World Vision has approved its new global strategy, *Our Promise 2030*, that reaffirms the mission of the organisation and defines its strategic choices made. Implementation will happen in three phases:

**Phase One:** From 2017 to 2020, there will be an intensive period of change in which we re-orient the organisation and achieve early wins. An important task during this phase is to align mindsets and behaviours in support of our strategy.

**Phase Two:** From 2021 to 2025, the majority of change outcomes will be realised and result in measurable improvements in the well-being of vulnerable children. We will be flexible and make changes as both challenges and opportunities arise.

**Phase Three:** From 2026 onwards, we will have re-shaped World Vision into an agile organisation that adapts rapidly as new challenges emerge.

We see three categories of initiatives:

- **Existing initiatives to continue:** A number of important projects are underway or were approved prior to the adoption of *Our Promise 2030*. These will begin soon and continue as planned.

Examples include the campaign to end violence against children, shared services, value chain analysis project for technical and ministry areas, strategic sourcing, succession planning, and systems initiatives such as ProVision.

- **Existing initiatives to stop or re-scope:** The existing Partnership projects that are no longer essential to our strategy will be stopped or re-scoped.

- **New initiatives to start:** Our new direction creates a new set of priorities requiring the resources to implement alongside our existing initiatives.

This document looks at how new initiatives support our strategic imperatives and what World Vision will implement between 2017 and 2030. Change will progress appropriately based not only on need but on our capacity to manage the change.

Our implementation approach includes three foundational activities:

- Executing a change management plan that ensures the right level of engagement across the organisation and proposes actions to mitigate obstacles that could affect implementation.
• Establishing a **Steering Committee** composed of Partnership-wide representatives to provide executive-level direction and support. The committee will be chaired by the WVI President and will comprise representatives from the executive leadership team and support offices, national offices and national resource development.

• Creating a **Strategy Realisation Office (SRO)** to provide oversight of strategic initiatives and communications and to track changes in mindsets and behaviours as the strategy is being implemented. It will ensure deliverables are defined to achieve goals, assess progress and report back to the steering committee. The cross-functional SRO will provide support in project management, change, finance and communications.

As the strategy is implemented, the SRO will monitor the organisation’s capacity to absorb and adapt to change.

World Vision needs to be thoughtful in making decisions about strategy implementation. There is a lot to do, and historically, the organisation has demonstrated a tendency to take on too much too quickly or not to stop doing non-strategic projects or programmes.

The 16 initiatives outlined have the greatest potential for ensuring successful implementation of the strategy. Implementing these initiatives will depend on our ability to coordinate and manage roll-out with various entities (offices, sectors, regions, etc.). Overseeing the initiatives will provide the SRO with greater visibility and opportunity to manage implementation, and in turn the ability to garner more resources for implementing the initiatives. Six initiatives were launched in January 2017; others will follow as decided by the steering committee.

Each initiative will have detailed implementation plans including resources, roles, responsibilities and its interdependence on other initiatives.
2. OVERVIEW OF OUR STRATEGIC IMPERATIVES AND INITIATIVES

*Our Promise 2030* identified five strategic imperatives, as well as a need to change our mindsets and behaviours. A set of 16 strategic initiatives were developed in support of our strategic imperatives. These are summarised below:

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<thead>
<tr>
<th>STRATEGIC IMPERATIVES</th>
<th>STRATEGIC INITIATIVES</th>
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| 1. Deepening our commitment to the most vulnerable children | 1.1 Expand our presence in fragile contexts and increase international field funding in these contexts from 16% to 21% by 2020  
1.2 Redirect percentage of sponsorship programming and funding from more highly developed countries to less developed countries  
1.3 Agree and begin roll out of the plans for national offices in transitioning economies to transition from international funding, ideally becoming self-sustainable |
| 2. Focusing our ministry for greater results | 2.1 Align and scale Child Well-being objectives, prioritised global sector approaches and project models  
2.2 Communicate evidence of impact internally and externally |
| 3. Collaborating and advocating for broader impact | 3.1 Serve as a thought leader on faith and development  
3.2 Support the Sustainable Development Goals by ensuring national offices participate effectively in cross-sector partnerships for child well-being |
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<th>STRATEGIC IMPERATIVES</th>
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<tbody>
<tr>
<td>4. Delivering high <strong>quality, sustainable funding</strong></td>
<td>4.1 Revitalise our child sponsorship model to stabilise funding and return to growth</td>
</tr>
<tr>
<td></td>
<td>4.2 Engage key donor groups to grow private recurring revenue across all ministry contexts especially fragile</td>
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<td></td>
<td>4.3 Accelerate growth in grants to fund fragile contexts and deepen impact in ADPs</td>
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<td>4.4 Strengthen World Vision’s brand to increase donor familiarity and trust. Stop being known solely as a child sponsorship organisation</td>
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<tr>
<td>5. Living out our <strong>Christian faith</strong> and calling with <strong>boldness and humility</strong></td>
<td>5.1 Strengthen evidence of integration of our faith in ministry practices, project models and campaigns</td>
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<td>5.2 Equip leaders in the Partnership to live and communicate our faith (including rolling out the Mission Immersion Programme and Giving Word to our Faith)</td>
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**Enabler: Ensure certain mindsets that lead to desired behaviours**

| E01 | Adjust expectations of governance, leadership, talent management, performance management and rewards in line with desired mindset and behaviour shifts |
| E02 | Align strategies and plans across all entities and functions and re-design the strategy development, execution and monitoring process |
| E03 | Align resource allocation and re-design the forecasting, planning and budgeting process across all entities and functions |
3. LAUNCHING OUR IMPLEMENTATION – OUR FIRST SIX INITIATIVES

To ensure that our implementation programme is affordable, and not overwhelming for leadership and the organisation, six initiatives were launched in January 2017:

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

1.3 Agree and begin roll-out of the plans for national offices in transitioning economies to transition from international funding, ideally becoming self-sustainable

To support national offices (NO) in transitioning economies to contribute to child vulnerability through a locally sustainable ministry and marketing model, enabling the re-allocation of international funds to areas of higher vulnerability. The first wave national offices will reach agreement of an NO individual transition plan to sustainability in FY17.

