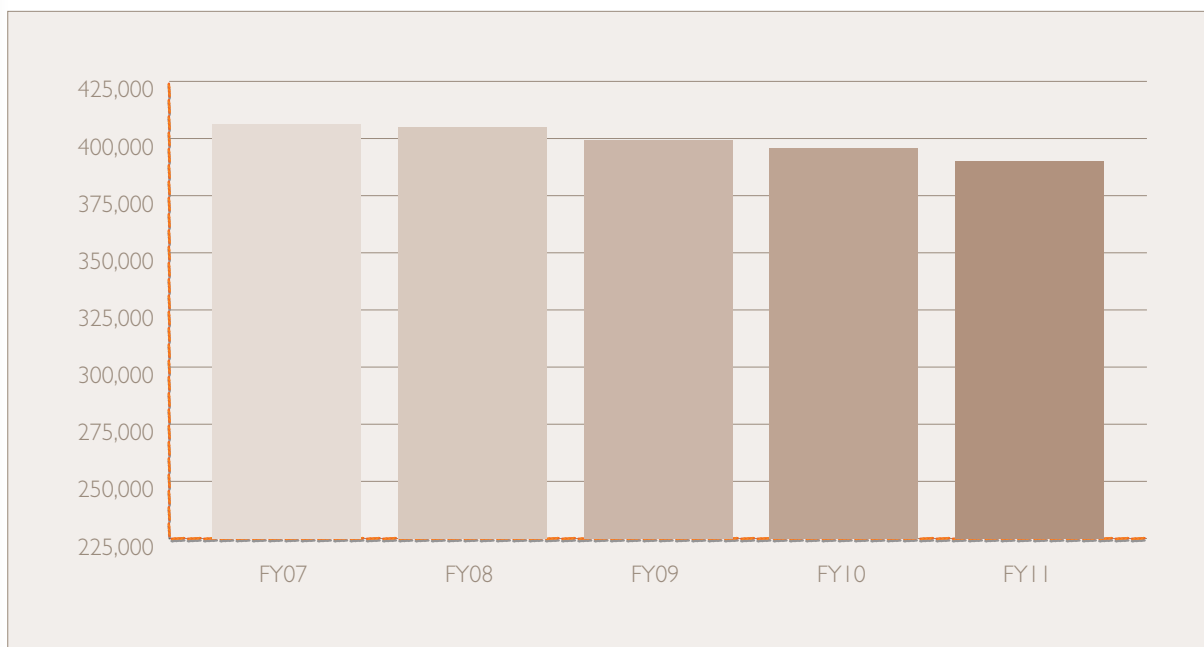
The year 2011 will be remembered in Australia as a time of challenging economic and environmental conditions. Australians "looked to home" with their charity donations after severe flooding affected many parts of the country over the summer of 2010-2011 and the devastation of Cyclone Yasi in Queensland. A fall in child sponsorship income reflects these and other challenges.

World Vision Australia's Executive Team has committed the organisation to a renewed focus on child sponsorship in 2012.



# GROW OUR RESOURCES

## Child sponsorship



Sponsored child Sokheoun, aged 13, is a change agent in her Cambodian community. She teaches local children how to read Khmer.

Photo credit: Vichheka Sok/World Vision





The Jumla Area Development Program in Nepal addresses discrimination against children and families who are classified as low caste in the traditional Nepali social system.  
Photo credit: Sunjuli Kunwar/World Vision



# GROW OUR RESOURCES

## Goal 8

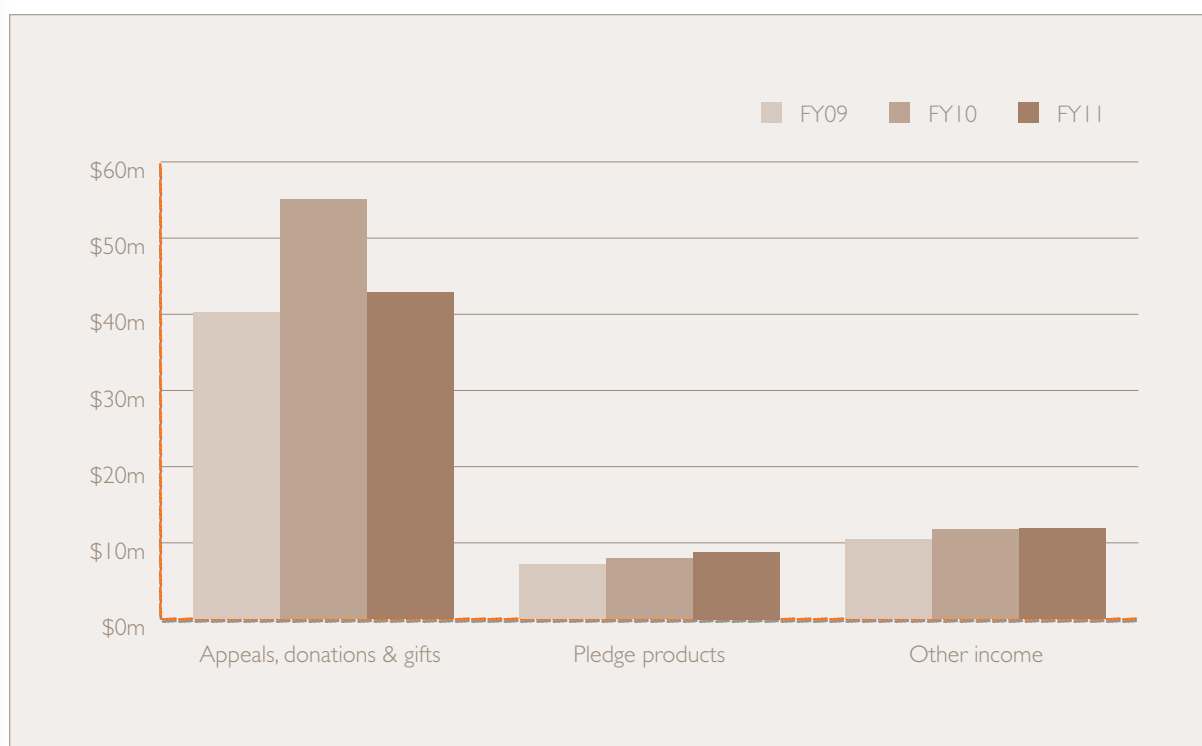
### Grow non-child sponsorship income from the Australian public and businesses

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 in 2011

- Appeals, donations and gifts: \$42.8 million raised, which is a decrease of \$12.3 million from 2010 (includes an \$11.4 million decrease in emergency relief appeals)
- Non-sponsorship pledge donations (including Child Rescue pledge, Water Health Life pledge and other programs): \$8.8 million which is an increase of \$0.8 million on 2010

### Non-child sponsorship revenue



Corporate volunteers from IBM helped to pack Kids Kits containing school supplies for children in Mongolia.

Photo credit: Bridie Walsh/World Vision



### Corporate partners

World Vision Australia seeks to collaborate with the commercial sector to strengthen corporate social responsibility through activities that help the world's poorest communities overcome poverty and injustice. Corporate partnership options with World Vision Australia include project support, staff volunteering, workplace giving, in-kind donations and emergency appeal fundraising. Our partnerships are designed to meet the needs of both corporate partners and the communities with whom we work around the world.

During 2011, World Vision Australia partnered with a number of businesses in a variety of ways. For instance, our ongoing partnership with Jetstar is an example of how a company can leverage existing corporate resources and activities to gain significant financial support for World Vision. Every day, Jetstar promotes World Vision to customers through the StarKids program via cabin crew, its website, in-flight magazines and television, and the collection of in-flight and online donations.

Another of our corporate partners, PricewaterhouseCoopers (PwC) Australia, supports World Vision through executive mentoring, workplace giving, skills sharing and pro bono support, enhancing our operational effectiveness and global impact. PwC recognises that good corporate social responsibility attracts business and promotes corporate culture and staff wellbeing.

Our partnership with Dimension Data began humbly with the sponsorship of one child and has grown rapidly to include support for whole communities through contributions made by clients and industry partners at its ACT Gala Ball, a large fundraising and networking event.

### Program Resources

Also known as "Gifts-in-Kind", non-cash resourcing in World Vision projects complements traditional cash funding with the provision of niche, high impact goods that assist in the achievement of project goals. Building partnerships to source non-cash resources has long been part of our international development approach. It enables us to match the needs of the communities we serve with the resources available from our supporters and partners.

During 2011, the Program Resources team continued to focus on delivering a customised service to World Vision national offices, providing them with targeted resources particularly in the areas of health, education and economic development.

A key development has been the successful piloting of the Kids Kits program, enabling corporate donors to fund and pack backpacks filled with essential education resources that were sent on to projects in Mongolia, Zambia and Uganda. The opportunity to volunteer a day to compile these kits has been successful in linking individuals with a hands-on activity that directly impacts projects in the field. Volunteers enjoyed "being able to contribute and hopefully make a small difference".



# GROW OUR RESOURCES

Throughout the year, we continued to receive offers of generous donations of various goods from the Australian public that are often more suited to the local Australian context. As such, donors are sometimes referred on to local organisations that are more likely to benefit. Consideration of the total cost/benefit – financial, social and environmental – is paramount in all we do.

## Summary of 2011 Program Resources activity

| Sector               | Example of beneficiaries  | Examples of resources sent   | Countries resources sent to                                       |
|----------------------|---|--|---|
| Education            | Approx 23,800 children and youth, and two Indigenous early childhood education centres  | Education packs, textbooks, stationary supplies, educational toys                                  | Malawi, Zambia, Mongolia, Burundi, Australia Program              |
| Health               | Approx 6.8 million children, women of child-bearing age, those affected by disabilities, and participants in HIV awareness projects                 | Deworming tablets (Albendazole, Praziquantal), condoms, mixed medical supplies, crutches, blankets | Malawi, Mongolia, Burundi, Uganda, the Philippines, Vietnam, Laos |
| Economic Development | Approx 3,100 people and their families through livelihood development projects  | Sewing machines, fabric, artists paint   | Mongolia, Zambia, Uganda, Australia Program                       |
| Emergency Response   | Flood-affected men, women and children in three provinces through mobile health clinics treating diarrhoea, malnutrition, skin diseases and malaria | Mixed medical supplies   | Pakistan  |

## 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](http://worldvision.com.au/AboutUs/OurPolicies/ChildProtection.aspx)) set out our approach to communications with the supporters and the public.

## 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 Laos, Koud, aged seven, and her family use World Vision-provided water filters to make sure their drinking water is clean.

Photo credit: Cecil Laguardia/World Vision





**Goal 9****Drive continuous performance improvement****Goal 10****Make strategic investments to position World Vision Australia as an INGO of the future****Three-year performance review****What did we set out to achieve?**

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

**How did we perform?**






The main challenge over the last three years has been to perform as an organisation whilst revenue has remained flat. We introduced several measures to deal with operating in this constrained environment. To give meaning to our value “we are stewards”, we imposed austerity measures in 2009 and 2010 to control our expenses and prepare as best we could for the effects of the Global Financial Crisis. We have endeavoured to maintain tight cost control and will continue to do so in the future.

Overall we have performed well against the goals and targets set for organisational improvement, with specific examples including:

- While we did not meet our program/overhead cost ratio target of 82/18 percent set in 2009, our overhead costs remained stable as a proportion of our expenditure (81.2 /18.8 percent in 2011), assisted by favourable foreign exchange conditions.
- We have established a reputation for accountability and transparency in our external reporting and we have been recognised for the quality of our annual reports through the PricewaterhouseCoopers Transparency Award in 2009. We will maintain our commitment to these and other standards in the future.
- We implemented an organisation-wide people performance management process (LINK), rolled out a leadership development program (Success Through People – STP), and a 360 degree review process for the Executive Team. These initiatives are aimed at helping us to retain and attract talented staff and build an agile, resilient and high performing workforce.
- We implemented a staff intranet (The HUB) which enables more effective internal collaboration and information sharing within the organisation.
- We undertook an extensive property review to inform a decision to retain the location of our national office at 1 Vision Drive, East Burwood, Victoria for the foreseeable future.
- We implemented an environmental sustainability strategy to reduce our CO<sub>2</sub> emissions. During the 2009-2011 period we reset our carbon footprint performance target to achieving zero emissions by 2017. We are currently on target having achieved a more than 25 percent reduction in total annual emissions (after offset) over the last three years – from 6,315 tonnes in 2008 to 4,662 tonnes in 2010 and to 4640 tonnes in 2011.
- We continued to improve our risk management framework, internal audit function, insurance coverage, and sourcing of external service providers and purchases.



