



2021 OUR STRATEGIC APPROACH

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online at worldvision.ca/ourwork

OUR MISSION + VISION

***OUR VISION FOR EVERY CHILD, LIFE IN ALL ITS FULLNESS.
OUR PRAYER FOR EVERY HEART, THE WILL TO MAKE IT SO.***

WHO WE ARE

World Vision Canada is a Christian global relief, development and advocacy organization. Our focus is helping the world's most vulnerable girls and boys overcome poverty and experience fullness of life.

WHAT WE DO

Grounded in more than 70 years of experience and expertise, World Vision works alongside communities, supporters, partners and governments to change the way the world works for children—impacting lives for generations to come. What does this work look like?

- **Emergency relief** for people afflicted by conflict or disaster—providing both immediate, practical help and longer-term support in rebuilding lives.
- **Transformational development** that is community-based and sustainable, focused especially on the needs of children.
- **Promotion of justice** that advocates to change unjust structures affecting the poor—empowering children, their communities and local partners with tools that address the root causes of injustice.

In every aspect of our work, World Vision is focused on a future where all children have what they need to live healthy lives that are full of promise: nutritious food, healthcare, education, protection from harm, clean water and economic opportunities.

WHY WE DO IT

Simply put, we are inspired and motivated to do this work because of our Christian faith. We believe in upholding, restoring and honouring the dignity and value of every human being, and we work alongside the poor and oppressed as a demonstration of God's unconditional love. We find joy as we partner with children in all their talent, strength and spirit—and see great things result. Lives are changed, and whole life stories transformed.

World Vision serves all people—without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth, sexual orientation, gender identity or other status*—and we collaborate with those from other faiths (and none) who share our common values of compassion, love, justice and mercy.

Our Credentials

- World Vision has over 70 years of experience working in partnership to create better futures for vulnerable girls and boys.
- We are part of the World Vision Partnership that reaches around the globe, with more than 37,000 employees in nearly 100 countries spanning six continents.
- Together, we've supported more than 200 million children by tackling the root causes of poverty.

* Universal Declaration of Human Rights 2014 second resolution on "human rights, sexual orientation and gender identity"

WHERE WE WORK

Focusing where we're most needed



World Vision is committed to improving the lives of the most vulnerable girls and boys—wherever they are in the world.



World Vision is guided by a single goal:

The sustained wellbeing of children, especially the most vulnerable.

To reach this goal, we must first meet children (and their families) *where they are*—and understand their needs—before we can work with them toward immediate and long-term solutions.

World Vision identifies “vulnerable” girls and boys as those under 18 who experience two or more of the following realities (understanding these factors may shift according to the environment):

- **Children in abusive, violent or exploitative relationships**
- **Children living in extreme poverty and deprivation**
- **Children who face discrimination that prevents them from accessing services and opportunities**
- **Children who are most susceptible to the negative effects of emergencies and protracted crises**
- **Children with disabilities or life-threatening health conditions**
- **Children who live without care and protection**

