



Annual Report 2016

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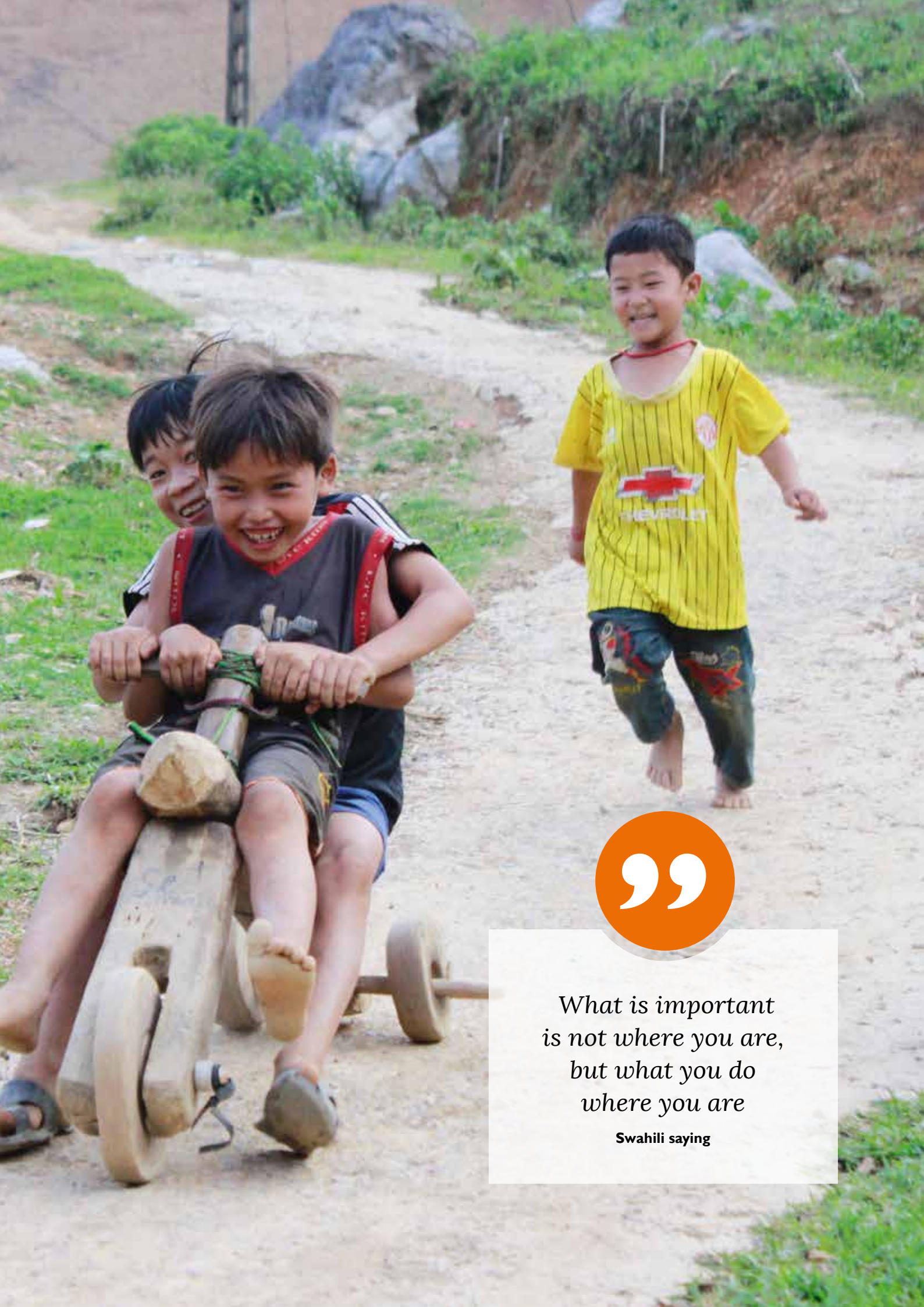
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*What is important
is not where you are,
but what you do
where you are*