# IMPROVE ORGANISATIONAL PERFORMANCE

|  |   |   |   |
|--|---|---|---|
| <b>Goal 9</b>  |   |                |   |
| Drive continuous performance improvement   |   |   |   |
| <b>Goal 10</b>   |   |                |   |
| Make strategic investments to position World Vision Australia as an INGO of the future |   |   |   |
| <b>Legend</b>  | Most targets/objectives met or exceeded  | Mixed results  | Many targets/objectives not met  |

## What lessons did we learn?

In reviewing our performance we realise that it is not enough to just be effective and efficient. We must innovate at all levels, think beyond current constraints and “re-invent” parts of our work to meet the demands of the future. To ensure this happens, we have established an innovation hub, a core innovation committee and undertaken a significant organisational restructure.

## 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 scopes its work and priorities based on the World Vision LEADER 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

## 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 2011, World Vision Australia remunerated employees in accordance with the principles outlined in the organisation’s Remuneration Policy which provides that total remuneration packages should be positioned at the bottom 25th percentile of the average of all industries within Australia, and executives positioned at the bottom 10th percentile of all industries in Australia. External benchmarking is undertaken annually using market data from Hay Group.



World Vision's Shukri Mohamed checks on the wellbeing of sponsored children and their families displaced by drought conditions in Wajir, Kenya.  
Photo credit: Jon Warren/World Vision



# IMPROVE ORGANISATIONAL PERFORMANCE

|   | Staff | %   |
|---|-------|-----|
| Total staff<br>(excluding casuals<br>& maternity leave) | 554   |     |
| Males   | 203   | 37% |
| Females   | 351   | 63% |

|   | Part-time staff |     | Full-time staff |     | Flexible leave<br>arrangements<br>(48 or 50/52 leave) |
|---|-----------------|-----|-----------------|-----|---|
| Total<br>(excluding casuals<br>& maternity leave) | 114             | 21% | 440             | 79% | 37  |
| Males   | 18              | 16% | 185             | 42% | 11  |
| Females   | 96              | 84% | 255             | 58% | 26  |

|  |  |       |
|--|--|-------|
| Average female salary<br>as a % of male salary |  | 84%   |
| Staff turnover                                 |  | 20.2% |

## Staff survey

All staff were invited to complete an employee opinion survey in June. This survey was developed specifically for World Vision Australia and was designed to help the Executive Team make informed choices about the aspects of our organisation that are important to staff and the ongoing development of our corporate culture. Eighty-five percent of all staff participated in the survey.

## Staff wellbeing and safety

World Vision Australia signed an agreement with International SOS to ensure all employees who travel internationally have appropriate pre-travel medical preparation and security orientation. For regular travellers International SOS will provide an ongoing health monitoring program to ensure our employees are provided with the most appropriate pre-, post-travel and in-country support. The TravelTracker program will ensure we have real time information on where our employees are at any point in time and that we can contact them. International SOS also provides 24/7 global access to medical and security information and will also provide emergency evacuations as required.

## Staff development

A focus this year has been on the participation of managers in the Success Through People program which is designed to give them skills to liberate the capability of their people to work using full discretionary effort. The tools and methodologies the program introduces provide a practical and implementable framework for effective teamwork and leadership.



World Vision's Kelly Ross with Beauty and Belinda, two young beneficiaries of a food aid project in Zimbabwe.  
Photo credit Suzy Sainovski/World Vision

### Recruitment

A web-based recruitment and volunteer management system has been implemented. This system has enabled the People Resourcing Team to improve recruitment effectiveness and efficiency and manage external talent pools for both paid and volunteer potential staff.

### Volunteers

The contribution of our volunteers in 2011 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 2011, World Vision Australia benefited from the contributions of 2,611 volunteers who completed 73,897 hours of work representing significant labour cost savings (estimated value \$2.11 million) for the organisation.

### 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 2011, 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                  | 2011               | 2010               | 2009                 | 2008                 |
|                                       | CO <sub>2</sub> -e | CO <sub>2</sub> -e | CO <sub>2</sub> -e   | CO <sub>2</sub> -e   |
| Air travel (fuel only)                | 1927 tonnes        | 1728 tonnes        | 2065 tonnes          | 2001.5 tonnes        |
| Car fleet                             | 196 tonnes         | 199 tonnes         | 239.1 tonnes         | 231.6 tonnes         |
| Electricity                           | 2084 tonnes        | 2773 tonnes        | 3052.9 tonnes        | 3260.1 tonnes        |
| Gas                                   | 151 tonnes         | 130 tonnes         | 205.7 tonnes         | 330.4 tonnes         |
| Paper                                 | 333 tonnes         | 793 tonnes         | 742.1 tonnes         | 491.5 tonnes         |
| <b>TOTAL emissions before offset</b>  | <b>4691 tonnes</b> | <b>5623 tonnes</b> | <b>6304.8 tonnes</b> | <b>6315.1 tonnes</b> |
| Green power purchased                 | -                  | -                  | -634.4 tonnes        | -                    |
| BP Fuel offsets                       | -51 tonnes         | -199 tonnes        | -392.2 tonnes        | -                    |
| Air travel offsets                    | -                  | -196 tonnes        | -                    | -                    |
| Gold Standard offsets purchased       | -                  | -566 tonnes        | -                    | -                    |
| <b>TOTAL emissions after offset</b>   | <b>4640 tonnes</b> | <b>4662 tonnes</b> | <b>5278.4 tonnes</b> | <b>6315 tonnes</b>   |

- Australian National Greenhouse Accounts conversion factors changed during the year and the conversion factors published in July 2011 have been used for this report.
- Air travel emissions have been calculated using the detailed Greenfleet calculation methodology for domestic and international flights (fuel impact). Air Travel emissions have excluded non-WVA staff airfares.
- The data in this table has been verified by an independent auditor. The independent verification statement is available at our website.

## OUR REGIONAL FOOTPRINT

*This section of the report includes regional summaries of our program activities in 2011. It covers a range of humanitarian, development and advocacy initiatives supported by World Vision Australia across 60 countries.*

Florentine, aged four, and her family have benefited from a World Vision water project in their Indonesian village.

Photo credit: Paul Bettings/World Vision







In the Philippines, a safe water system has improved the health and wellbeing of children like Ramiel.  
Photo credit: Enkhbayar Purevjav/World Vision



# ASIA AND PACIFIC

## ASIA AND PACIFIC

| World Vision activities                           | 2011         | 2010         | 2009          |
|---|--------------|--------------|---------------|
| Total projects in region                          | 284          | 324          | 318           |
| Number of ADPs supported in region                | 75           | 81           | 84            |
| Number of non-ADP projects in region              | 142          | 243          | 234           |
| Number of AusAID and multilateral projects        | 67           | 57           | 62            |
| Total disbursed in region (Cash, food and goods): | \$86,046,543 | \$74,739,871 | \$106,445,361 |

## ASIA

| Country                       | 2011            | 2010            | 2009            |
|-------------------------------|-----------------|-----------------|-----------------|
|                               | No. of projects | No. of projects | No. of projects |
| Asia (multi country projects) | 16              | 20              | 19              |
| Bangladesh                    | 11              | 11              | 13              |
| Cambodia                      | 25              | 24              | 22              |
| China                         | 9               | 9               | 7               |
| Timor-Leste                   | 6               | 14              | 16              |
| India                         | 27              | 39              | 38              |
| Indonesia                     | 24              | 25              | 27              |
| Japan                         | 1               | Nil             | Nil             |
| Laos                          | 20              | 24              | 23              |
| Mongolia                      | 11              | 14              | 13              |
| Myanmar                       | 23              | 24              | 27              |
| Nepal                         | 8               | 6               | 9               |
| Philippines                   | 9               | 12              | 13              |
| Sri Lanka                     | 19              | 25              | 16              |
| Thailand                      | 12              | 10              | 10              |
| Vietnam                       | 18              | 21              | 18              |

## Key development challenges in this region

- Despite strong economic growth in much of Asia, significant disparity exists within countries. Millions remain disconnected from or left behind by economic growth.
- Urbanisation is projected to continue growing with the majority of Asia's population living in urban areas by 2015. The urban slum population is also projected to grow.
- Asia Pacific is the most vulnerable region for natural disasters, which erode gains made in addressing poverty in affected areas. Between 1980 and 2009, 45 percent of the world's natural disasters were in the Asia-Pacific region.
- Under-five child mortality improved between 1990 and 2010 in East Asia, while gains have been slower in South Asia. However, it is still high in countries including Cambodia, Lao PDR and Myanmar.
- Child protection is a significant challenge. Asia is a region of origin, transit and destination for trafficking of people, with Southeast Asia particularly affected. One hundred million children are engaged in child labour, mainly in South Asia.

## Strategic priorities

In 2011, we supported programs in Asia focusing on the following priority areas:

### Child rights and protection

During 2011, we worked on an AusAID-supported project to reduce sexual exploitation in travel and tourism across Thailand, Cambodia, Vietnam and Lao PDR. The project seeks to create protective systems, such as improving local child protection hotlines and incidence response by authorities. It also works with youth groups in villages near tourist hubs to make them alert to threats to children.

World Vision Australia, along with World Vision offices in Canada, Japan and Taiwan, continues to support the End Trafficking in Persons Program, which focuses on community-based child protection, rehabilitating children and adults who have been rescued from exploitation, and assisting regional governments to strengthen and implement anti-trafficking plans. The countries benefiting from this project are Cambodia, Thailand, Lao PDR, Vietnam, Myanmar and southern China.

In Cambodia, we support a range of child rights-focused projects which, for example, help to reintegrate child brick factory workers back into school or assist in the development of minimum standards of care for children rescued from brothels. We have also supported projects that seek to make children safer within their own communities, including developing village-based watchdog committees that follow up on reported abuses.

In Myanmar, a World Vision Australia-funded project provides street children with vocational training so that they can earn a living and become less vulnerable to abuse and exploitation.

### Promoting primary health

Primary health remains a central focus in World Vision Australia-funded ADPs in Asia. Simple interventions can have a powerful and long lasting impact. One of these, called the "PD Hearth" approach, involves identifying mothers in a community with healthy young children and using them as role models to teach other women about good feeding practices. The "PD Hearth" approach is being adopted by all ADPs in Bangladesh and World Vision teams are seeing more nutritious meals being cooked in even the poorest of homes, leading to improved health in undernourished children.

Given that many countries in the region are struggling to meet their Millennium Development Goal targets on maternal and child health, World Vision Australia has been supporting a pilot project to strengthen the skills and knowledge of World Vision field staff in maternal and child health and nutrition across five Asian countries. Under the Jumpstart project, hundreds of field staff have been trained and mechanisms established to provide technical support for their work in rural communities. This pilot project has laid the foundation for scale up across Asia to ensure all our ADPs support good maternal and child health practices.



# ASIA AND PACIFIC

In Timor-Leste, 38 percent of mothers are malnourished and anaemic, leading to the delivery of low birth weight babies, and half of all under-five children are malnourished. Over the last year, we have supported two maternal and child health projects in Timor-Leste that focus on antenatal care and exclusive breastfeeding. We have also supported water, sanitation and hygiene projects in Baucau and Aileu to curtail open defecation, improve water access, and increase hygiene knowledge on the importance of hand washing and restricting animal waste from getting into water systems.

## **Building community resilience**

More than half of Indonesia's population lives in urban areas, where one in four reside in slum dwellings. The World Vision Australia-supported Surabaya Urban Project is helping such communities to ensure their voice is heard by decision makers. The project has created opportunities for children to participate in community decision making and is working towards the creation of "Child Friendly Cities" where all children enjoy a safe and nurturing environment.

In Mongolia, we are supporting efforts to develop community networks amongst herders and small scale farmers who traditionally operate in isolation and grow limited produce due to harsh climatic conditions. Through these networks, farmers are now growing produce collectively and using their profits to invest in new initiatives like greenhouses and small tractors. A 2011 evaluation showed that World Vision's work over the last eight years has dramatically improved the economic situation of poor farmers and herding families.

World Vision Australia has supported and guided the design of the first climate adaptation project by World Vision Indonesia. This project takes a broad approach to climate change, responding to food security issues and environmental degradation.

## **Securing household livelihoods**

In India, we are supporting a three-year project to address malnutrition through improved livelihoods across 76 World Vision ADPs including 11 funded by World Vision Australia. All of these ADPs focus on improving household livelihoods and income levels, but the approach varies according to the context. For example, in the urban Mumbai West ADP, youth unemployment and underemployment are addressed by providing vocational training and small enterprise support for youth including in non-traditional areas such as taxi driving for women, teaching dance and the establishment of small IT businesses. In rural areas the focus is on improving crop yields and helping farmers to access good information about market prices.