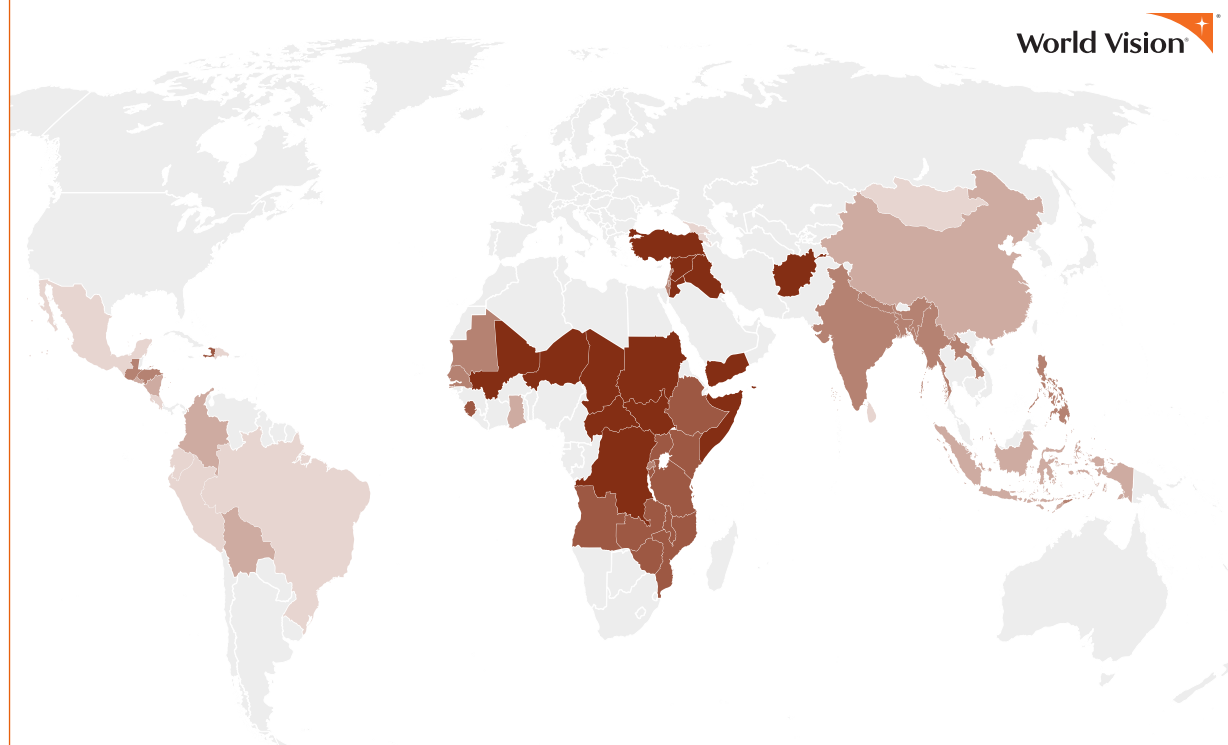
It grieves us that children face these kinds of layered threats and obstacles in all corners of the world. We find vulnerable girls and boys in every setting where we work—from high developing countries like Brazil and South Africa to the most fragile regions of Afghanistan and South Sudan.

Moving our priority to fragile contexts

Over the past four years, we have increasingly shifted our focus toward [fragile contexts](#)—areas fraught with chronic instability, conflict and violence. Why? These are the most difficult environments for vulnerable girls and boys.

In fragile contexts, political and social stresses put children in harm’s way, exposed to the worst kinds of violence, exploitation, abuse and neglect. These settings provide less protection against factors that accelerate extreme child vulnerability, including gender inequality, social exclusion and climate change. In some places, governments are unable or unwilling to ensure the basic rights and wellbeing of their citizens, or lack the capacity to manage conflict without violence. In extreme cases, the state may be non-existent, or actively involved in perpetrating violence against its people. The Organisation for Economic Co-operation and Development (OECD) has predicted that a staggering 80% of the world’s poorest people will live in fragile contexts by 2030.¹

If we’re committed to reaching the world’s most vulnerable children, we need to be where they are.



- MOST FRAGILE**
 Afghanistan, Central African Republic, Chad, Democratic Republic of Congo, Iraq, Jordan*, Mali, Niger, Somalia, South Sudan, Sudan, Syria*, Turkey*, Yemen**
- VERY LOW DEVELOPING**
 Angola, Burundi, Cambodia, Ethiopia, Haiti, Kenya, Malawi, Mozambique, Sierra Leone, Tanzania, Uganda, Zambia, Zimbabwe
- LOW DEVELOPING**
 Bangladesh, Guatemala, Honduras, India, Jerusalem, West Bank and Gaza, Laos, Lebanon, Mauritania, Myanmar, Nepal, Pacific Timor Leste, Philippines, Rwanda, Senegal
- MEDIUM DEVELOPING**
 Bolivia, China, Colombia, El Salvador, Ghana, Indonesia, Nicaragua, Vanuatu
- HIGH DEVELOPING**
 Armenia, Brazil, Costa Rica, Dominican Republic, Ecuador, Georgia, Mexico, Mongolia, Peru, Sri Lanka

* Syrian response ** Through partners

We prioritize locations where girls and boys are in harm’s way, exposed to violence, exploitation, abuse and neglect.



We work for systemic change, targeting the underlying causes of inequality.

World Vision has compiled and maintains a yearly fragility ranking of the countries where we work.* This helps us to plan our work where the needs are greatest. Even so, these categories are never fixed—situations change rapidly and although we track trends, our data does not predict the future. Instability can be felt across entire countries, reach beyond national borders, or be contained in smaller areas—even neighbourhoods of cities—called “pockets of fragility.”

World Vision has developed and is now piloting a program approach tailored to our work in fragile contexts—one built on the need to be agile in these rapidly-shifting environments. Our approach ensures families have the tools to survive, then addresses the underlying issues that threaten their stability, and ultimately seeks a future where they can thrive.