Swahili saying

World Vision International

KEY FIGURES FOR 2016



41 million children



whose living conditions were improved



3.2 million
Sponsored children



in **98**
Countries
active

1,640

Area Development Programs





Treatment of nearly

184,000

children suffering from acute malnutrition



Food aid for

9.5

million people

in

39

countries



130

Responses to Emergencies
by the **Humanitarian Aid**



Help for

15.4

million

people in
more than

60

countries



42,000

World Vision **employees**



Wilfried Bohlen



Bärbel Wilde

Report of the Supervisory Board

Dear readers,

With this Annual Report, we are once again describing our work at World Vision Germany for you as transparently as possible. The central theme encompassing all areas of our work is the paramount goal of securing the welfare and healthy development of children. We hope that between the lines, some of the passion with which the 42,000 employees of World Vision worldwide strive to meet this goal will also become noticeable!

Triennial Council

In November 2016, the “Triennial Council”, as it is called, met in Bogotá, Colombia. Representatives from all offices of the World Vision partnership come together every three years to exchange information about ongoing challenges. This time, the international strategy for 2030 was adopted at the meet. World Vision Germany was represented by two members of the Supervisory Board and by the Executive Board.

Expansion of the Supervisory Board

At the General Assembly meeting in 2016, a member of the Supervisory Board, Harald Dürr, retired from the Board at his own request. Three new members were elected to the Supervisory Board: Maren Kockskämper, Marketing Advisor, Ariane Massmann, brand manager, and Dr. Marcus Dahmen, strategy consultant. We are very pleased to have these energetic contributors on our Supervisory Board!

Activities of the Supervisory Board

The nine-member Supervisory Board met four times during FY 2016. The focus of the meetings was on our strategy for 2022 and on the topic of risk management. The Finance Committee, a subcommittee of the Supervisory Board, convened four times together with the Executive Board to analyze current fiscal year developments and counter potential risks. In addition, the Committee discussed the annual financial statements as well as next year's budget. The General Assembly approved the annual financial statements and unanimously discharged both the Executive and the Supervisory Board.

Expansion of the Board of Trustees

We are very pleased with the continued expansion of our Board of Trustees in FY 2016. The Supervisory Board appointed the following public figures to this advisory body: Dorothee Bär, Member of Parliament (CSU) and Parliamentary State Secretary in the Federal Ministry

of Transport and Digital Infrastructure, Nicola Beer, Member of the State Parliament (FDP), State Minister a. D. (retired) and FDP General Secretary, Anja Hajduk, Member of Parliament (Alliance 90/The Greens), Hartmut Koschyk, Member of Parliament (CSU) and Susann Rührich, Member of Parliament (SPD). Along with existing members, these new contributors will be volunteering to advocate on behalf of World Vision Germany in public life.

Auditor's Opinion and Review of Governance

Our greatest asset is the confidence our sponsors and donors place in us. Therefore, World Vision has its operations and work audited extensively, both domestically and internationally. Based on a vote taken at the annual general assembly, PricewaterhouseCoopers, for the third time, audited our annual financial statements for 2016. The auditor issued an unqualified opinion on our 2016 annual financial statements (see page 79). And did not raise objections in its review (done voluntarily) of our governance in accordance with Section 53 of the German Budgetary Principles Act (HGrG). The quality mark for fundraising of the DZI (German Central Institute for Social Affairs) that we have held for many years also confirms our careful handling of donated funds, and we are happy to report that it was awarded to us again last year.

Thank you!

We thank all our sponsors and donors, and all public donors and organizations very, very much for your confidence in our work. We would also like to thank our distinguished ambassadors who give a public face to World Vision for their active support. Finally, on behalf of the Supervisory Board, we would like to express gratitude to all World Vision Germany employees for their dedicated thinking, acting and doing. Let us fight together every single day in 2017 as well to improve the living conditions of children in need so that one day they can cope without our assistance.

Wilfried Bohlen
(Chairman, Supervisory Board)

Bärbel Wilde
(Deputy Chairwoman, Supervisory Board)



Christoph Waffenschmidt



Christoph Hilligen

Report of the Executive Board

What were the special challenges faced by World Vision in FY 2016?