Several World Vision Australia-funded projects in the region help people prepare for and better recover from natural disasters. In Indonesia and Timor-Leste, several new projects have commenced to enable local communities to adapt to various changes in their physical environment. These projects aim to improve food diversity, increase crop yields, replenish natural plant species, and advocate for policy change at the local level.

In 2011, a five-year AusAID-funded Community Strengthening and Mine Action project in Cambodia was completed. The project was implemented in conjunction with the International Women's Development Agency and it resulted in 1.3 million square metres of land being cleared of landmines by the Mines Action Group. This benefited 5,921 families, allowing for resettlement, community infrastructure development and expansion of agriculture.

## **Advocating for change**

We are supporting World Vision India to strengthen the ability of communities to have their voices heard and to monitor local government spending on health and education. Using a pilot approach called "Citizen Voice and Action", this project targets young people as agents of change.



World Vision installed water tanks in Arkei's community as part of a cholera prevention project near Madang in Papua New Guinea.  
Photo credit: Suzy Sainovski/World Vision



# ASIA AND PACIFIC

They are learning how to use Right to Information laws to keep local governments to their commitments to build roads and provide other community infrastructure.

In Mongolia, World Vision has been successful in gaining increased local government investment in single-focused initiatives. For example, over the last four years World Vision Australia has funded a small project to support local hospitals and clinics to train health staff in testing, treatment and care for tuberculosis patients. The project persuaded the provincial government to increase budgetary support for a scale up of this approach which is now being adopted in hospitals across the region.

## Responding to humanitarian emergencies

During 2011, we provided funding and technical assistance to World Vision flood relief efforts in India, Bangladesh, Indonesia and northeast Thailand.

Disaster preparedness training is a component of most ADPs in the region. In Nepal, for example, communities are trained to prepare for the increased risks of flooding and landslide as a result of glacial melting.

We received an AusAID grant of \$500,000 for a Mental Health and Psychosocial Support project focused on the former conflict areas of Sri Lanka. The project builds on previous work in this field supported by World Vision Australia in the aftermath of the 2004 Boxing Day Tsunami.

## PACIFIC

| Country                          | 2011            | 2010            | 2009            |
|----------------------------------|-----------------|-----------------|-----------------|
|                                  | No. of projects | No. of projects | No. of projects |
| Pacific (multi country projects) | 3               | 2               | 5               |
| Papua New Guinea                 | 18              | 20              | 23              |
| Solomon Islands                  | 15              | 15              | 10              |
| Vanuatu                          | 9               | 8               | 9               |

## Key development challenges in this region

- Poor maternal, newborn and child health statistics. Papua New Guinea's (PNG) maternal mortality rate, at 733/100,000, is one of the highest rates in the Asia-Pacific region.
- High population growth rates and increasing urbanisation create strain on education, health and welfare services and employment across the region.
- Access to safe and regular water supply and clean sanitation is limited, particularly in rural areas, where less than 60 percent of the population have access to safe water and less than 40 percent have access to clean sanitation.
- Adult literacy remains poor. Less than 70 percent of adults in PNG and 80 percent of adults in the Solomon Islands are literate.
- The Pacific region, including Melanesia, is particularly prone to natural disasters. High exposure to climate risks and limited adaptive capacity make Pacific island countries particularly vulnerable to climate change and sea-level rise.

## Strategic priorities

In 2011, we supported programs in the Pacific focusing on the following priority areas:

### Improving health and responding to HIV and AIDS

HIV and AIDS and other sexually transmitted diseases challenge development programming in PNG, particularly in urban areas. Extremely poor maternal, newborn and child health and nutrition across Melanesia, along with slow progress in increased access to safe water supply, improved hygiene and sanitation, are significant regional challenges. World Vision Australia-supported initiatives to address these challenges include:

- the refocused Port Moresby HIV and Health Project (People Living Positively III) to strengthen community-based care in PNG;
- the Women are a Priority project in PNG, which focuses on HIV and gender-based violence and discrimination;
- four new maternal, newborn and child health projects across PNG (Madang), the Solomon Islands (Makira and Malaita) and Vanuatu (Tanna), which allow for the development of sectoral approaches and lessons across communities;
- an expanding portfolio of water, sanitation and hygiene projects across PNG, the Solomon Islands and Vanuatu. World Vision is now recognised by the Solomon Islands Government as the preferred provider of community-based water, sanitation and hygiene initiatives.

During 2011, we also provided significant support to World Vision PNG in the development of its work to combat tuberculosis. This resulted in World Vision PNG achieving Primary Recipient Status from The Global Fund to fight AIDS, Tuberculosis and Malaria for funding rounds 6 and 11. In addition, AusAID has agreed to expand its tuberculosis footprint into PNG's Western Province, resulting in the PNG Government having increased capacity to prevent the spread of tuberculosis throughout the country.

### Building stronger communities

In 2011, we reinforced our focus on literacy, access to education and youth empowerment in the Pacific region. Through three new early childhood education projects in PNG, the Solomon Islands and Vanuatu, World Vision is helping to improve access to education (especially for girls) and to aid the successful transition of young children into formal education.

Extension of an adult literacy project in rural PNG is bringing functional literacy to isolated communities and assisting parents to gain better access to services and improve care for their children.

An urban youth employment project in Honiara, capital of the Solomon Islands, is helping unemployed and out-of-school youth to find employment and start small business activities. Economic development initiatives have been rolled out in the Solomon Islands, complementing World Vision New Zealand initiatives in PNG and Vanuatu. Through collaborative programming and joint training, World Vision Australia and World Vision New Zealand aim to assist communities to access markets for their produce and manage savings schemes.

### Responding to humanitarian emergencies

In 2011, World Vision Australia continued to help build disaster preparedness within Pacific communities, strengthening community resilience to natural disasters and capacity to adapt to climate change impacts.

In PNG, the newly funded Usino-Bundi/Upper Ramu Community Resilience and Livelihoods Project is helping communities analyse and manage the risks caused by climate change effects and natural hazards; increase resilience through the sustainable management of livelihoods; and increase capacities to take preventive measures against waterborne diseases.

Similarly, the Solomon Islands/Malaita Community Resilience and Livelihoods Project assists communities to mitigate climate change effects on food and livelihood security by improving livelihood opportunities for rural communities and improving family income utilisation.



# ASIA AND PACIFIC

In Vanuatu, the Community-Based Disaster Risk Management Program assists communities to manage their preparation for and response to disasters and links them to the provincial government's emergency response programs.

## Advocating for change

Efforts to improve citizen engagement in civil affairs (Kommuniti Taukaut) and youth empowerment through music (Harmoni Musik) continue in Madang, PNG.

Advocacy on maternal, newborn and child health was scaled up through the release of the joint World Vision Australia, Burnet Institute and Compass report and policy brief, "Improving Maternal Newborn and Child Health in PNG through Family and Community Health Care". Increased maternal, newborn and child health programming across PNG, the Solomon Islands and Vanuatu provides opportunities for shared learning and widespread maternal, newborn and child health promotion, in concert with World Vision International's Child Health Now campaign (to be launched in PNG and the Solomon Islands in 2012).

World Vision Australia, in collaboration with World Vision Solomon Islands, has also launched a global initiative to adapt the World Vision methodology, Channels of Hope for Gender, to specifically address gender-based violence in Melanesia through its Community Vision 4 Change project in Honiara. This methodology uses Biblical and Christian messages to influence social change in Christian communities.

## Evaluations and learning in the Pacific

In 2011, World Vision Australia embarked on an ambitious round of sectoral evaluations across PNG, the Solomon Islands and Vanuatu to examine our impact in the water, sanitation and hygiene, health and education sectors. Here are some of the findings:

**Water, sanitation and hygiene:** Health outcomes of evaluated projects included broad reductions in eye and skin infections and diarrhoea. Projects in Sanma and Tanna in Vanuatu had the highest degree of community engagement and close collaboration with authorities. In Tanna, communities reported that the installation of water tanks in villages has resulted in a range of socio-economic benefits, as women can now spend more time on productive activities instead of hauling water over long distances.

**Health:** Evaluation of three HIV projects found that they had all been well received by communities and government agencies and contributed to raising awareness about HIV and other sexually transmitted diseases. The PNG project was found to have started important discourse and processes of community education about sexual health and HIV and AIDS prevention in areas where there had previously been limited exposure to such information.

**Education:** The Yawar Functional Literacy Project in PNG's Madang Province has improved literacy levels and achieved positive results through life skills training. Literacy students reported improvements in their personal lives and in their ability to earn an income. The Solomon Islands/Makira Girl Child Reading and Rescue Project achieved increased access to early childhood education by supporting communities to establish and run kindergartens. Interestingly, the project also helped to shift gender relations by encouraging fathers of pre-schoolers to engage in early childhood education and/or take on additional family responsibilities so their wives could participate in the project. In Vanuatu, the Children's Education Begins at Home Project recorded success in improving children's performance at kindergarten. Household surveys indicated it was very likely that project activities would continue without World Vision support.

**Lessons:** Comparison of similar projects across different operating environments helped to highlight both successes and challenges. Importantly the evaluations provide examples of best practice within a Melanesian context that can translate across all three countries. Of particular note are lessons from the Makira Girl Child Reading and Rescue Project, which show that full comprehension of the project design by implementing staff translates into more effective engagement with communities, which translates into deeper impact. These sectoral evaluations not only provide World Vision's Pacific offices and field teams with best practice approaches, they also provide an evidentiary base upon which to launch advocacy initiatives with a wide range of partners.



Taking a break. Democratic Republic of Congo.  
Photo credit: Jon Warren/World Vision



# AFRICA

## AFRICA

| World Vision activities                           | 2011         | 2010         | 2009                   |
|---|--------------|--------------|------------------------|
| Total projects in region                          | 312          | 351          | 379                    |
| Number of ADPs supported in region                | 101          | 95           | 103                    |
| Number of non-ADP projects in region              | 138          | 256          | 276 (including AusAID) |
| Number of AusAID and multilateral projects        | 73           | 32           | 32                     |
| Total disbursed in region (cash, food and goods): | \$97,414,940 | \$91,320,506 | \$128,539,491          |

| Country                                  | 2011            | 2010            | 2009            |
|--|-----------------|-----------------|-----------------|
|  | No. of projects | No. of projects | No. of projects |
| Africa (multi country projects)          | 15              | 20              | 23              |
| East Africa (multi country projects)     | 4               | 2               | 4               |
| Southern Africa (multi country projects) | 3               | 2               | 3               |
| West Africa (multi country projects)     | 1               | 3               | 4               |
| Angola                                   | Nil             | 1               | Nil             |
| Burundi                                  | 8               | 4               | 5               |
| Chad                                     | 5               | 7               | 9               |
| Democratic Republic of Congo             | 11              | 9               | 11              |
| Ethiopia                                 | 30              | 31              | 31              |
| Ghana                                    | 6               | 6               | 7               |
| Kenya                                    | 29              | 29              | 30              |
| Lesotho                                  | 15              | 17              | 15              |
| Malawi                                   | 15              | 20              | 21              |
| Mali                                     | 1               | 1               | Nil             |
| Mauritania                               | 1               | 1               | Nil             |

|                |    |    |     |
|----------------|----|----|-----|
| Mozambique     | 16 | 21 | 17  |
| Niger          | 2  | 3  | Nil |
| Northern Sudan | 8  | 13 | 15  |
| Rwanda         | 15 | 16 | 14  |
| Senegal        | 12 | 14 | 16  |
| Somalia        | 5  | 12 | 17  |
| South Africa   | 7  | 2  | 6   |
| Sudan          | 13 | 10 | 16  |
| Swaziland      | 11 | 16 | 17  |
| Tanzania       | 19 | 17 | 25  |
| Uganda         | 27 | 26 | 27  |
| Zambia         | 16 | 21 | 20  |
| Zimbabwe       | 17 | 24 | 26  |

## Key development challenges in the region

- Africa continues to experience high maternal mortality. The UN Human Development Indicators show that maternal mortality ratios for countries in Africa where World Vision works range from 350 deaths per 100,000 live births in Ghana to 1,500 in Chad.
- Persistent drought and floods have led to heightened food insecurity in many African countries. Poor farming practices contribute to environmental degradation that leads to low crop yields.
- Primary school education is free in most African countries, but education quality is low. Lack of qualified teachers and text books and overcrowded classrooms contribute to poor education outcomes.
- HIV and AIDS continues to obscure development gains in most southern and east African countries. There are still many people who do not have access to anti-retroviral drugs and more work is needed to prevent mother to child transmission.
- Countries including Somalia, the Democratic Republic of Congo, Northern Sudan and to some extent Southern Sudan continue to experience political instability and this restricts the humanitarian space.

