STRATEGIC OVERVIEW

OUR PROMISE 2030
Building Brighter Futures for Vulnerable Children
'We are responsible, along with others, for ensuring every child thrives and their futures are filled with hope, well-being and promise.'
# OUR PROMISE 2030

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INTRODUCTION

At World Vision, we continue to have a vision of ‘life in all its fullness’ for children, but the world is changing rapidly:

• If trends continue, by 2030 the world’s poorest children – suffering extreme poverty, high mortality and malnutrition – will be increasingly concentrated in fragile contexts and other hard-to-reach areas. Exposure to violence, exploitation and other serious human rights violations will be worldwide. Climate change is expected to increase vulnerability to disasters and livelihoods.

• Trends are also emerging around a new generation of donors who demand evidence of effectiveness and have a lower level of trust in non-governmental organisations (NGOs.) Competition and disruption in traditional charity models have also emerged. Donor expectations require us to formulate new value propositions and articulate our impact more clearly.

• Trends in technology will continue to create new ways to operate.

Despite challenges, we have strengths to build on. We exceeded our 2011-2016 goal, ‘Strive to achieve the well-being of 150 million of the world’s most vulnerable children’. This goal has driven some important organisational shifts, including producing better evidence of results and increased focus on advocacy.

Following extensive prayer, discernment and wide-ranging consultation, this overview outlines the Partnership direction towards 2030. It gives clarity on our long-term goals, enabling us to align the strategies of all Partnership entities (i.e. regional, national, and support offices). It encourages us to stop doing things that do not help realise our goals, while scaling up those that do.

6 We use the globally agreed definition of a child as any person under age 18.

7 Annex I has key elements of background and history.
WHO WE ARE – WORLD VISION’S IDENTITY AND CALLING

Our vision
Our vision statement is as follows: ‘Our vision for every child, life in all its fullness; our prayer for every heart, the will to make it so.’ We understand life in all its fullness holistically, including material, social and spiritual well-being. We collaborate with people of other faiths and ideologies who share common values of justice, love and hope that fulfil God’s purposes.

We will focus especially on the most vulnerable – those furthest from ‘life in all its fullness’. Achieving this requires people around the world to act together for the well-being of the most vulnerable. This, we believe, is God’s world vision. We seek to participate in this vision by placing ourselves where our ministry distinctiveness can best contribute and inspire others to have ‘the will to make it so’.

Our ministry distinctiveness
Our Christian identity, our integrated focus (Christian, child-focussed, community-empowering) and our global scale are unique among NGOs. We can build on these three key aspects of our ministry distinctiveness:

Christian identity – We infuse all our work with our faith, deepening our understanding of how to tackle the spiritual roots of vulnerability. God calls us to a ministry of reconciliation, evident through transformed relationships. World Vision is especially well placed to combine our faith with the best transformational development practices to help communities discover their right relationships with each other.

Integrated focus – We are Christian, child-focussed, and community-empowering. We carry out holistic ministry – combining our development, disaster management and advocacy work to further child well-being. We aim for empowerment of children, families, communities, supporters and partners.

Global footprint – We amplify our strong local and national presence by mobilising partners and supporters worldwide and influencing global decision-makers.

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6 Annex 1 has the full set of strategic anchors – foundational documents that do not change with this strategy.
7 ‘Material’ here includes physical health and access to adequate food, shelter and possessions for a dignified life.
8 ‘Holistic’ should be understood not as multi-sector interventions, but as addressing material, social and spiritual well-being of children. Correctly approached, this can and should be done even within a single sector.
WHOM WE ASPIRE TO BE – FOR THE WELL-BEING OF CHILDREN

Critical to realising our strategy will be four mindsets, leading to desired associate behaviours. The four mindsets and associated behaviours are:

Unity and trust: Acting as one global organisation, trusting each other to play their part, with mutual accountability and joint dependence on God. Examples of desired behaviours:

- We commit to global strategies and hold one another accountable for putting them into practice.
- National offices take the initiative for action within agreed boundaries.
- Boards, advisory councils and staff seek the best for the Partnership as well as their own entities. Global Centre honours the role of local boards.
- Global Centre displays servant leadership and national offices respect the Global Centre’s assigned role.