Christoph Waffenschmidt: Helping children and families fleeing from violence, terror and death both in Syria and in its neighboring countries is and continues to be a huge challenge. The world has yet to find a solution to this conflict. The sorrows undergone by the children are unimaginable and leave me speechless. They hide in the ruins of their homes or flee from place to place in an effort to save their lives. In Northern Syria as well as in Lebanon, Iraq, Jordan and Turkey, we are tirelessly engaged in alleviating the hardships faced by the people. We provide accommodation, drinking water and medical care and also attempt to facilitate the education of the children. The future of an entire generation is at stake here!

Christoph Hilligen: We have also been exceptionally preoccupied with the hunger crisis in Sudan and East Africa in 2016. The serious role that climate change plays is becoming increasingly clear. Due to sustained drought, millions of people in Somalia, Malawi and Zimbabwe no longer have enough to eat. It is indeed terrible that some families have access to only one meal a day or can afford to feed only fruit to their children. In areas where there is great poverty, we distribute food and special food supplements for undernourished children and ensure that people have access to clean water. On our long-term projects, we provide drought-resistant seeds to small farmers, among other things.

How important are sponsorships for the effectiveness and success of projects worldwide?

Christoph Hilligen: Very important. Contributions from sponsorships allow us to plan projects with a long-term investment horizon, making them especially sustainable. It is not sufficient to merely improve infrastructure. For instance, if we bore a well but people know little about how diseases spread, we have achieved nothing. That's why training is so important: we need to provide families essential information to enable them to harvest more, have access to clean water, stay healthy and educate their children on their own. Often, this requires people to change their behavior, which in most cases takes years. To continue offering such projects, we need to motivate more people to become sponsors. We have already conducted extensive market analyses and surveyed target groups in 2016 to help us achieve this goal.

Christoph Waffenschmidt: It is also important in this context that we deal openly with the results of our work. We regularly monitor, analyze and reflect on measures to see which ones are especially effective in enhancing the well-being of children and promoting their development. This not only provides us insights that are important for our work on sponsorship projects, but also provides us a sense of confirmation that we are on the right track with our sustained and comprehensive approach in helping children and families in an entire region. In 2014, we published an Impact Report for the first time, which met

with a positive response in expert circles and was praised by donors for the transparent manner in which information was presented. Subsequently, we published our second Impact Report* in 2016. A new chapter on the sustainability of development outcomes was added, among others.

How did World Vision incomes develop in fiscal year 2016?

Christoph Hilligen: We are very pleased that at EUR 107.9 million, our total income rose by over 13% in comparison to the previous year. This is so especially because in 2016, we received EUR 23.3 million or around EUR 5 million more in public funds than in 2015. Most of the funding came from the United Nations World Food Program, the European Union, the Federal Ministry for Economic Cooperation and Development and the German Federal Foreign Office. However, private funds are needed to come up with the project co-financing contribution required by public donors, which is generally 10-25%. In fiscal year 2016, the private funds we raised amounted to EUR 68.6 million.

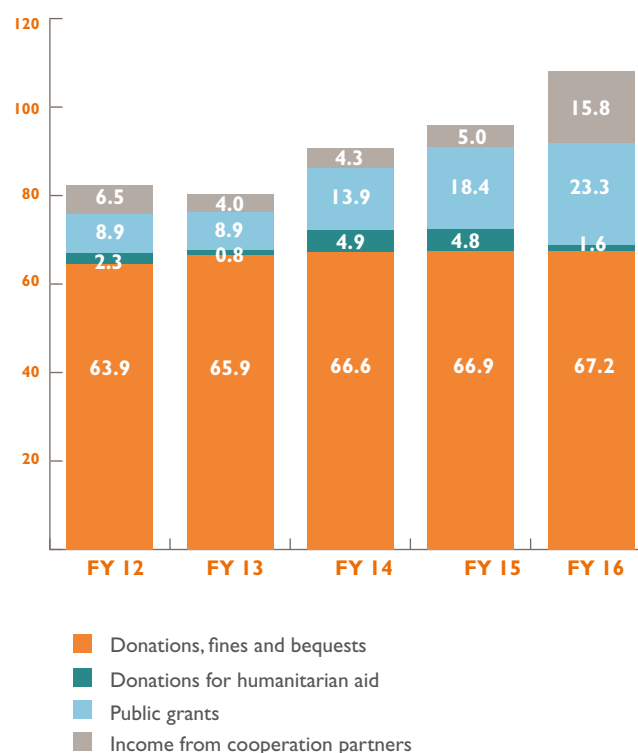
Being on the Executive Board involves being on the move a lot. Which experience touched you the most in 2016?