## Strategic priorities

In 2011, we supported programs in Africa focusing on the following priority areas:

### Securing household livelihoods

The Talensi Farmer Managed Natural Regeneration (FMNR) Project in Ghana is yielding positive results. After only two years, the physical environment has improved, which has led to increased crop production, diversification of foodstuffs available for consumption and sale, and increased fodder for cattle.

The Senegal Food and Livelihood Enhancement Initiative project ended in 2011 after markedly improving the food situation in participating communities. A 2008 baseline survey indicated that 70 percent of respondents faced food shortages for at least six months of the year. In 2011, no family faced such food shortages.



# AFRICA

In many locations throughout Africa successful uptake of FMNR has led to rapid positive changes in the landscape and in farming outputs. Farmer management of useful trees on crop land increases crop yields and provides a source of fruits and seeds, fodder for livestock, and firewood from pruned branches.

The AusAID-funded Burundi Environmental and Biodiversity Project developed appropriate methodologies for restoring agricultural livelihoods through agro-forestry technologies and improved land and soil management practices. The project also mobilised farmer associations to manage community-based tree nurseries that have become a hub for household seedling distribution.

In Ethiopia, the Kochore coffee revitalisation project has performed beyond expectations. Achievements include:

- All 22 participating coffee farmer cooperatives are now Fairtrade-certified.
- The farm gate price for coffee has increased by “240 percent” according to the coffee co-op union manager due to improvements in production, post harvest handling and global trends.
- The coffee co-op union is now able to pay off bad debts accumulated in the 1980s.
- Coffee quality has improved, with 99 percent of coffee produced by local farmers now ranked between 1 and 5, the highest levels of the global coffee rating system.

## **Protection: the child and the community**

The three-year Lake Chilwa Child Protection Project in Malawi succeeded in raising awareness on child rights violations and abuse at district and national levels through public campaigns and radio messages. The average awareness level of child rights issues increased from 43 percent in 2008 to 91 percent at project end in 2011. This has resulted in increased reporting of child abuse in all three participating districts, leading to a significant drop in the number of abuse cases.

In Kenya's Kaloleni ADP, World Vision has worked with the local community, traditional and local government leaders, and the police to establish a child-friendly reporting and education centre, staffed full time by two police officers. A free mobile phone helpline was introduced with the support of a local phone company to provide children with access to counselling and legal help. The centre, together with community-based child rights committees, has been successful in raising awareness on child rights and this has led to an increase in reporting and prosecution of offenders.

Evidence from Iyolwa ADP in Uganda shows a significant increase in child rights awareness through a Children's Parliament and Child Advocacy Monitors. These children play a critical role in educating other children, guardians and the community on child rights.

In Rwanda, World Vision's partnership with Christian lawyers and Save the Children on the Lawyers of Hope Project has helped with successful prosecution of child abusers in World Vision program areas. Young Rwandan lawyers are teaching police and doctors about their legal obligations with regards to suspected cases of child abuse.

In Senegal, the recently completed Vitalis (Phase III) project has achieved the successful reintegration of both Islamic teachers (Marabouts) and their child students (Talibé) from the city to their areas of origin. Traditionally, 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 has helped to address this issue by creating a strong network of NGOs, government and other civil society partners to advocate for the implementation of child rights law and for practical solutions to the Talibé problem. The plight of the Talibé is no longer a taboo subject in Senegal and the World Vision project model has been adopted by another NGO in the fight against child exploitation.



Sifikile and her baby girl benefited from a World Vision food distribution project in Matabeleland North, Zimbabwe.  
Photo credit: Suzy Sainovski/World Vision



# AFRICA

## **Promoting gender equality**

The World Vision Australia-supported Gender Enhancement Project has been implemented in seven African countries to build the capacity of World Vision national offices and ADP staff in this area. It focused on the integration of gender issues into the design and implementation of development projects and the creation of partnerships for advocacy and policy engagement on gender equality.

In Uganda, World Vision Australia-supported ADPs are working with both men and women to improve maternal healthcare. In Nkozi ADP, 632 fathers and 406 mothers have learned about child spacing and the importance of antenatal care. More husbands now accompany their wives to antenatal check-ups and many more women are now delivering their babies at the local health clinic.

In Ethiopia, World Vision is working with religious leaders to address harmful traditional practices affecting girls, including early marriage, and to promote gender equality.

## **Improving maternal, newborn and child health and responding to HIV and AIDS**

The AusAID-funded East Africa Maternal and Newborn Child Health Project has attracted attention across the World Vision Partnership for its approach to strengthening both the demand and supply sides of local health systems. The project integrates various World Vision program models including Citizen Voice and Action, child-targeted and timely counselling for mothers, and the World Vision International advocacy campaign Child Health Now. Its focus on Information Communication Technology for Development for both program delivery and monitoring has made it cutting edge and a similar project is being designed for the Southern Africa region.

In Zimbabwe, the AusAID-funded BOWSER project has rehabilitated major water and sanitation infrastructure in Bulawayo city representing an investment of over \$10 million. The project has delivered clean water and a sewerage system to 450,000 Bulawayo residents, reducing the risk of cholera outbreak significantly.

In addition, the AusAID-supported Civil Society and WASH Fund has supported water and sanitation projects in Muzarabani in Zimbabwe and Chacaba in Mozambique to decrease the incidence of waterborne diseases in target communities. Reports show the percentage of households in Muzarabani using protected water sources has risen from 38 percent to 74 percent. Women make up half of local water and sanitation committee members, increasing opportunities for them to be involved in community decision making.

The Cahora Bassa Community Health Program in Mozambique has contributed to some remarkable improvements in the key indicators of maternal health and newborn care in the district. Major achievements include local provision of antenatal services; increased knowledge of good newborn care practices; and improved participation of local women in key maternal and newborn healthcare services.

In Ethiopia, an evaluation of an AusAID-funded HIV Resilience project showed it was effective in decreasing the number of girls who married before age 15. The project also fostered openness within families and amongst the community to discuss sexual practices. Other significant improvements observed included an increase in the uptake of voluntary HIV testing and counseling and a reduced rate of HIV infection in the area.

## LATIN AMERICA AND THE CARIBBEAN

| World Vision activities                    | 2011         | 2010                  | 2009                  |
|--|--------------|-----------------------|-----------------------|
| Total projects in region                   | 122          | 115                   | 117                   |
| Number of ADPs supported in region         | 60           | 56                    | 58                    |
| Number of non-ADP projects in region       | 46           | 59 (including AusAID) | 59 (including AusAID) |
| Number of AusAID and multilateral projects | 16           | 12                    | 12                    |
| Total disbursed in region:                 | \$35,579,633 | \$29,818,581          | \$35,793,443          |

| Country  | 2011            | 2010            | 2009            |
|--|-----------------|-----------------|-----------------|
|  | No. of projects | No. of projects | No. of projects |
| Latin America and Caribbean (multi country projects) | 5               | 5               | 6               |
| Bolivia  | 9               | 7               | 9               |
| Brazil   | 18              | 15              | 21              |
| Chile  | 7               | 8               | 8               |
| Colombia   | 7               | 8               | 7               |
| Ecuador  | 10              | 9               | 10              |
| Guatemala  | 7               | 9               | 9               |
| Haiti  | 16              | 16              | 9               |
| Honduras   | 13              | 12              | 13              |
| Nicaragua  | 12              | 10              | 10              |
| Peru   | 18              | 8               | 15              |

### Key development challenges in the region

- Latin America and the Caribbean remains the most unequal region in the world, where the poorest 10 percent of the population shares less than 2 percent of the income. This inequality continues to impact indigenous communities and hinder economic development for poor and vulnerable groups.
- Violence and crime is worsening in the region. Young people, who make up a very high proportion of the population, are turning to organised crime in an attempt to overcome poverty. There are also high levels of child abuse and violence against women.
- The region faces the constant prospect of natural disasters and increasingly the effects of climate change.
- Latin America continues to have a high rate of urbanisation and it is estimated that 69 percent of the region will be classified as urban by 2015. Increasing urbanisation is accompanied by lack of access to essential services, lack of job opportunities, and propensity for violence.



# LATIN AMERICA AND THE CARIBBEAN

## Strategic priorities

In 2011, we supported programs in Latin America and the Caribbean focusing on the following priority areas:

### Securing household livelihoods

In Peru, a World Vision Australia-funded livelihoods project has supported improvements in agriculture and guinea pig raising for consumption and sale. With a focus on producing more nutritious food, improving technical skills and linking producers to markets, 200 families have increased income levels and received health benefits, particularly related to nutrition and improved hygiene. In a recent evaluation participants reported that additional income has predominately been used on children's education, improved diet and reinvestment in the family business.

A cocoa project in Ecuador has helped producers improve their production by training farmers in cocoa tree cultivation and sound environmental practices. The cocoa producers have worked in partnership with local authorities to renew 100 hectares of cocoa and plant 60,000 cocoa plants in community nurseries. Further, 80 families have grown their own cocoa nurseries with 1,000 cocoa plants in each. Producers are seeking organic and Fairtrade certification for their farms and 16 producers have been trained to support this process. A women's collective is ready to process the cocoa and they are starting to produce cocoa eggnog and marmalade.

### Enhancing community participation and rights

World Vision Australia supports a number of projects in the region to promote the rights of marginalised groups including women, children and indigenous communities and to facilitate increased citizen participation.

We currently fund an advocacy and local-led governance project to influence the strategy and development agenda of municipalities in Bolivia and to promote greater participation of vulnerable groups in community planning processes. This project is building the capacity of children and youth and women's networks to negotiate and articulate their development priorities and to ensure the constitution takes their voice into account. The project is also concurrently training and supporting municipal authorities to improve their engagement with civil society, particularly children and women.

A sponsored child from Honduras.  
Photo credit: Abby Metty/World Vision







Francisco (front) and his brother Vincente are part of a World Vision-supported agricultural co-op in Honduras.  
Photo credit: Abby Metty/World Vision





# LATIN AMERICA AND THE CARIBBEAN

A project in Nicaragua has gradually reduced the number of children and adolescents doing manual labour. The project targeted 300 working children who were outside the school system or below the appropriate school level for their age. These children attended reinforcement lessons to help them return to school and older youth received vocational training. Most of these children now attend school regularly and the youth have better job prospects. The project also raised awareness of community leaders and members about children's rights and the negative effects of child labour.

## **Building stronger communities**

In Haiti, World Vision Australia supported a natural resource management project on the island of La Gonave to slow down environmental degradation and enhance food security. Awareness campaigns and training sessions were conducted on sustainable farming techniques, environmental protection, and promotion of appropriate soil conservation techniques. Participating communities have acquired knowledge and experience to reduce the risk of future environmental disasters. By training community members how to protect watershed areas and manage natural disasters should they occur, the communities are now more resilient.

A World Vision Australia-supported carbon credit feasibility analysis in Peru has been successful in identifying appropriate carbon market mechanisms to support sustainable development and promote climate change resilience in the Cusco region. In the past two years over 48,000 trees were planted, communal nurseries were set up and agro forestry areas developed. The next phase of the project will establish conditions for the community to pursue additional income sources through the carbon market.

In Honduras, a project focusing on risk management has established strong alliances with other organisations to protect children from abuse and reduce their vulnerability to natural disasters. Public and private organisations have worked together to support 127 boys and 119 girls in Choluteca, in the south of the country. Among its preventative strategies, the project builds the capacity of community members to prepare for and respond to emergencies. During tropical storms in October 2010, local emergency committees worked with regional and national emergency response organisations to help affected families in Choluteca.

## **Advocating for change**

The Youth Monitoring of Public Policies project in Brazil has demonstrated the power of child and youth engagement in the public sphere. Some 250 youth between the ages of 16-24 have been involved in the social auditing of public services, resulting in improved access to education, water, sanitation and health services for themselves and their communities. The project methodology evolved from the Citizen Voice and Action model which was first used in Brazil with support from World Vision Australia in 2005. Significant impacts in the community include successful lobbying for an improved water supply, urban clean-up in Rio de Janeiro, construction of water tanks for irrigation and the construction of a health centre. Additionally, the project helped to transform community perceptions about young people who are now viewed as positive change agents.

In Colombia, ongoing conflict has left many children and adolescents without a sense of belonging. With support from World Vision Australia, World Vision Colombia facilitates child, adolescent and youth groups, clubs and networks which provide participants with a sense of belonging. Rather than becoming victims of, or participants in armed conflict and violence, they are gaining skills to forge viable solutions. Over 17,000 young people participate in the World Vision-supported Peace Builders network in 10 cities. Through Peace Builders a number of youth have been elected to municipal youth councils, making them key decision makers in their communities.