Wise Stewardship: Responding with a bias for action and a focus on impact. Continuously improving efficiency and effectiveness with the resources entrusted to us, including the sustaining of God’s creation. Examples of desired behaviours:

- Before adding new initiatives, we stop or phase out existing ones. We build on existing foundations rather than reinvent. We continually ask how we could make each task simpler, faster, better and cheaper.
- We look for and eliminate duplication of functions and systems.
- We build the processes and tools to empower staff to monitor their own work and do things right the first time.
- We are faithful to the purpose for which resources are given and manage them for maximum benefit.

Looking Outward: Identifying and grasping opportunities and threats, learning and responding with agility and innovation in partnership with others. Examples of desired behaviours:

- We build alliances with all kinds of people – other Christians, the Church, leaders of other faiths, secular institutions and governments. We shape and let ourselves be shaped by external dialogue and action.
- We value learning, taking intelligent risks, applying lessons learnt from failure and rapidly scale proven innovations (e.g. Last Mile Mobile Solutions, mHealth).
- We agree on criteria for decisions in response to new opportunities and threats, empowering leaders to act speedily.

Timely truth-telling with love: Seeking to understand as well as be understood, our conversation is always full of grace and authenticity. Examples of desired behaviours:

- We have respect for decision rights. We can count on one another and trust that commitments will be honoured.
- Decision-makers and those implementing decisions have the right information, such as sound, transparent business cases and change communications.
- We have honest conversations about individual and collective performance, with clear expectations, agreed outcomes and regular feedback.
WHAT WE AIM TO ACHIEVE BY 2030 – OUR STRATEGIC IMPERATIVES

We have identified five strategic imperatives which will help us to deliver on our strategy:

Deepening our commitment to the most vulnerable children
Changing from primarily working in places where we are most comfortable and confident to shifting where we work, and how we allocate resources, towards the most vulnerable

Focusing our ministry for greater results
Changing from spreading our resources across a broad agenda to focusing on a limited range of programme types and sectors, becoming excellent in each

Collaborating and advocating for broader impact
Changing from largely working on our own, in our way to partnerships, joint ventures and advocacy with those who share our goals

Delivering high quality, sustainable funding
Changing from a funding mix that no longer serves us well to raising the right funds from the right donors for the right programmes in the right places

Living out our Christian faith and calling with boldness and humility
Changing from an identity and strength not yet fully utilised to living out our Christian faith in all we do, in harmony with those of other faiths and none
DEEPENING OUR COMMITMENT TO THE MOST VULNERABLE CHILDREN

The trend for more severe and protracted crises will increase the vulnerability of children and families. Our response must be adapted to deal with this new reality of more longer-term disasters happening simultaneously.

By 2030, we expect that a higher percentage of the most vulnerable children will be in **fragile contexts**. We plan careful, immediate expansion into these contexts as funding and capabilities allow. We will re-align our geographic presence, channel more resources into priority areas and develop new approaches for these contexts.

For example, numbers of vulnerable children are increasing in urban areas of developing countries. However, ministry models for this context are relatively experimental and funding streams are yet to be developed. Urban programming will be a learning initiative from 2017-2020, after which a scale-up plan may be implemented. The intent is to postpone scaling up until funding and ministry models are better established.

Meanwhile, we will maintain our presence in rural contexts of developing countries where we have historically been strongest, building world-class programming using evidence-based models. Numbers of vulnerable children here are expected to remain close to present-day levels, though numbers of the most vulnerable may decrease. The number of countries in which we operate on a scale currently comparable will be reduced. In some countries we will move to a lighter presence, which may take a variety of forms subject to funding. We may exit from some transitioning economies where domestic funding is insufficient to maintain an appropriate ministry. Nevertheless, our intent is to maintain a global presence for ministry. See Annex 3 for the country categorisation methodology.

