

# World Vision UK

Strategy Realisation



World Vision is the world's largest international children's charity, working to bring real hope to millions of children in the world's hardest places. And we do it all as a sign of God's unconditional love.

As part of the global World Vision partnership, World Vision UK will continue to uphold the vision, mission and values that we all share.

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## 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

World Vision is an international partnership of Christians whose mission is to follow our Lord and Saviour Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God.

## WORLD VISION INTERNATIONAL STRATEGY – OUR PROMISE 2030

World Vision has recently approved its new global partnership direction, Our Promise 2030. This reaffirms the mission of the organisation and defines the strategic choices it's made. Through this World Vision International aims to:



### Deepen 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.



### Focus 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.



### Collaborate and advocate 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.



### Deliver 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.



### Live 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.

Within this context World Vision UK has launched a Strategy Realisation Programme, which incorporates five key "Imperatives" and a set of essential "Enablers" for the organisation to equip us for success. Together these will achieve the transformation we seek.

**PICTURED:** Alaa, from Syria, plays outside his tent in a Lebanon refugee camp. ©2014 Alex Whittle/World Vision



# Our commitment

We stand at the beginning of a new journey. The face of poverty is changing. We rejoice in millions of children moving out of absolute poverty and toward lives free of need and full of promise, seeing the real possibility of bringing extreme poverty to an end by 2030. But this will only happen if this progress reaches the children still struggling in the toughest places in the world.

Too many lives have been scarred by violence. Too many futures stolen. Too many left behind. This breaks the heart of God.

Our strategy is a promise to vulnerable children – to relentlessly pursue our vision, for every child, life in all its fullness; our prayer for every heart, the will to make it so, until they:

- Enjoy good health and are protected from disease
- Are educated for life and enabled to fulfil their potential

- Are cared for, protected and participating
- Experience the profound security of the love of God and others

“I believe that through our new strategy, we will see transformation: for the most vulnerable children, for all who stand with us, of systems and structures, and of ourselves. It will require changes in the way we work, fuelled by a vibrant culture of faith and prayer. We ask for God’s strength and guidance as we stand with the world’s most vulnerable children. And we ask you to join us”

**Tim Pilkington**, Chief Executive, World Vision UK



# How we'll make transformation happen

To deliver the change we want to see for the world's most vulnerable children, we need to do different things – and we need to do them differently. Our Strategy Realisation Programme is focused on five key imperatives: the things that we need to do now in order to stand with the most vulnerable children, and inspire others to join us.

## WE WILL:

- **Mobilise around our cause**

We must mobilise our organisation and a growing movement of supporters and partners around the cause of standing with the world's most vulnerable children. It will enable us to appeal to new audiences and attract new supporters, and we'll offer them a variety of ways to engage – not just through giving, but also through prayer and action. This in turn will increase our influence and the impact we have.

- **Grow our base of committed supporters**

Our supporter base is one of our greatest assets. We urgently need to attract new supporters – and make sure they have a great experience, so they continue to support us. We'll develop new channels for recruiting a broader range of supporters and innovations to keep them involved, especially during the first year and after a project closes. Sponsorship will remain our primary focus, but we'll also develop other 'committed giving' products that enable people to support the most vulnerable children.

- **Intentionally grow unrestricted income**

We make long-term commitments to our beneficiaries, so we need a sustainable funding model. Unrestricted income – money we can choose how to spend – enables us to multiply our impact through grants, and provides investment for innovations and initiatives. We will explore new sources of unrestricted income, like legacies and opportunities for supporters to give towards our overall cause.

- **Amplify our impact through grants while reducing the costs and risks**

Grants provide for our work with two-thirds of the children we reach, mainly in fragile states where long-term child sponsorship programmes aren't viable. But there are significant staffing overheads and financial costs to winning and delivering grants, and working in fragile states poses significant risks. We'll develop a sustainable institutional funding approach that enables us to recover our costs, as well as supporting other World Vision offices to access grants, contracts and corporate partnership opportunities.

- **Live out our faith with boldness and humility**

We believe that our mission is ultimately God's mission, and our work is a sign of His unconditional love. We will rebuild our relationship, profile and influence with Christians and churches. We will speak out boldly on issues affecting the world's most vulnerable children. As we follow God's call, prayer must fuel our organisation, and we will clearly and confidently express our faith and what it means for our work.



# Enabling the strategy

To deliver the World Vision International Strategy and to meet the inevitable challenges that will come our way, we must also change the way we work, and build in a set of enablers to equip us to deliver real change. We must:

## **Be outward-focused**

Continually seek to understand and deliver on the unique value we offer people in the UK and our partners overseas. We must understand what it means to build good partnerships, and where other people's aspirations overlap with our cause of standing with the most vulnerable children.