Initiative objectives and impact desired
• Define the parameters and guidance of a family-like approach for local funded ministry in World Vision entities
• In FY17, WV Costa Rica, Chile, Romania, Thailand and South Africa (Wave 1) will have an approved transition plan to a self-sustaining ministry and operating model leveraging local funding to contribute to the well-being of children
• The national offices in Wave 1 will design and adapt a light operating model ensuring core activities and distinctives of World Vision ministry
• By 2018, WV Brazil, Mexico, Georgia, Armenia and Bosnia/Herzegovina will have finalised the design of transition plans to self-sustainability
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

2.1 Align and scale Child Well-being objectives, prioritised global sector approaches and project models

By 2020, all national offices will refine their national strategies, technical approaches/programmes, and plans to ensure:

• All their ministry contributes to one or more of World Vision’s Child Well-being (CWB) objectives
• Their ministry meets requirements for alignment with World Vision’s global sector approaches, project models, and ministry distinctives
• Their development approach is updated and provides a strong foundation for sustainability, integration of ministry, and collaboration with partners (especially churches and other faith communities)

All support offices will review and refine their strategies, fundraising plans, and fundraising materials for both private and public sector donors to ensure alignment with World Vision’s CWB objectives, global sector approaches, and ministry distinctives.

At global level:

• All sector approaches and core project models will be reviewed and refined to ensure they reflect aspects of World Vision’s ministry distinctiveness (e.g. faith and development) and prioritised themes (e.g. inclusion of the most vulnerable children)
• Each sector approach and relevant core project models will be adapted for optimal impact in fragile contexts
• An approach to enable continuous innovation will be developed and implemented, including a set of experimental project models being tested and a clear gate-keeping process for these and other project models that emerge through innovation in the field
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

4.1 Revitalise our child sponsorship model to stabilise funding and return to growth
To stabilise Partnership-wide child sponsorship fundraising revenue, and return it to a growth trajectory, through returning the child sponsorship file to growth, with a focus on increasing the volume and value of new acquisitions.

Key priorities for 2017-2020:
• Reposition the child sponsorship marketing offer for category breakthrough to drive relevancy and acquisition growth
• Develop attractional ‘pull’ marketing content and capabilities that meet target consumer needs to grow acquisitions
• Develop and optimise new channels of reach, as part of a multi-channel approach to grow acquisitions
• Deepen engagement with current sponsors through inspiring content, connections and digital ease to increase loyalty, retention and giving

4.2 Engage key donor groups to grow private recurring revenue across all ministry contexts especially fragile
To grow private recurring revenue from key donor groups that is better aligned to our ministry needs, this revenue will be more flexible and with limited restrictions.

Focus on three primary donor groups, with greater intentionality toward Christians and partnerships with churches:
• Smart, Faithful Women: Co-creation, pilot and scale of a community sponsorship product to offer the partnership a new private non-sponsorship (PNS) fundraising mechanism for communities
• Cause-inspired millennials (CIMs): Leveraging our digital capability, develop new funding approaches especially for CIMs to support our work in fragile contexts
• High-net-worth-individuals: Create offers matching high-net-worth-individual (HNWI) motivations with ministry impact priorities, including fragile contexts; develop process/tools for ‘global inventory’ transparency and impact reporting
Enabler: Mindsets and Behaviours
Ensure certain mindsets that lead to desired behaviours

E02 Align strategies and plans across all entities and functions and re-design the strategy development, execution and monitoring process

Ensure the strategies at all levels are aligned to the Partnership strategy, simplifying and strengthening the current strategy development process:

- Establish basic requirements that field and support offices have to meet
- Reduce the complexity and volume of the outcome
- Enable a clear view of areas of focus and alignment to World Vision Partnership strategy key definitions (ministry priorities, organisational priorities, project models, metrics impacted, capabilities, organisational attributes)
- Harmonise and streamline documents and processes for cascading and implementation of the Partnership strategy into a clear framework that enables entities to focus on what is strategically important
- Improve alignment of systems, processes, and capabilities to support implementation and insight into performance

E03 Align resource allocation and re-design the forecasting, planning and budgeting process across all entities and functions

Design an efficient process to enable articulation of strategic investment needs for both fundraising and programming and appropriately guide resources to support strategic priorities

Reduce inefficiencies and bottlenecks, and improve transparency and visibility into resource allocation decisions and implications to enable proactive and responsive planning for increased alignment to strategic priorities

As we seek to both transform and be transformed, we are inspired by Paul’s words:

Brothers and sisters, I do not consider myself yet to have taken hold of it. But one thing I do: Forgetting what is behind and straining toward what is ahead, I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus. —Philippians 3:13-14