Christoph Hilligen: Towards the end of August, I visited projects in Sri Lanka with our Supervisory Board member Dr. Marcus Dahmen in the central highlands of the country. Indian Tamils have been residing in the area since 1820. To this day, they count as low-cost employees on tea plantations. Their living conditions have hardly changed over the past 200 years. What impressed me primarily was the very good collaboration now between World Vision employees and plantation owners. That was not at all the case at the outset. Many meetings were required till a collaborative relationship was established with plantation managements. The effort has been worthwhile. Learning materials and toys are supplied to daycare centers, kindergartens and schools attended by the children of plantation workers. We teach families, especially poor families, to grow vegetables in a resource-friendly manner and to rear farm animals efficiently so that children can get a variety of food. In addition, the nutritional status of children is regularly monitored. I am proud to say that we have succeeded in significantly improving the living conditions of plantation workers, and it has been very rewarding.

*The report is available online at: worldvision.de/wirkungsbericht.

Christoph Waffenschmidt: At the beginning of May, I was with doctor/actress Dr. Maria Furtwängler in the Philippines to learn about our “Thrive” project. The project aims to educate children, parents and teachers so that children can be better protected from violence and abuse and also aims to ensure that affected children find a place in aid facilities. One of these is the “Malisa Home” which Maria Furtwängler established along with her daughter Lisa and “German Doctors”. The story of 15-year old Anna in particular remains fresh in my memory from our visit. She lived alone on the streets and had to sell herself in order to survive. Through Tisaka, she came to know of “Malisa Home” and is now looked after there. Tisaka is a group of former prostitutes with whom World Vision is jointly implementing this project. Anna wants to go to school, graduate and become a stewardess. She also dreams of earning enough money to even help other girls some day. With “Thrive”, we ensure that such dreams can come true. The topic of child protection is being stressed in 2017 as well. We are launching an international campaign to better protect the welfare of children in times of war and armed conflicts.

Income from donations, similar income and grants in FYs 2012-2016 in million EUR





World Vision

Constructed by
World Vision Kenya Marafa FA
in partnership with CVSS
a Marafa Community
in FY 12.



**A Look Back at
Fiscal Year 2016**

International Programs



Our World Vision colleagues in Lebanon, Iraq, Jordan, Syria and Turkey have continued the **Help for Syrian Refugees** program. In addition, we provided support to refugees on the Balkan route, such as in Serbia. In Germany, we have implemented various projects for unaccompanied refugee children and young people with the help of partners. We visited several refugee facilities in Berlin and in the Hochtaunuskreis district with a “PlayMobile” packed to the brim with a variety of toys.



In August, the project **“Integrated fish and vegetable farming to improve the nutritional situation and boost the resilience of adversely affected rural households in Western Kenya”** was approved by the BMZ (German Federal Ministry for Economic Cooperation and Development) with a grant of just over EUR 1 million. This project aims to improve the nutritional situation of the population. In addition, jobs will be created for women and young adults. Approx. 400 people participated in the formal inauguration of the project, which included various regional government representatives, World Vision employees, interested farmers and other residents.

Focal Point Projects



More than 163,000 children from 2,500 institutions took part in the nationwide World Vision campaign **“Lichterkinder” (Children of the Light)**. Around the time of Martinmas, they kept their lanterns lit for children in developing countries and collected donations for the renovation and reconstruction of five children’s centers in India. This will enable 400 children to have access to early childhood education.