The amount of international field spend in developing rural contexts will remain relatively flat over time and will decrease as a percentage of the total (from 61% in 2015 to 48% in 2030). The percentage of international field spend in fragile contexts will expand from 16% in 2015 to 35% in 2030. The priority of learning and innovation in urban programming should position World Vision as a thought leader, allowing us to gradually expand to implement tested models by 2030. Although the percentage of international funding to urban programming will only slightly increase (from 15% to 17%) of total international field spend by 2030, the funding source will move from child sponsorship to private non-sponsorship (PNS) funding which can be leveraged to expand local market fundraising. International funding to transitioning economies will be phased out after 2020. Field offices in transitioning economies will need to develop solutions for local fundraising. The Partnership will make every effort to help in this, but if we are unsuccessful for any country, we will have to exit.

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6 Note that fragile contexts include both fragile countries and areas of fragility within more stable countries.

7 See Annex 2 Field Office Ministry Models for more description of the lighter and deeper modes of presence.

8 International field spend refers to international funding that goes to the field offices; that is, international funding that excludes support office marketing, support office/global centre ministry costs and support office/global centre overhead costs.
FOCUSING OUR MINISTRY FOR GREATER IMPACT

We will enhance our ministry by: a) establishing a clear set of child well-being objectives, b) prioritising five sectors in which we will be world class, defining our approaches for each global sector, which will include a set of proven core project models, c) applying our objectives, approaches and models to all our ministries.

Child well-being objectives
World Vision’s four Child Well-being Aspirations constitute our understanding of life in all its fullness. To enhance focus, we are establishing one or two mandatory Child Well-being Objectives for each aspiration. The objectives use language and measures from the globally recognised Sustainable Development Goals (SDGs), which will allow us to communicate our contributions to the SDGs.

The diagram below presents the Child Well-being Objectives defined for each aspiration and shows the SDGs to which the objectives contribute. Note that the first of the two Child Well-being Objectives for the aspiration ‘Are educated for life’ should take precedence, since literacy is foundational for education. The second would be selected only if the first is adequately addressed, whether by World Vision or other stakeholders.

Sectors, global sector approaches and core project models
We will prioritise five sectors – child protection, health and nutrition, WASH, education and livelihoods.

In each sector, we have defined a single global sector approach that applies in all contexts, whether stable, fragile or emergency. The global sector approach brings greater clarity in expressing our focus to staff, partners and donors.

Each global sector approach will include one or more core project model, selected according to these criteria:
• alignment to World Vision’s strategic priorities
• evidence of effectiveness and impact
• relevance to child vulnerability trends
• scalability
• ability to develop or bring in required competencies
• fit with funding streams (sponsorship, grants, etc.)
• fit with contexts (fragile, urban, rural, etc.).

Thirteen core project models are proposed across all sectors. Ten are related to the five sectors and three are enabling project models. They are not intended as globally uniform ‘cookie-cutter’ programmes but should be contextualised by each field office using them. Currently all but one of the Child Well-being Objectives have a corresponding project model, but this is not a problem as 20% of programming can be outside of core project models. The second objective for the aspiration ‘Educated for life’ does not have a core project model. If and when a core project model relating to this objective is approved, it will be added.

The intent is that project models will change over time based on emerging evidence. A single global approach enhances continuity, even as project models within it change over time.