Fresh flooding in Pakistan in 2011 forced thousands of families from their homes for a second year running.  
Photo credit: Muhammad Ali/World Vision





# MIDDLE EAST, EUROPE AND CENTRAL ASIA

## MIDDLE EAST, EASTERN EUROPE AND CENTRAL ASIA

| World Vision activities                    | 2011         | 2010                  | 2009                  |
|--|--------------|-----------------------|-----------------------|
| Total projects in region                   | 61           | 61                    | 68                    |
| Number of ADPs supported in region         | 5            | 4                     | 4                     |
| Number of non-ADP projects in region       | 38           | 57 (including AusAID) | 64 (including AusAID) |
| Number of AusAID and multilateral projects | 18           | 13                    | 17                    |
| Total disbursed in region:                 | \$13,810,882 | \$11,661,002          | \$16,189,402          |

| Country  | 2011            | 2010            | 2009            |
|--|-----------------|-----------------|-----------------|
|  | No. of projects | No. of projects | No. of projects |
| Middle East, Eastern Europe and Central Asia Region (multi country projects) | 6               | 5               | 7               |
| Afghanistan  | 8               | 6               | 6               |
| Albania  | 1               | 3               | 4               |
| Armenia  | 3               | 2               | 2               |
| Azerbaijan   | 5               | 4               | 7               |
| Bosnia   | 1               | 2               | 2               |
| Georgia  | 3               | 2               | 2               |
| Jerusalem/West Bank/Gaza   | 5               | 9               | 11              |
| Lebanon  | 15              | 15              | 13              |
| Pakistan   | 14              | 12              | 12              |
| Romania  | Nil             | Nil             | 1               |
| Uzbekistan   | Nil             | 1               | 1               |

## Key development challenges in the region

- The Middle East, Eastern Europe and Central Asia region is comprised of diverse countries. However, commonalities across the region include vulnerability to conflict and natural disaster. The region is home to almost 40 percent of the world's refugees and internally displaced people.



Nektar (left) and her classmate read a book about values co-developed by World Vision for primary school children in Armenia.  
Photo credit: Narine Ohanyan/World Vision

- Afghanistan, Pakistan and the Palestinian Territories are some of the most complex contexts in the world. Diminishing humanitarian space continues to impact our ability to work with some of the most vulnerable communities in these areas.
- Many countries in the region have had strong economic growth in recent times; however this growth has been very uneven. Marginalised women and children, including the institutionalised, those with disabilities and those exploited through illegal practices, continue to face exclusion from a development process that is assumed to benefit all.
- A “good governance gap”, as well as a “civil society gap”, is common to many countries in this region.

## Strategic priorities

In 2011, we supported programs in the Middle East, Eastern Europe and Central Asia region focusing on the following priority areas:

### Promoting peace, justice and good governance

In Lebanon, World Vision Australia supports the Eliminating Barriers: Anti Discrimination Project which aims for inclusion of all children regardless of age, gender, disability, ethnicity or legal status. This project has successfully built the capacity of Children's Councils across Lebanon to understand forms of discrimination and to directly advocate within their communities for greater inclusion. In addition, teachers have been assisted to integrate anti-discrimination in their lessons and careers brochures developed to address systemic gender discrimination in job markets. Critically, World Vision has also been successful in national level advocacy to ensure discrimination is on the agenda of key government and UN initiatives.

Also in Lebanon, after 13 years of support, World Vision concluded programming in the East Sidon area. Through long-term, multi-sector, holistic support, the community has developed strong leadership that is impassioned to promote peace. The community is also now in a position to advocate for their own services and developmental needs. Youth are now particularly active in community service, with more than 60 percent of local youth volunteering for community development initiatives during 2011. These initiatives include conducting evening classes to reduce school dropout rates and conducting summer camps on child rights, acceptance of others and developing peace-building skills.

### Building stronger communities

In 2011, the Women's Economic Literacy and Livelihoods Project in Afghanistan's Bagdhis Province concluded after supporting the establishment of 32 home schools to provide literacy and livelihood classes to women and girls in female-headed households. Through this project, 500 women and girls gained basic literacy and livelihood skills in areas such as carpet making and tailoring. Participants learned about business and credit



# MIDDLE EAST, EUROPE AND CENTRAL ASIA

management and the project also linked them to traders and markets where they could sell their products. This was the first time that many of the women had received any education or gained skills to help generate income. The women now report they are earning an income, supporting their children to attend school, and have a strong hope for the future.

In Azerbaijan, those completing vocational training using old Soviet standard curricula graduate poorly trained with few employment options. With the Department of Education and other partners, World Vision overhauled the training curricula for welders and metalworkers (both in-demand sectors critical to national development) and schools were supplied with specialised technical equipment to facilitate practical skill-based training. Some 15,000 vocational students have increased their skills through this project and employers are noting that these new graduates are much more job-ready.

In Bosnia and Herzegovina, in partnership with the Ministries for Human Rights and Refugees and the Ministry of Health and Public Institutions, World Vision continued to support the development of a more inclusive maternal and child health system. The project supports members of the marginalised Roma community to work as coordinators and peer educators in the health sector; schools and community groups to raise awareness of the rights and specific needs of the Roma (particularly women and children). In six months, 900 people have already been assisted as part of this outreach. In addition, 43 peer educators are actively focused on promoting health seeking behaviours amongst Roma and other vulnerable children.

## **Protection: the child and the community**

Across the Middle East, Eastern Europe and Central Asia, World Vision Australia is supporting efforts to achieve significant child-centred government reforms. This work with governments and communities capitalises on years of investment in relationship building and advocacy.

In Armenia, World Vision has successfully lobbied for increased government spending on child health and the introduction of child health cards to monitor health progress and entitlements. In Bosnia and Herzegovina, World Vision contributed to the adoption of the first National Sexual and Reproductive Health policy. Elsewhere, we contributed to the formation of a Regional Maternal and Child Health Forum in western Afghanistan. And in Lebanon, World Vision's anti-trafficking work was acknowledged in the development of the country's first anti-trafficking legislation and was also highlighted by the United States Department of State as an example of an effective anti-trafficking initiative.

World Vision's Deinstitutionalisation Network in the Balkan and Caucasus sub-regions continues to support child welfare reform. In Albania, World Vision is creating community-based child protection "safety nets" where local governments, religious and community groups and children themselves form mutually reinforcing child protection networks. Participants not only learn how to prevent and respond to child abuse but also about the importance of child protection to the future development of their communities. With successful safety net networks now established in several sites, World Vision will now seek to work with the Albanian Government to replicate this approach across the country.

## **Responding to trauma**

The people of Gaza endure extremely challenging conditions with the constant threat of conflict and an ongoing blockade that limits access to basic services and restricts travel and livelihood activities. World Vision Australia continues to support communities in Gaza by strengthening agricultural and fishing livelihoods and developing new livelihoods for those whose traditional options remain limited.

Community-based psychosocial support is also offered to enable communities to respond in a meaningful way to their complex and ever changing context. As part of this, we secured AusAID funding to establish Child Friendly Spaces as part of a package of psychosocial support interventions to improve children's wellbeing.

## 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.*

Beating the heat, Kampong Chhnang  
Province, Cambodia.

Photo credit: Vichheka Sok/World Vision





## Our Board

Our Board is comprised of non-executive directors who meet as a full Board regularly. Our Board also operates through standing committees which assist the full Board in discharging its responsibilities for:

- the integrity of our financial reporting
- compliance with legal and regulatory requirements, internal standards, policies and expectations of key stakeholders, including customers, employees and the Australian public
- the effectiveness of our internal control and risk management framework, including its audit functions
- the appointment of our senior Executive leaders
- our objectives, purposes and standards and policies on key issues
- an effective governance structure and an appropriate corporate culture

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.

A full statement of how the World Vision Australia Board applies these principles, along with additional information on its role, is available on our website.

World Vision Australia commits to full adherence of the ACFID Code of Conduct.

## Directors

### ANNE ROBINSON (BOARD CHAIR)

*BA LLB (HONS), FAICD, TEP*

Anne Robinson joined the Board in 2000 and was elected as Board 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 the governance of a number of Christian Ministry organisations for over 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 Deputy Chair of the Not-for-profit Sector Reform Council.

**Special Responsibilities:** Audit Committee; People, Culture & Remuneration Committee

### SHANNON ADAMS (DEPUTY CHAIR)

*LLB, FAICD*

Shannon Adams joined the Board in 2005. Shannon is a lawyer who has advised financial institutions and insurers for over 30 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.

**Special Responsibilities:** Audit Committee (Chair)



# CORPORATE GOVERNANCE

## **ROB GOUDSWAARD**

*B.EC, GRAD DIP CORP FIN, F FIN, FAICD*

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 ANZ Banking Group Limited in various roles including Chief Risk Officer Institutional, Managing Director Regional, Rural & Small Business Banking, General Manager of Personal Banking Asia and Pacific, and Chief Operating Officer with ANZ Small to Medium Business. Rob is also Chair of the Young Farmers Finance Council. 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 and a Postgraduate degree in Corporate Finance from RMIT. He attended the Senior Management Programmes at Melbourne Business School and London Business School.

**Special Responsibilities:** People, Culture & Remuneration Committee (Chair)

## **COLIN CARTER**

*B.COM, MBA*

Colin Carter joined our Board in 2008. Colin has over 30 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 an Adviser to that firm. He currently serves on the boards of Wesfarmers and Seek and is President of the Geelong Cats. He is a director of The Cape York Institute for Indigenous Policy and Leadership and also of The Ladder Project which is an AFL Players' initiative on youth homelessness.

**Special Responsibilities:** People, Culture & Remuneration Committee

## **DR LOUISE BAUR**

*AM BSC (MED), MB, BS (HONS), FRACP, PHD*

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 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".

**Special Responsibilities:** People, Culture & Remuneration Committee

## **BISHOP JOHN HARROWER**

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

Bishop John Harrower joined our Board in 2006. John worked as a petroleum engineer and Director of the Industries Assistance Commission in Melbourne prior to missionary training. With his family he experienced Argentina's "Dirty War" serving nine years as a university chaplain, publisher and church planter/priest. Returning to Melbourne, he engaged in youth and interfaith issues, in particular Islam, while Vicar of Glen Waverley Anglican Church. In 2000, John was awarded the Medal of the Order of Australia for service to the community through the Anglican Church and as a missionary. In the same year he became the 11th Bishop of Tasmania. His vision is to build "a healthy church... transforming life". John has degrees in engineering, economics and political science, theology and missiology. He is committed to discipleship, citizenship and a just and caring society.

**Special Responsibilities:** Audit Committee

**FIONA PEARSE***B.EC, CPA, GAICD*

Fiona Pearse joined the Board in 2011. She is an accountant with extensive corporate and financial experience accumulated during 19 years with Australian blue chip companies. She held various roles during 14 years at BHP Billiton, including in financial accounting and corporate tax. Fiona also worked in corporate tax for several years at BlueScope Steel, managing income tax and fringe benefits tax for multiple different legal entities, including tax due diligence and integration of new acquisitions. She also brings tax experience in the charity sector through managing the tax and legal establishment of new charity. She is a director of Presbyterian Ladies' College, a leading Melbourne girls' school, and is also a director of a scholarships investment trust. Fiona has a Bachelor of Economics, majoring in Accounting, is a CPA and is a Graduate from the Australian Institute of Company Directors.

**Special Responsibilities:** Audit Committee

**BARRY PIPELLA***FAICD*

Barry Pipella joined the Board in 2005. Barry was appointed to the role of Executive Director, Strategic Sales, Telstra Enterprise & Government (TE&G) in October 2010, and more recently (November 2011) appointed to the role of Executive Director, Solutions and Business Development. This team has primary responsibility for executing sales across all of TE&G's industry and government segments and providing customers with market leading solutions. Prior to joining Telstra in 2010, Barry worked at IBM for 14 years holding many senior leadership roles including Vice President for Asia Pacific Financial Services Sector and Vice President for Sectors and Sales, IBM Global Technology Services ANZ. Before IBM, Barry had 10 years in sales leadership in the financial services sector with Digital Equipment Corporation. Barry is a board member for Business for Millennium Development and the Australian Information Industry Association Board.

**Special Responsibilities:** Audit Committee

**MICHAEL PRINCE***BA (HONS), MA (CHRISTIAN STUDIES),  
DIP PROF COACHING*

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.