Long-lasting change through long-term commitments

Creating a reality where the most vulnerable children can experience full and flourishing lives requires systemic change, with stable and well-functioning institutions that support their wellbeing. This calls for community-led advocacy work holding governments accountable to their commitments, country-level efforts to improve policies, and international initiatives to change the way we approach issues that affect children—like child labour.

This kind of work—and sustainable change—takes time. Consider World Vision’s efforts pushing for legislation to eliminate child labour from the supply chains of Canadian companies. After ten years spent advocating for the protection of children, important gains were finally made in 2021—and we expect they will contribute to long-lasting change in the lives of vulnerable girls and boys worldwide.

As the gap between rich and poor continues to widen, while emerging issues like the COVID-19 pandemic and climate change reveal deepening inequality, families live increasingly on the edge of survival. We believe it’s not enough to help them merely survive. By investing in long-term stability and growth, we’re working toward a future where their children can flourish and succeed.

* The World Vision Fragility Index ranks national operational contexts according to three main sources: Maplecroft Global Risk Analytics, the Fund for Peace; and the Institute for Economics and Peace. These data sources are some of the best and most up to date but are retrospective and do not indicate a forecast. Note: the index measures average national fragility and does not account for pockets of fragility within otherwise stable countries.

HOW WE WORK

Partnering with people



We believe the root causes of vulnerability should be defined by the people experiencing them.

The underlying causes that push children and families into a vulnerable state are complex, interconnected and not just determined by the geographical context where they live. Hunger experienced by a family, for example, may lead to increased stress and gender-based violence in the home. Discrimination against girls may deprive them of an education, limiting their potential as leaders and providers in their future communities.

Identifying these root issues can be complicated, and absolutely requires that we begin with the people experiencing vulnerability—they are the experts in their own lives, after all. It's only through strong collaboration with communities, families and children themselves that we can hope to see long-term, transformational change.

Our work starts and ends with the people we serve.

- Early in the planning stages of a project, World Vision engages with local leaders and decision-makers. We may conduct gender, human rights and needs assessments, holding community consultations to identify the specific challenges families are facing.
- Once the objectives have been identified and our plans are set, we work alongside communities to carry out the projects. This requires strong connections between governments and community leaders and healthy relationships between families, local organizations and religious groups as we work toward shared goals.
- World Vision staff are in constant communication with community members over the course of a project, but formal sessions also create spaces to debrief, discussing progress, lessons learned and making adjustments to our activities when needed.
- “Community Summits” create opportunities to set plans and evaluate progress collectively, while accountability mechanisms like help desks invite people to speak directly with World Vision staff about concerns or suggestions, ensuring people’s experiences are being heard and their recommendations given careful attention. Our follow-up to community feedback is also tracked.

Working in partnership with community members means everyone involved has a deeper, shared understanding of the root issues we’re working to address. Keeping our eye on those set goals, we can adapt our plans toward them if and when the environment rapidly changes.

To be this agile, our programming approaches must account for risk, integrate work across our five sectors, and remain focused on the long-term goal of building stronger, more resilient communities.

Our Christian faith often gives us credibility in local communities, creating trust and mutual respect within diverse faith groups.



In Uganda, the [Channels of Hope for Child Protection](#) approach brings faith leaders and their spouses together to collaborate on child protection issues. Participants have reported holding joint education sessions, preaching and home visits with leaders from other faith groups to raise community awareness.

“I learned that girls need to be educated,” said one faith leader. “I changed my attitude of saying that ‘girls do all the domestic work according to the culture.’”

The role of faith

With 84% of the global population identifying themselves with a religious group, faith plays a vital role in our world.² Religious values help to guide the thoughts, priorities and actions of families and communities. They influence how people see their ability to change their circumstances, break free of poverty or contribute to social change. In certain cases, they influence acceptance of harmful traditional practices or fuel civil conflict.

Yet despite the importance of faith in people’s lives, humanitarian and development projects often overlook this element, and miss a vital component of transformational change.

Faith-based approaches are central to our work

As a Christian organization, World Vision is uniquely positioned to engage with faith communities. Our Christian identity and focus on community empowerment help to establish trusted relationships with influential local faith-based organizations and faith leaders—who are often trusted more than any other societal or governmental leader.³

Because of their long-term presence in their communities, churches and other faith-based organizations are valuable partners in ensuring that the progress made is sustainable into the future.

These partnerships are especially critical in fragile contexts. Where government institutions are weak and unable to provide basic services, faith communities are often one of the few institutions that remain.