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6 See Annex 4 for a full description of the sectors, approaches and project models for each Child Well-being Objective.
Key points as we enhance our focus:
• All programming other than emergency relief will be founded on World Vision’s Development Programme Approach to maximise sustainability. Sectors and project models should be integrated through this approach to form a coherent programme.
• Important cross-cutting themes are: faith and development, gender, peacebuilding, and children with disabilities, with particular emphasis on deepening our understanding and application of faith and development.
• VisionFund, World Vision’s microfinance and economic livelihoods partner, is an important contributor to the sustainability of households and child well-being. Using our microfinance project model, we will seek to realise the synergies of World Vision field offices and VisionFund country offices. We will focus particularly on field offices that have prioritised economic development and have a large rural footprint. The integration process will start with an initial group of about 12 countries and will expand over time. Meanwhile, VisionFund will continue working in all its current countries and dialogue will continue with field offices where there is an opportunity for cooperation. Field offices may also collaborate with other microfinance institutions (MFIs), but we will not provide funding to external MFIs.
• We will continue to identify and scale field innovation as new technologies, approaches and project models emerge (e.g. cash programming, Information and Communications Technologies for Development). Our adoption of innovations should be commensurate with their impact and our ability to fund them.
• We will be alert to increased risks that will require adaptation of project models and will incorporate disaster risk reduction as appropriate. Risks will include the impact of climate change, increased conflict and changing patterns of migration.
• Partnering, collaboration and alliances are vital. We aim for World Vision’s work to become part of a web of contributions in which we act as a connector and convenor.

Applying our child well-being objectives, sectors, approaches, and project models
A field office should include no more than four Child Well-being Objectives in its strategy during the first cycle (2017-2020). At least one objective must be from the aspiration ‘Experience the profound security of the love of God and others.’ In strategy cycles from 2021 onward, field offices should select no more than three Child Well-being Objectives.

The donor type will determine how field offices allocate funding. Funding from the mass donor market (child sponsorship and mass PNS) will be spent entirely on Child Well-being Objectives, sectors and global approaches. At least 80% of programming budget from the mass donor market will be spent on core project models, together with the basic elements of ministry needed to ensure impact and sustainability. The remaining 20% can be used to enable innovation and responsiveness to context at the discretion of field offices. More flexibility will be allowed for funding from major and institutional donors (grants and major gifts), taking account of other dynamics such as donor and partner preferences. All funding must align with Child Well-being Objectives and sectors, but we will have flexibility in aligning to global approaches (at least 80% of funding) and core project models. The table below summarises this mandate. For funding raised locally for domestic ministry, greater latitude is allowed for determining ministry. However, self-funded domestic ministry should still bear a resemblance to our broader work and must directly contribute to at least one Child Well-being Aspiration.

Alignment of International Spending Percentages by Donor Type

<table>
<thead>
<tr>
<th>Aspects of Ministry Focus</th>
<th>Mass Donors (Child Sponsorship and Mass PNS)</th>
<th>Major and Institutional Donors (Grants and Major Gifts)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Well-being Objectives</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Sectors</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Global Approaches</td>
<td>100%</td>
<td>80%</td>
</tr>
<tr>
<td>Core Project Models</td>
<td>80%</td>
<td>Flexible</td>
</tr>
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COLLABORATING AND ADVOCATING FOR BROADER IMPACT

We need to be fully attuned to the changing environments where we work and adapt as necessary to maximise our contribution. Important current trends include:

- global movements and government commitments around the world to achieve the SDGs, with multiple stakeholders acting together
- increasing capacity of governments to deliver on services essential for child well-being
- rapid expansion and strengthening of local civil society organisations in most countries
- emergence of business as a development actor

We can increasingly add value by convening and connecting stakeholders, such as churches, other faith communities, governments, NGOs, community-based organisations, UN agencies, other multilaterals, businesses, academia and media. In addition to initiating and leading joint actions that we invite others to join, we will be open to joining efforts initiated by others. In both cases, we need to build our advocacy capability, appropriately equipping our leaders and staff.

Global, national and local level engagement

One of World Vision’s comparative advantages is our presence at local, national, regional and global levels. To realise the potential of our grassroots presence and global platform, we need to link our efforts with others at all these levels and also create stronger links among levels.

1. We seek to maintain a global presence for credibility to enable us to bring the voice of children and communities to world decision-makers. One of our flagship global initiatives during the early years (2017-2021) will be a new Partnership-wide campaign to end violence against children.