**Special Responsibilities:** People, Culture & Remuneration Committee

**DONNA SHEPHERD***BA, MIIM, GAICD*

Donna Shepherd joined the World Vision Australia Board in 2008 and the World Vision International Board in 2010. Donna also serves on the Audit Committee and Indigenous Advisory Group with World Vision in Australia, and the People Committee for World Vision International. 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 was also recently a Judge for the World Petroleum Conference (WPC) in Qatar, specifically the WPC Excellence Awards in Social Responsibility Evaluation. She has previously served on the Urban Development Institute of Australia's WA EnviroDevelopment Board, and the boards of The University of Western Australia Extension, Southern Arc, Ausdance WA, Chrissie Parrot Dance Collective and the Independent Filmmakers Association.

**Special Responsibilities:** Audit Committee



# CORPORATE GOVERNANCE

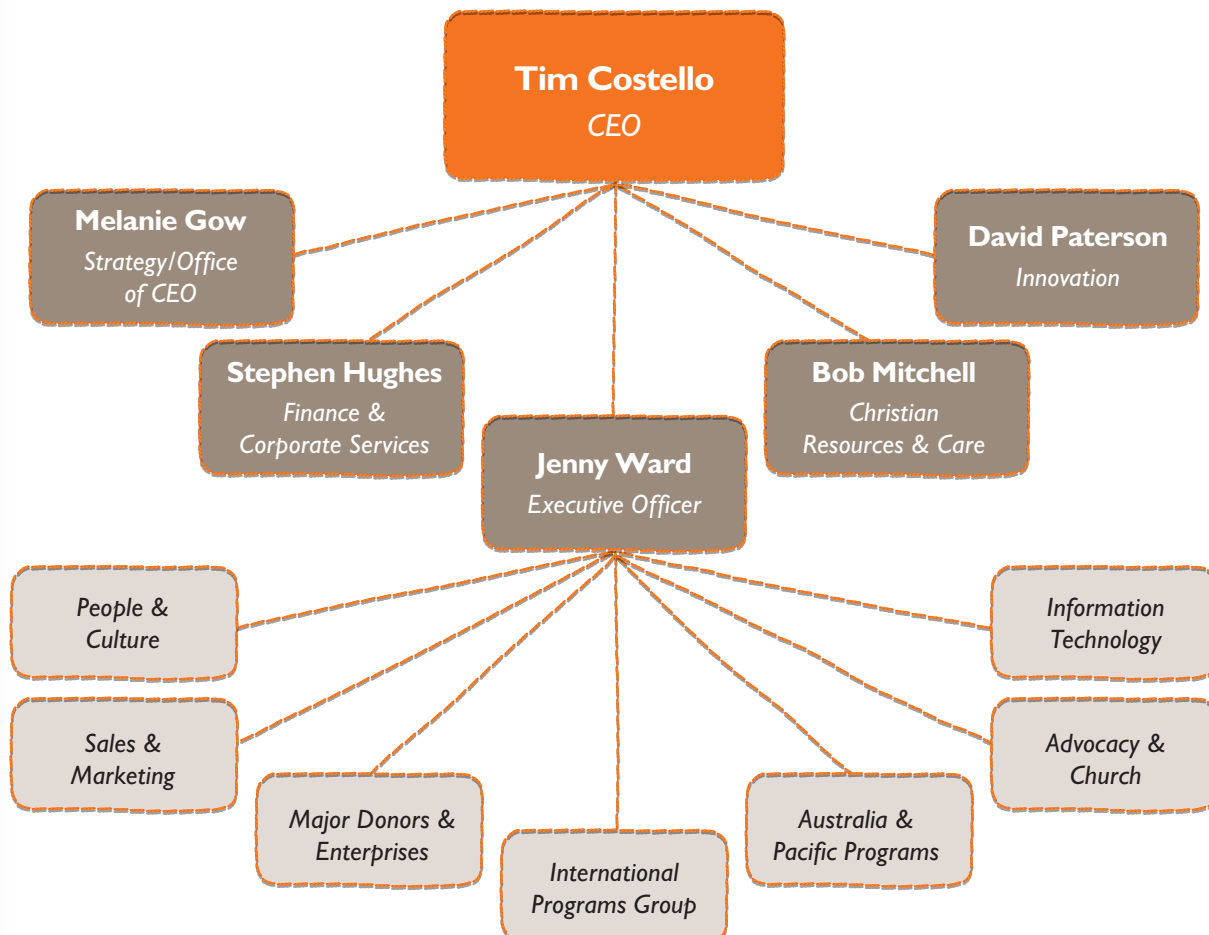
## Company Secretary

### SEAK-KING HUANG

B.A LLB (HONS)

Seak-King Huang joined World Vision Australia in June 2006. Prior to this, Seak-King was a partner with Clayton Utz and has over 20 years experience as a lawyer. She is also General Counsel of World Vision Australia. She is on the boards of Kilvington Grammar School and Light Melbourne Inc.

## Management



## Executive Team

### **Rev Tim Costello** **Chief Executive Officer**

*B JURIS LLB, DIP ED, BDIV, MTHEOL*

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 CEO 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** **Chief Strategy Officer and Chief of Staff Office of CEO**

*BA (HONS), MA (DEV), LLM*

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.

### **Jenny Ward** **Executive Officer**

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

Jenny joined World Vision 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 worked for several multinational organisations in locations as diverse as China, Japan and the USA.

### **Stephen Hughes** **Director of Finance and Corporate Services**

*BA (HONS), ACA, MBA*

Stephen joined World Vision in April 2011 as Chief Financial Officer, his role subsequently being expanded to encompass Procurement, Audit and Risk, Property Management and Legal. He began his career at Ernst and Young, before moving to the ANZ Bank where he held senior management roles across Finance and Personal Banking. Subsequently at Sensis, his roles included marketing and international strategy, including mergers and acquisitions. As General Manager of the Trading Post he led the migration of that business to digital channels. His experience also includes a founding role in a successful social media start up. Stephen is a Chartered Accountant in both the UK and Australia and has an MBA from the Australian Graduate School of Management (UNSW).



# CORPORATE GOVERNANCE

**David Paterson**  
**Chief Innovation Officer**  
*BBUS*

David joined World Vision Australia in 2007 to oversee the organisation's engagement of the Australian community. He has since taken on the new challenge of leading the organisation's innovation efforts across Australia and New Zealand. 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 former Board member of YMCA Victoria.

**Bob Mitchell**  
**Director of Christian Resources  
and Care**  
**Executive Counsel - Legal  
and Governance**

*LLB, MPHIL, MTHST, GRAD DIP TAX,  
GRAD DIP THEOL, GRADCERTMIN*

Bob joined World Vision Australia in February 2009. He has been a solicitor for over 20 years, and was a Tax Partner at PricewaterhouseCoopers (PwC) 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.

## Executive remuneration

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 2011 are included under "Remuneration of Key Management Personnel" at note 22 (page 38) of our Audited Financial Statements and Accounts on our website.

## FINANCIAL POSITION AND PERFORMANCE

Lethubhle's aunt Deliwe said a World Vision food aid program in Zimbabwe helped to restore her family's dignity.  
Photo credit: Suzy Sainovski/World Vision





## Results at a glance

|  | 2011         | 2010         | 2009          |
|--|--------------|--------------|---------------|
|  | \$m          | \$m          | \$m           |
| Child sponsorship                            | 194.5        | 200.8        | 202.4         |
| Other revenue                                | 63.7         | 74.7         | 57.9          |
| AusAID                                       | 41.2         | 35.6         | 18.0          |
| <b>Cash income</b>                           | <b>299.4</b> | <b>311.1</b> | <b>278.3</b>  |
| Non-monetary items                           | 45.7         | 35.6         | 68.3          |
| <b>TOTAL INCOME</b>                          | <b>345.1</b> | <b>346.7</b> | <b>346.6</b>  |
| Fundraising                                  | 32.9         | 38.7         | 31.3          |
| Administration and accountability            | 32.9         | 29.9         | 32.9          |
| <b>Overheads</b>                             | <b>65.8</b>  | <b>68.6</b>  | <b>64.2</b>   |
| International programs:                      |              |              |               |
| Funds to international programs              | 220.7        | 223.4        | 202.8         |
| Program support costs                        | 8.6          | 8.2          | 7.8           |
| Domestic projects                            | 3.3          | 3.0          | 2.5           |
| Community education                          | 4.3          | 3.8          | 3.9           |
| <b>Program disbursements - cash</b>          | <b>236.9</b> | <b>238.4</b> | <b>217.0</b>  |
| Non-monetary items to international programs | 45.6         | 36.4         | 78.3          |
| <b>Program disbursements</b>                 | <b>282.5</b> | <b>274.8</b> | <b>295.3</b>  |
| <b>TOTAL DISBURSEMENTS</b>                   | <b>348.3</b> | <b>343.4</b> | <b>359.5</b>  |
| <b>SURPLUS/(DEFICIT)</b>                     | <b>(3.2)</b> | <b>3.3</b>   | <b>(12.9)</b> |

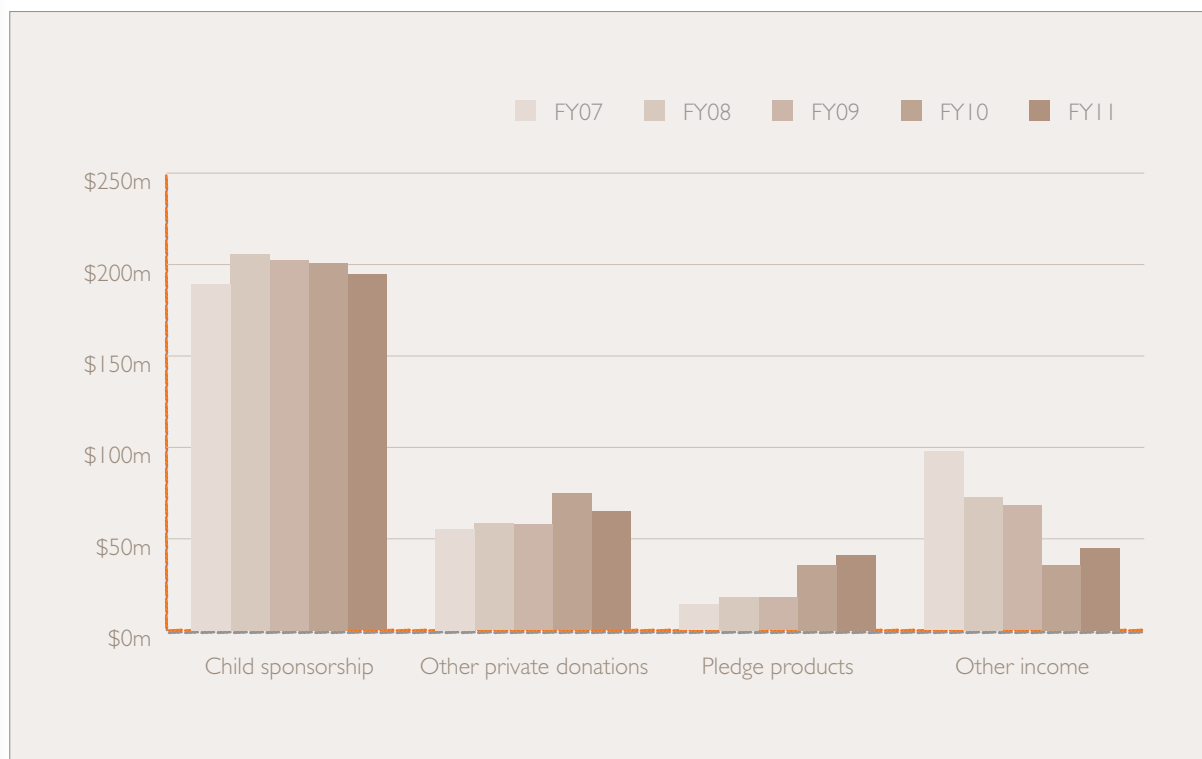


# FINANCIAL POSITION AND PERFORMANCE

## Income in 2011

- Cash income declined \$11.7 million to \$299.4 million.
- Child sponsorship: Cash income from child sponsorship fell by \$6.3 million (3.1%) to \$194.5 million.
- Emergency appeals: The Australian public donated \$7.2 million towards emergency appeals, including \$3.5 million for the East Africa Emergency Appeal (Horn of Africa Appeal), \$2.3 million for the Japan Disaster Appeal and \$0.7 million for the Pakistan Floods Appeal.
- AusAID: The value of grants received from AusAID, the Australian Government's overseas aid agency, increased by \$5.6 million (15.8%) to \$41.2 million.
- Donated goods: Income from donated goods increased in 2011 by \$10.9 million (80%) to \$24.6 million.
- Food donated by international agencies fell by \$0.7 million (3.5%) to \$21.1 million.