## **Innovate**

Innovate at speed – testing, learning and not being afraid to fail – but must not commit significant funding until the benefits are clear.

## **Be flexible, agile and able to absorb shocks**

Build flexibility into our financial and operating models, not least when it comes to matching the variability of our

income with the needs of our programmes. We need to work seamlessly across the organisation and our partnerships.

## **Simplify the way we work**

Set clear priorities and simplify the ways we work, recognising that perfectionism is sometimes the enemy of good progress. We will make a conscious effort to drive efficiency and effectiveness, and become operationally excellent in all areas.

## **Be digitally enabled**

We live in an increasingly digital world, and need to make effective use of technology – both to deliver our strategic priorities, communicate and engage with supporters and beneficiary communities, and to work effectively as an organisation.

**PICTURED:** Eva, 16, and her sister Leyla, five, fled fighting in South Sudan. We're helping them survive in the Ugandan refugee settlement that they now call home. ©2017 Paul Wu/World Vision







# “I hope we are safe now... I want to stop running away.”

Many of the most vulnerable children have already experienced things that no child should. They've lost more than many of us would like to imagine.

Nine-year-old Kai, from South Sudan, doesn't have to imagine.

“I was sleeping when the fighting broke out in my village. My mum woke us up and told us we needed to get dressed. I heard the shooting of guns; it was very close. We ran from our house but my father and grandmother were hit. They died.

“I hate that my father is dead. I'm very sad. Three of my brothers and two sisters are still missing as well. When we ran away, we never found them. Maybe they are in a different camp, but I don't know. I hope we are safe now.”

That night Kai lost his home, his daily routine, his education, his loved ones:

“I live in a camp with my mother and my brothers and sisters. When I get up in the mornings, I first climb a tree to find a stick to brush my teeth, then I fetch water from the borehole for my family. We sometimes eat bread in the mornings... There is no school in our camp.”

But it could be worse. When they first arrived in the camp Kai and his family had nowhere to stay. And nothing to eat. They were given a tent, but had to go and find firewood to sell each day – just to buy flour to make bread.

We've given Kai's family food – so now he doesn't have to work to eat. He's surviving.

Kai lost almost too much that night; we want to make sure he doesn't lose hope in the future too.

“I don't know what will happen in the future, but I want to stop running away.”

Children like Kai are just surviving through the most difficult of situations. Children carrying emotional and physical loads that most adults would struggle to bear.

Our teams are working with children and their families, to help them survive and then to thrive – to deal with trauma, to get healthy again, to be reunited with loved ones, to be safe, to get an education, and to live the future they deserve.

**PICTURED:** We want to give Kai, nine, a future to smile about. ©2017 Stefanie Gliński/World Vision

## WHO ARE THE MOST VULNERABLE CHILDREN?

A number of factors can prevent children from having the chance of living life to the full. Vulnerable children may be at risk from:

- Extreme deprivation that leaves them facing poverty in many forms. These are the children who live on the equivalent of less than \$2 a day and may lack basic essentials like nutritious food, clean water and sanitation.
- Serious rights violations including severe discrimination and being denied basic rights and services like health care and school places. This could be due to their religion or ethnic background, through being displaced or stateless, or because their birth has never been registered.
- Abuse/exploitation in or outside of the home, including violence, physical and psychological punishment and harm, child labour, early marriage and FGM.
- Disasters such as floods, earthquakes, storms, drought and conflict. Areas hit with manmade and natural disasters in the last 10 years are at greatest risk of suffering from them again.

World Vision International defines “most vulnerable” children as those who face two or more of the above threats. Vulnerable children exist all over the world, but the highest concentrations of the most vulnerable are found in “fragile” states or contexts. These are regions where the government cannot or will not meet the needs and protect the rights of the population, particularly the poor.



We are excited by the potential we have over the coming years to join God's mission of standing with the world's most vulnerable children.

Will you join us?



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World Vision UK is a registered charity no. 285908, a company limited by guarantee and registered in England no.1675552. Registered office as above.

**FRONT COVER:** Babu, 11, and his younger brother live near a small river port in Bangladesh. They work 13-hour days carrying people's luggage or searching for rubbish to sell. But the boys get to play and learn with friends at a World Vision Centre and they hope to return to school soon. ©2017 World Vision

**ABOVE:** Rosemary, left and her best friend Tassy walk with World Vision Zambia staff member Agatha. ©2016 Jon Warren/World Vision