Using evidence and faith-based approaches, World Vision’s Christian identity is an asset, strengthening us as we work toward a world where children can flourish and succeed.

- **Our network of faith-based partnerships is broad and deep**, with over half a million local faith actors—including Muslims, Buddhists, Hindus and Christians of multiple denominations. We work together in diverse social and political contexts, harnessing their power and influence to advance gender equality and combat gender-based violence, including traditional practices such as early and forced marriage.
- **We partner with faith leaders and communities to change harmful social norms**, addressing barriers to children’s rights and wellbeing on issues including gender equality, child protection and health.
- **We support faith-based actors to increase social cohesion** and build peace as they engage their communities on important and sensitive topics.
- **We equip families and faith leaders to value and nurture children holistically**—support for children that is sensitive to their faith has been shown as a vital source of resilience for children who are facing challenges.

Faith is an essential component of World Vision’s holistic approach, enriching and strengthening our partnerships with communities as we work toward change together.

OUR OBJECTIVES

Guided by global priorities



We partner with communities to understand their specific and complex challenges, and the needs identified by the community guide our plans.

The objectives set for each project are guided by partnerships with the community. Not every challenge that's raised will be addressed—our priorities remain on issues causing the most harm for children and families, where we can do the most good for those most in need.

Even so, the circumstances that drive families into poverty and instability are complex, interrelated and interdependent; we believe addressing them requires a holistic understanding of the context, and a holistic approach to the solution. Our work may involve projects that integrate livelihoods, health, education, child protection, and water, sanitation and hygiene services—with a steady focus on gender equality and social inclusion—as we work together to accomplish the community's goals.

These objectives are defined and co-owned by the community, with World Vision providing facilitation and support. They ultimately feed into the [Sustainable Development Goals](#) (SDGs)—targets adopted by the United Nations in 2015 to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The SDGs collectively inform our understanding of poverty and guide us in our mission.

Here are the main SDG targets that World Vision Canada's work contributed to in 2021.

SUSTAINABLE DEVELOPMENT GOALS



By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.



By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.



By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.



By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.



Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.



By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.



By 2020, substantially reduce the proportion of youth not in employment, education or training.



Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States.



By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.



Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.



By 2030, provide legal identity for all, including birth registration.



Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including thorough north-south, south-south, and triangular cooperation.

EVALUATING OUR APPROACH

Data-led decision-making



Measuring impact determines our effectiveness—it is the only accurate way to see that a community is better off because of our work.

Data collection and analysis is a fundamental aspect of World Vision's work. We partner with communities to measure the results of our joint efforts—this keeps us accountable to the children and families we serve, as well as the donors who support us.

We begin collecting data in the early stages of project planning and assessment. Over the course of a project, continuous data collection cycles and, where appropriate, evaluations allow us to analyze the changes that communities are experiencing—whether positive or negative. We use those learnings to make short-term changes and improvements, while informing the way future projects are planned.

Increasing our focus on *real* impact

Evaluating our impact is the only accurate way to know that a community is indeed better off, and that we are truly doing more for the girls and boys we serve. However, in the world of international development, words like **impact**, **change** and **progress** are often used interchangeably. That creates confusion for people trying to understand the effect of our work—because when it comes to results measurement, these words carry specific meanings.

Progress reflects the results of our activities—things like: how many women received business training, how many malnourished boys were treated, how many gender-sensitive latrines were installed. We have a high degree of certainty with these results simply by doing quality work with communities as we implement projects.

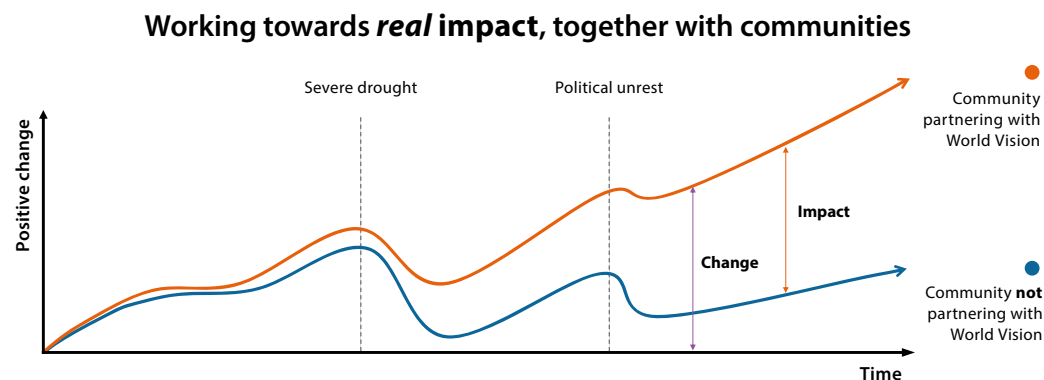
Change is the transformation that results from a project's progress—how many women increased their profits, how many boys recuperated from malnutrition, how many more girls are attending school thanks to gender-sensitive latrines. Culture, environment and behaviour all play roles here, so we have less certainty with the results—and measurable change may take years to see.