## Income – five year history



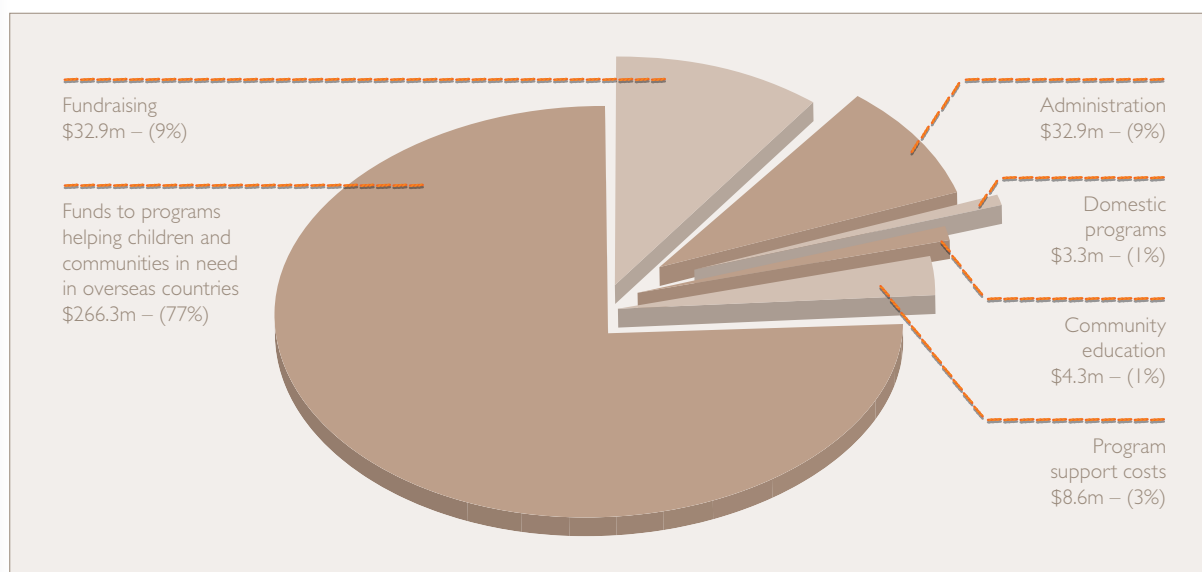
## How funds were used in 2011

| Program (field ministry) costs                          |  | 81.2%   |
|---|--|---|
| Resources designated for international programs (76.5%) | <p>Includes all funds, food (including WFP contracts) and goods (including medicines) designated to international programs.</p> <p>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.</p> | <p>In total, funds to international programs fell \$1.7m (0.6%) to \$266.3m.</p> <p>Cash designated for international programs decreased \$2.7m (1.2%) to \$220.7m. Income from donated goods increased in 2011 by \$10.9m (80%) to \$24.6m. Food donated by international agencies fell by \$0.7m (3.4%) to \$21.1m.</p> |
| Program support costs (2.5%)                            | 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 \$0.4m (4.4%).  |
| Domestic programs (1.0%)                                | Includes our program work here in Australia on Indigenous development programs and KIDS HOPE AUS.  | Domestic programs expenditure increased \$0.3m (11%).   |
| Community education (1.2%)                              | 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 increased \$0.5m (13.2%).  |
| Overhead costs  |  | 18.8%   |
| Administration and accountability (9.4%)                | <p>Includes the costs of our call centre, information technology, finance and accounting functions, human resources, legal and risk management, the CEO and management teams.</p> <p>Also includes World Vision Australia's contribution to the operating costs of World Vision International.</p>   | Administration and accountability costs increased \$3.0m (10.2%).   |
| Fundraising (9.4%)                                      | Includes the cost of marketing, creative services and publishing, to attract new supporters for our poverty alleviation activities.  | <p>Public fundraising costs decreased \$5.7m (15.8%).</p> <p>Government, multilateral and private costs decreased \$0.2m (5.9%)</p>   |

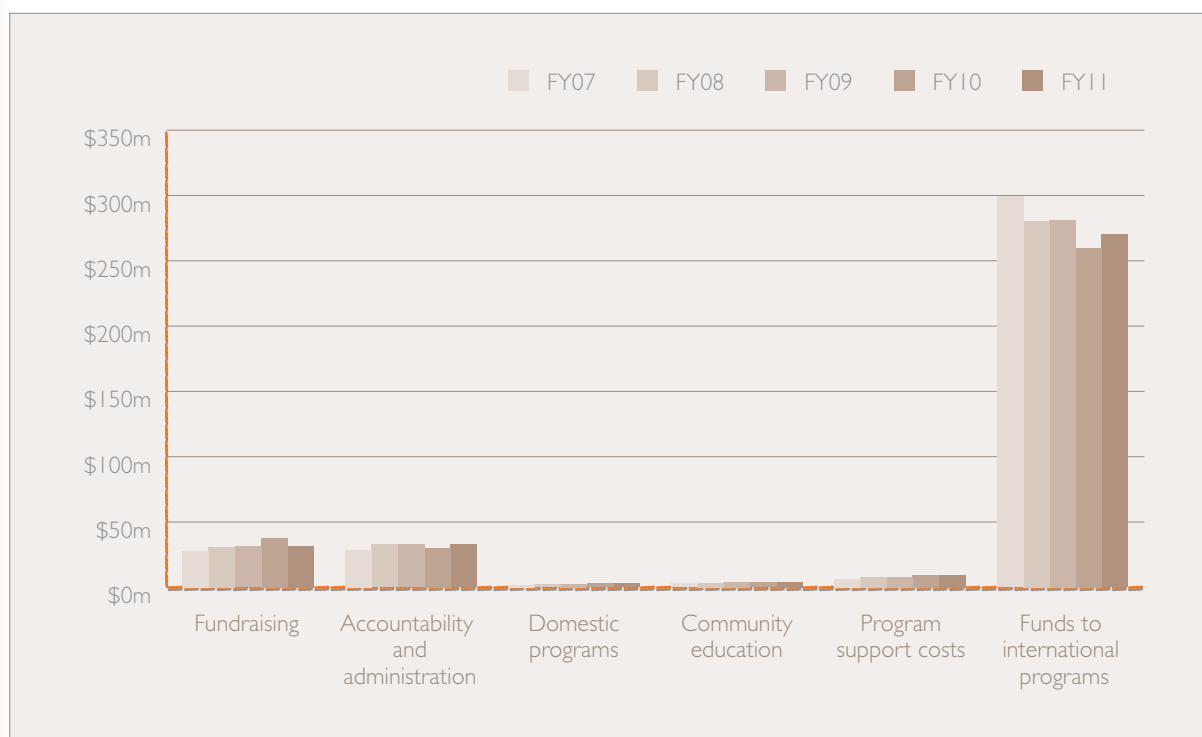


# FINANCIAL POSITION AND PERFORMANCE

## How funds were spent

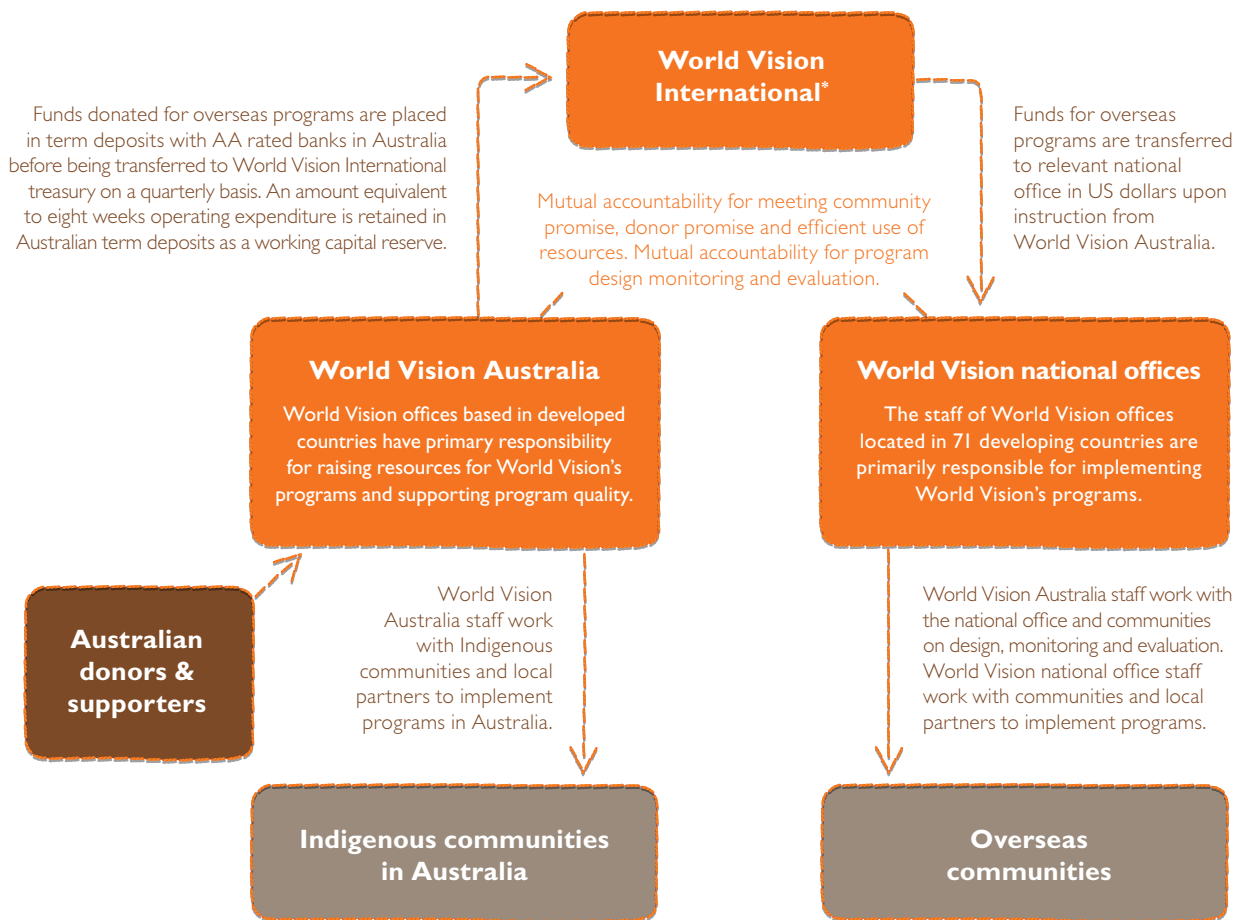


## How funds were spent – five year history



## 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.



(I) 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 / Dakar/ Johannesburg ( Africa), Bangkok (Asia and the Pacific) and San José (Latin America and the Caribbean).

- **Global Capitals 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

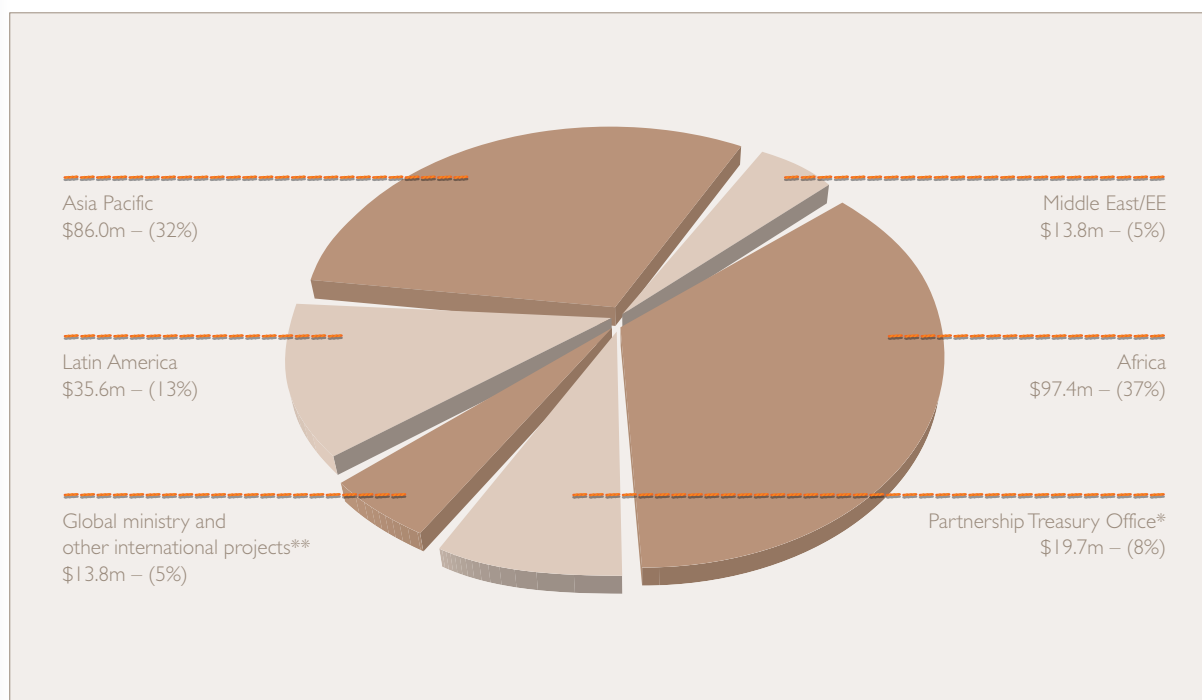
making on key humanitarian issues takes place.