2. At the national level, we have an opportunity to capitalise on multi-stakeholder platforms. These platforms are being adopted quickly by both governments and donors. Their cross-sector partnerships can provide innovations and resourcing that no single entity could develop alone.
   - In some countries, economic growth and political stability will result in their governments’ ability to promote human development, reaching the point where our most useful role is no longer in working directly with communities. Instead, we will work with the government and other partners to influence their much greater resources for the benefit of children. Here we will aim to have a lighter, flexible presence, serving among other actors primarily as a connector, convenor and facilitator.
   - In countries where the concentration of most vulnerable children is higher, and the government is either unwilling or unable to take effective action to improve their well-being (often in fragile contexts), we will employ a deeper presence, working directly with communities, but also partnering with others. Even in fragile contexts it is essential for us to work with the Church, other NGOs and reputable organisations. This will include advocacy and external engagement, both towards the host government and the international community.

3. At the local level, we will have a strong commitment to local partnering, which is a hallmark of our Development Programme Approach. We will also deploy our Citizen Voice and Action project model, which is recognised as a world-class methodology for equipping citizens to hold governments accountable.
DELIVERING HIGH QUALITY, SUSTAINABLE FUNDING

Our ministry requires significant, recurring private cash revenue. Historically, child sponsorship has provided most of this revenue. It not only supports our area development programmes (ADPs) but also funds operations across the Partnership. It is therefore important for us to continue to revitalise our sponsorship model and develop new resources to support our new ministry priorities. The top priority for fundraising innovation is expanding private non-sponsorship funding, especially for fragile contexts. This will enable a sustained presence in fragile contexts and provide matching funding to increase grant acquisition. The following key elements deliver high quality, sustainable funding for our ministry:

Guiding principles for our ministry funding strategy.
1. We will leverage our existing assets to achieve scale, lower costs and improve returns.
2. We will be impact driven, rather than seeking to grow revenue as an end in itself.
3. We will better match our fundraising to our field ministries through ‘natural match donors’.
4. We will ensure field ministry sustainability by not rolling out new field ministries until funding plans are secured.

Funding models
1. For ministry in long-term rural contexts: The primary funding source for ADPs will continue to be recurring private pledges from individual donors, especially child sponsors. This provides a stable foundation for integrating grant and food resources. Greater overlap between these resources will allow us to deepen impact, attract more private donors and may reduce the cost of implementing grant projects.
2. For ministry in fragile contexts (rural and urban): Because conditions in fragile contexts do not meet child sponsorship requirements, the bulk of funding is likely to be grants and food (commodities and cash/vouchers). Private funding for maintaining core operations and matching grants will be from individual donors via one-time gifts and new, recurring private cash innovations. For contexts where longer-term ministry models are feasible, we will prioritise development of longer-term funding approaches and products.
3. For ministry in developing urban and ‘core presence’ contexts: Where we have urban ADPs funded by child sponsorship, we will continue to fund but will not expand. Future funding models will be developed as our learning in urban programming progresses. Ultimately, we expect to phase out urban child sponsorship. Funding models for the core connector/convener/facilitator presence will need to be developed. Ideally, urban and ‘core presence’ contexts will be largely or wholly locally funded.

Funding priorities
The following five funding priorities will support the three funding models described above. The first two are immediate priorities for the first four years; the others are longer term.