Impact is the true measure of transformation. The Organisation for Economic Co-operation and Development (OECD) defines impact as “positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.” This means that *real* impact looks beyond the basics of what happened in a given project and seeks to understand what role the project had in creating those particular effects.

World Vision takes this a step further as we design our projects: we don't just strive for positive impact—we focus on **sustainable, long-lasting impact** that can only be achieved by addressing the root causes of poverty and injustice.

It's important to note that at times, circumstances like a country's sudden change in stability may force us to alter course, and helping families simply survive the present must take precedence over longer-term solutions. Even so, with our community-led program approaches and strategies that put families at the centre, we're working toward change that transforms people's lives and sets a new trajectory for the generations that follow.

These are long-term goals; some may only be achieved through the work of multiple projects, and even then, the results may not be seen until after the projects come to an end. This makes impact measurement all the more important, because it tells us whether our work is creating the right kind of change.



The chain reaction we aspire to in every project:



Measuring the value of our impact

We at World Vision see value in every positive change we can make for any child. When it comes to understanding the overall impact we've made, however, understanding the monetary value of a project—including its long-term financial benefits to society—is essential, because that information prepares us to make better decisions. This work includes measuring the effectiveness and efficiency of our programs with questions like: did we address the root causes we intended to? Was the target population actually reached? And how much did it cost to create **progress, change** and **impact** within a given population?

The answers to these questions are important. Understanding the total costs that go into a program—including factors like the time required by community volunteers, for example—allows us to compare the program's cost against its results. This gives us a measure of the program's efficiency, which is useful when deciding whether to use that approach—or a different one—in the future.

World Vision is committed to creating a better future for the world's most vulnerable girls and boys. Understanding the long-term social value of the work we're doing helps us toward that goal, equipping us to maximize our stewardship of donors' money with wise investments so that ultimately, we can do the most good for the children we serve.

Comparing the costs that go into a program against the results the program achieves gives us the project's long-term monetary value for society. That value helps us choose the most efficient—though not necessarily the cheapest—approach for future programs.



Drew Fitch

Chair, World Vision Canada Board of Directors

“World Vision Canada’s independent Board of Directors unreservedly approves the financial statements in this Annual Report. As careful stewards of your gifts, our goal is to ensure that your donation helps transform the lives of the most vulnerable children around the world. We are deeply grateful for your support.”

REFERENCES

- 1 The Organisation for Economic Co-operation and Development (OECD). (2018). “States of fragility 2018: Highlights.” https://www.oecd.org/dac/conflict-fragility-resilience/docs/OECD%20Highlights%20documents_web.pdf
- 2 Pew Research Center. (2012). “The global religious landscape.” Accessed 13 April 2022. <https://www.pewresearch.org/religion/2012/12/18/global-religious-landscape-exec/>
- 3 BBC. (2005). “Africans trust religious leaders.” Accessed 13 April 2022. <http://news.bbc.co.uk/2/hi/africa/4246754.stm>



WORLD VISION CANADA is federally incorporated and located in Mississauga, Ontario.

For more information, or for a copy of our latest audited financial statements, please visit our website at www.worldvision.ca.

You may also send an email to info@worldvision.ca or contact the Director, Operational Excellence at [1-800-268-4888](tel:1-800-268-4888).



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World Vision is a Christian relief, development and advocacy organization working to create lasting change in the lives of children, families and communities to overcome poverty and injustice. Inspired by our Christian values, World Vision is dedicated to working with the world’s most vulnerable people regardless of religion, race, ethnicity or gender.

In this fiscal year, World Vision Canada anticipates raising \$384 million in total revenue for its community development, emergency relief and advocacy work, of which approximately 11.8% will be used for necessary fundraising. In cases where donations exceed what is needed or where local conditions prevent program implementation, World Vision Canada will redirect funds to similar activities to help people in need.