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](http://wvi.org)



## Cash, food and goods for international programs in 2011

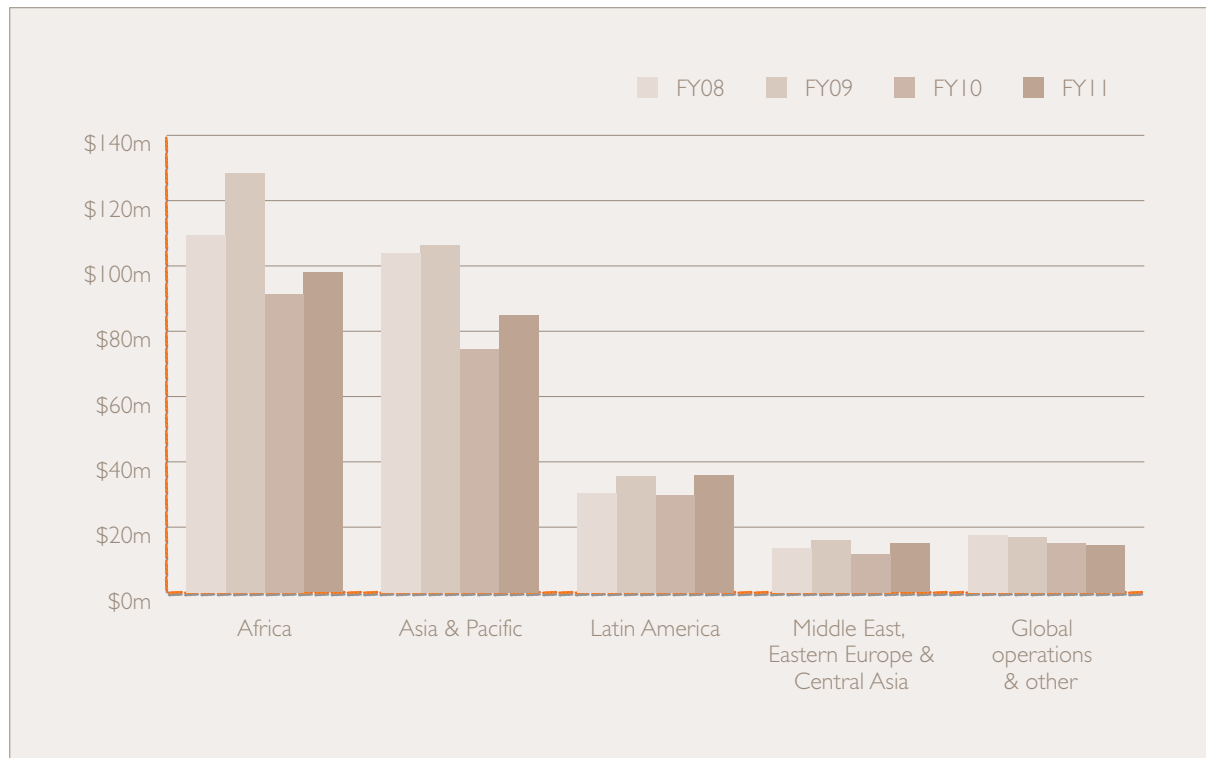


\*Partnership Treasury Office. This includes funds transferred to World Vision International which are designated for field programs but which have not yet been committed to a specific project. These funds will be allocated to projects in future years.

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 operations 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 more than 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 & goods for international programs – 4 year history



### 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 into forward contracts to 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.



# FINANCIAL POSITION AND PERFORMANCE

## 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. 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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*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 to the members of World Vision Australia

We have audited the summarised financial report of World Vision Australia for the financial year ended 30 September 2011, comprising the income statement, balance sheet, cash flow statement, statement of changes in equity and table of cash movements for designated purposes, in accordance with Australian Auditing Standards.

In our opinion, the information reported in the summarised financial report is consistent with the annual statutory financial report from which it is derived and upon which we expressed an unqualified audit opinion in our report to the members dated 25 November 2011. For a better understanding of the company's financial position and performance, as represented by the results of their operations and their cash flows for the financial year; and the scope of our audit, this report should be read in conjunction with the annual statutory financial report and our audit report on that report.

PriceWaterhouseCoopers

Charles Christie  
Partner

Melbourne  
25 November 2011

### 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 2011.

### On behalf of the Board

Chair

Director

Melbourne  
25 November 2011



# FINANCIAL POSITION AND PERFORMANCE

## Statement of financial position

For the year ended 30 September 2011

|  | 2011              | 2010              |
|--|-------------------|-------------------|
|  | \$                | \$                |
| <b>ASSETS</b>  |                   |                   |
| <b>Current Assets</b>                                |                   |                   |
| Cash & cash equivalents                              | 28,812,443        | 31,067,558        |
| Trade and other receivables                          | 496,358           | 714,449           |
| Financial Assets at fair value through profit & loss | 37,715            | 820,569           |
| Inventories  | 58,641            | 306,906           |
| Donated goods  | 512,910           | 507,274           |
| Unrealised Currency Hedge Receivable                 | 8,311,309         | 0                 |
| Other  | 966,505           | 452,798           |
| <b>Total Current Assets</b>                          | <b>39,195,881</b> | <b>33,869,554</b> |
| Non-Current Assets                                   |                   |                   |
| Property, Plant and Equipment                        | 22,878,395        | 23,927,886        |
| Investment Property                                  | 295,917           | 303,946           |
| <b>Total Non-Current Assets</b>                      | <b>23,174,312</b> | <b>24,231,832</b> |
| <b>TOTAL ASSETS</b>                                  | <b>62,370,193</b> | <b>58,101,386</b> |
|  |                   |                   |
| <b>LIABILITIES</b>                                   |                   |                   |
| <b>Current Liabilities</b>                           |                   |                   |
| Trade & Other Payables                               | 5,178,642         | 7,249,137         |
| Unrealised Currency Hedge Payable                    | 0                 | 13,647,272        |
| Provisions   | 4,292,488         | 3,243,419         |
| <b>Total Current Liabilities</b>                     | <b>9,471,130</b>  | <b>24,139,828</b> |
| <b>Non-Current Liabilities</b>                       |                   |                   |
| Provisions   | 992,325           | 789,030           |
| <b>Total Non-Current Liabilities</b>                 | <b>992,325</b>    | <b>789,030</b>    |
| <b>TOTAL LIABILITIES</b>                             | <b>10,463,455</b> | <b>24,928,858</b> |
|  |                   |                   |
| <b>NET ASSETS</b>                                    | <b>51,906,738</b> | <b>33,172,528</b> |
| <b>Equity</b>  |                   |                   |
| Reserves   | 8,311,309         | (13,647,272)      |
| Retained Earnings                                    | 43,595,429        | 46,819,800        |
| <b>TOTAL EQUITY</b>                                  | <b>51,906,738</b> | <b>33,172,528</b> |

Note: For the purposes of the Australian Council for International Development Code of Conduct, at the end of 30 September 2011, 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.

## Income Statement

For the year ended 30 September 2011

|   | 2011               | 2010               |
|---|--------------------|--------------------|
|   | \$                 | \$                 |
| <b>REVENUE</b>  |                    |                    |
| Donations and gifts   |                    |                    |
| Monetary  |                    |                    |
| - Pledge programs   | 202,586,985        | 208,776,998        |
| - Appeals, donations & gifts  | 42,818,698         | 55,115,390         |
| Non-monetary  |                    |                    |
| - Donated Goods   | 24,595,905         | 13,684,639         |
| - Grants (Multilateral)   | 21,130,235         | 21,875,446         |
|   | 291,131,823        | 299,452,473        |
| Bequests and Legacies   | 3,188,419          | 2,311,723          |
| Grants  |                    |                    |
| - AusAID  | 41,201,503         | 35,569,211         |
| - Other Australian  | 2,403,294          | 2,088,760          |
| - Other Overseas  | 3,365,935          | 3,312,285          |
|   | 46,970,732         | 40,970,256         |
| Investment Income   | 2,604,783          | 2,784,975          |
| Fair Value gain on financial assets                                 | 95,917             | 23,600             |
| Other Income  | 1,102,789          | 1,151,160          |
| <b>TOTAL REVENUE</b>  | <b>345,094,463</b> | <b>346,694,187</b> |
| <b>EXPENDITURE</b>  |                    |                    |
| <b>International Aid and Development Programs Expenditure</b>       |                    |                    |
| International Programs  |                    |                    |
| - Funds to international programs                                   | 220,719,834        | 223,401,822        |
| - Program support costs   | 8,581,410          | 8,215,648          |
|   | 229,301,244        | 231,617,470        |
| Community Education   | 4,296,558          | 3,794,574          |
| Fundraising costs   |                    |                    |
| - Public  | 30,469,081         | 36,172,374         |
| - Government, multilateral and private                              | 2,406,644          | 2,558,591          |
| Accountability and Administration                                   | 32,907,685         | 29,868,098         |
| Non-Monetary Expenditure  | 45,627,547         | 36,403,791         |
| <b>Total International Aid and Development Programs Expenditure</b> | <b>345,008,759</b> | <b>340,414,898</b> |
| Domestic Programs Expenditure                                       | 3,222,219          | 2,983,642          |
| Domestic Non-Monetary Expenditure                                   | 87,856             | 0                  |
| <b>TOTAL EXPENDITURE</b>  | <b>348,318,834</b> | <b>343,398,540</b> |
| <b>(Shortfall) / Excess of Revenue over Expenditure</b>             | <b>(3,224,371)</b> | <b>3,295,647</b>   |

Note: For the purposes of the Australian Council for International Development Code of Conduct, at the end of 30 September 2011, World Vision Australia had no transactions in the following categories; Revenue for International political or religious Proselytisation programs and Expenditure for International political or religious Proselytisation programs.



# FINANCIAL POSITION AND PERFORMANCE

## Statement of Changes in Equity

For the year ended 30 September 2011

|   | Retained Earnings   | Reserves          | Total             |
|---|---------------------|-------------------|-------------------|
|   | \$                  | \$                | \$                |
| <b>Balance at 1 October 2009</b>        | <b>(12,043,385)</b> | <b>43,524,153</b> | <b>31,480,768</b> |
| Total comprehensive income for the year | (1,603,887)         | 3,295,647         | 1,691,760         |
| <b>Balance at 30 September 2010</b>     | <b>(13,647,272)</b> | <b>46,819,800</b> | <b>33,172,528</b> |
| Total comprehensive income for the year | 21,958,581          | (3,224,371)       | 18,734,210        |
| <b>Balance at 30 September 2011</b>     | <b>8,311,309</b>    | <b>43,595,429</b> | <b>51,906,738</b> |

Note: For the purposes of the Australian Council for International Development Code of Conduct, at the end of 30 September 2011, World Vision Australia had no transactions in the 'Other' category.

## Table of Cash Movements for Designated Purposes

For the year ended 30 September 2011

|                      | Cash available at 1 October 2010 | Cash raised during year | Cash disbursed during year | Cash available at 30 September 2011 |
|----------------------|----------------------------------|-------------------------|----------------------------|-------------------------------------|
|                      | \$                               | \$                      | \$                         | \$                                  |
| Asian Tsunami Appeal | 114,539                          | 0                       | 22,264                     | 92,275                              |
| Other purposes       | 30,778,939                       | 299,789,278             | 302,012,524                | 28,555,693                          |
| <b>Total</b>         | <b>30,893,478</b>                | <b>299,789,278</b>      | <b>302,034,788</b>         | <b>28,647,968</b>                   |

We are dedicated to working with children, families and communities to overcome poverty and injustice.







Community members from a World Vision Area Development Program near Dhaka in Bangladesh.  
Photo credit: Suzy Sainovski/World Vision



# ANNUAL REPORT 2011

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