1. Revitalise our child sponsorship model to return it to growth. Over the past five years the Sponsorship Transformation Programme has addressed digitising sponsorship content. We now need to build on these capabilities, increase acquisition channels, develop new marketing offers and combine grant-funded programmes with ADPs to deepen our impact.
2. Engage key donor groups to grow reliable sources of private recurring revenue for all ministry contexts, especially fragile contexts. We will focus on a limited number of primary donor groups through their life stages and work more intentionally within these donor group networks – both real and virtual. At present we have identified three groups: smart, faithful women; cause-inspired millennials; and high-net-worth individuals.
3. Grow and leverage grants but without becoming overly dependent on publicly funded resources. Growth will be supported by expanding other revenue sources suitable for grant matching. The focus for food grants, including scaling up cash transfer approaches, will be to support expanding work in fragile contexts.
4. Strengthen the World Vision brand and build donors’ familiarity and trust in our work. This will ensure we stop being known primarily as a child sponsorship organisation and will help us attract new donor groups, including youth. This will be critical for growing more loosely designated funding.
5. Innovate continuously to develop new funding sources in response to changing donor motivations and evolving technology. For example, revitalising child sponsorship funding requires innovation in channel development, new marketing offers, digital engagement and enhancing the sponsor experience. Innovation is also necessary to engage new donor segments with new value propositions, product offers and channels to prioritise ministry in fragile contexts. Innovations will include new public and blended finance funding mechanisms (e.g.
trust funds, tenders, public-private partnerships and impact investing) and new grant match mechanisms. Lastly, we can develop corporate and foundation relationships to provide important additional benefits, such as brand building and innovation funding.

**Fundraising footprint**
All our fundraising offices will follow guidelines for self-sustainability, including acceptable levels of yield-to-ministry and contribution to the Partnership. Our physical, geographic presence for fundraising will include:

1. Support offices raising international funds – There are significant opportunities to rationalise our current support office footprint to optimise resources and investment in high-quality growth opportunities.

2. Field offices in transitioning economies – To become self-sustaining (and in some cases progress to raising international funding) these offices will use the principles of this funding framework to develop a fundraising strategy, including looking for matches between local fundraising opportunities and ministry priorities.

**Revenue projections and funding mix**
From 2017 to 2020, our compound annual growth rate (CAGR) is expected to remain relatively flat during a critical period of investment in new fundraising capabilities. Growth will gradually increase, driven by grants and PNS (including grant match).

Meanwhile, our combined sources of revenue, or ‘funding mix’, will become more diverse. By 2030, the funding mix for international operations is expected to approach a 68/32 split between private and public funding, compared to the current mix of 76/24. The revenue mix is a Partnership aggregate and does not reflect the mix of each support office.

**2030 ESTIMATE BY REVENUE SOURCE**

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<thead>
<tr>
<th></th>
<th>2015-2020 CAGR</th>
<th>2020-2025 CAGR</th>
<th>2025-2030 CAGR</th>
<th>2015-2030 CAGR Overall: +2.0%</th>
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<tr>
<td>$4B</td>
<td>-0.4%</td>
<td>+2.3%</td>
<td>+3.7%</td>
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<td>3</td>
<td></td>
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- **Food: 0.0%**
- **GIK: -3.0%**
- **Grants: +5.8%**
- **PNS: +4.3%**
- **Sponsorship: +0.2%**

*5.2% w/o HEA Appeals

**2015 ESTIMATE BY REVENUE SOURCE**

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<tr>
<th></th>
<th>2015</th>
<th>2020</th>
<th>2025</th>
<th>2030</th>
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<tbody>
<tr>
<td></td>
<td>Food</td>
<td>GIK</td>
<td>Grants</td>
<td>PNS</td>
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<tr>
<td>2015</td>
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<td></td>
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<td>2020</td>
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<td>2030</td>
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- **Food:** 27%
- **GIK:** 13%
- **Grants:** 15%
- **PNS:** 18%
- **Child Sponsorship:** 35%

Note: These figures are expected to change slightly as the full financial analysis is completed.
Our Christian faith is a strength not yet fully utilised to address spiritual causes of vulnerability and engage with faith-based perspectives of most of the world’s people. We seek to collaborate with the Church and people of other faiths and ideologies, and we aspire to see lives transformed through hope in Jesus Christ. This will require taking our expression of faith to a new level.

- We will equip our leaders and staff to live out our faith appropriately in their context by providing training, mentoring and guidance.
- We will further develop evidence-based models for integrating faith into ministry practice to tackle the roots of poverty, vulnerability and injustice.

Mindful that our staff include people of other faiths or none, we fully value them personally and for their commitment and contribution to the organisation. While being clear about our identity as a Christian organisation, we will strive to treat all non-Christian staff with fairness and sensitivity. We are reminded of the importance of this strategic imperative in Colossians 3:17:

‘And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him.’
KEY CAPABILITIES AND MANAGEMENT SYSTEMS TO STRENGTHEN

The term ‘capabilities’ here refers to more than skills and knowledge possessed by individual staff. It includes the systems, processes, institutional knowledge and organisational culture that together enable us to perform to world-class standards. Key capabilities are those most necessary for our strategic goals.

1. We will strengthen our ability to deliver, measure and communicate impact. This is foundational to all other elements of the strategy, encouraging governments, partners, donors and communities to trust and value our work.

2. We will strengthen our technical capability for excellence in transformational development. This is more than just sector capabilities but includes our ability to deliver on our transformational approaches and ministry distinctiveness.

3. We will develop our capability to partner and collaborate with other organisations. This will include: developing cross-sector partnerships; establishing key global relationships; building consortia for joint opportunities; and promoting local private sector partnering.

4. We will adapt and scale innovation, not only for World Vision but for the broader development sector. For example, we will identify, adapt and scale external innovations; develop new marketing initiatives for engaging supporters beyond child sponsorship; and innovate in digital and mobile capabilities.

5. We will recognise the importance of faith and development and strive for a culture that reflects our faith convictions, facilitates faith partnerships (especially with churches) and implements approaches that usher in hope. Our management systems must:

- ensure resources are allocated according to organisational priorities
- highlight issues affecting execution of plans and provide spaces for reflection and discussion
- provide feedback on results and impact of the strategy, facilitating decision-making and follow-through
- translate organisational priorities into individual objectives.

Realising our desired value of ‘stewardship that results in a bias for action’ will mean enabling all our staff to spend as much time as possible doing work that really adds value, fully using their God-given abilities. We will continuously improve our systems, processes, tools and working practices to a level that sets the standard for efficiency and transparency among NGOs and makes us an employer of choice for the most qualified, motivated professionals.

WHAT TO STOP

World Vision recognises that we must say ‘no’ to some things in order to concentrate resources where they are most needed. We will do the following:

- phase out global ministry sectors and project models not identified as priorities
- not start new ADPs in urban contexts with international funding, except where scheduled ADP closures would result in countries falling below minimum effective scale
- phase out programming designed primarily to benefit people age 18 and over
- phase out international funding to field offices in transitioning economies
- scale back international funding to countries where we re-structure to a lighter presence
- stop bilateral support and national funding negotiations
- not invest in approaches related to crowd-funding
- eliminate other activities that are not part of or derived from the Partnership strategy.
KEY RISKS

There are risks if mindsets and behaviours do not change. Risks inherent in World Vision’s strategy include the following:

Ministry impact
• There would be loss of momentum in urban programming due to delayed expansion.

Ministry funding
• An accelerated decline in child sponsorship revenue would require increased investment to stabilise it.
• Funding for increased work in fragile contexts requires grant growth, which carries higher risk due to fewer donors, potential legal liability and changing government priorities. It also requires addressing the cost of grant implementation and is dependent on increased match capabilities.
• The ability to fund investment for new capabilities may require cost reductions elsewhere. Further analysis on the costs of ministry, fundraising expenses and return on investment will be critical.

Operational/Implementation
• Risks inherent in operating in fragile contexts – such as adequate staffing, staff care and security management – are more challenging and will require increased attention and resources. There is a risk that a major incident could cause loss of confidence within World Vision and with supporters.
• Gaps in leadership capacity may limit the ability to drive significant change.
• Failure to sufficiently invest in new fundraising and technical capabilities to implement grants will prevent scaling up of grants.
• Inability to put systems and capabilities in place on a timely basis.
• Synchronisation and timing failure may cause uneven implementation and gaps.

Reputational
• Increased emphasis on Christian identity may cause negative reactions in some sensitive field and donor contexts if inappropriately expressed.