Hunger 24: This campaign, during which several young people refrained from eating for 24 hours, took place as part of HUNGERFREE, World Vision’s worldwide youth movement against hunger. On June 4, 3,000 people visited the “Malzwiese” summer festival in Berlin. World Vision played a decisive role in giving shape to the program. One euro went to World Vision for every entry ticket sold.



More and more sports fans in Germany are inspired by the largest running team in the world: **“Team World Vision”**. This year, 91 fundraisers were held during the Berlin marathon. In these fundraisers, we collected EUR 68,313 for refugee aid. Increasingly, “Team World Vision” jerseys can be seen on runs even in smaller and larger towns.

Studies

World Vision Germany published the **second Impact Report** in summer. The report once again provides information about the methods used in impact monitoring and the findings obtained. A total of 29 evaluations were conducted in the areas of nutrition, health care and primary education. A new chapter on the sustainability of development outcomes has been added. You can view the complete Impact Report and download it at worldvision.de/wirkungsbericht.



On March 18, we presented the **Study “Arrival in Germany – when refugee children talk”** at a press conference. The study focuses on accompanied refugee children in the age group 10-13 years from Afghanistan, Serbia, Syria, Eritrea, Iran and Kosovo, who talk about their hopes and aspirations for the future. The study also contains action recommendations for policy-makers. The response from the press, the specialized audience and policy-makers was enormous. We also presented the study to eight Members of Parliament at a parliamentary breakfast as well as to the committee for Internal and Family Affairs of the German Parliament.

Charity Event

On April 16, 180 guests attended the **3rd Bad Homburg charity dinner**, a collaboration between World Vision, the Hotel Steigenberger in Bad Homburg and the junior national team of chefs belonging to the VKD (German Association of Chefs). The charity event was held under the patronage of Volker Bouffier, the Hessian Prime Minister, who was present with his wife. World Vision ambassador Judy Bailey provided a musical interlude. That evening, just under EUR 23,000 were collected for an educational project in Burundi.



Introducing: World Vision



Development cooperation:
Long-term and sustainable projects



Humanitarian aid:
Rapid deployment during disasters



Advocacy work:
Lobbying for the poor

Our goals

World Vision Germany was founded in 1979. Together with our partners in developing countries, we strive to overcome poverty, hunger and injustice in the long term (see also “Excerpt from bylaws” on the following page). In addition, World Vision's work is to alleviate and prevent suffering in crisis areas. To reach these goals, World Vision is active in three areas: sustainable development cooperation, humanitarian aid and development policy advocacy. In all areas of our work, we place a special focus on well-being and the healthy development of children.

Cooperation projects

Our development cooperation projects are designed to provide comprehensive and sustainable assistance aiming to help communities to help themselves. These projects are made possible primarily through child sponsorships – a type of support that also makes an important contribution to international understanding by establishing contacts between people in Germany and in developing countries (complete article starting on page 32).

Humanitarian aid projects

Another priority is our focus on supporting disaster victims as well as war refugees and refugees fleeing hunger. In part, these projects are financed through individual donations; however, most of the financing comes from cooperative efforts undertaken together with “Aktion Deutschland Hilft e.V.”, the German Federal Foreign Office, the European Union and the United Nations World Food Program (full-length article starting on page 36).

Development policy advocacy

The third area World Vision Germany is active in is development policy advocacy work. With our focus on this area of work, we want to raise the awareness of people in Germany for the causes of hunger, poverty and deprivation in developing countries and motivate them to take responsible action (full-length article starting on page 30).

Christian motivation

As Christians of different denominations, World Vision employees help people in need all over the world regardless of ethnic origin, religion or nationality. World Vision has Christian roots, values and work principles. Our work is consistent with the welfare and social mission of the bible to serve humanity and to advocate for the disadvantaged, destitute and all those who have been deprived of their rights in this world.

International work relations

World Vision International maintains official relations with the World Health Organization (WHO) and with UNICEF, and has consultative status at the UN Refugee Agency (UNHCR) as well as with the UN Economic and Social Council (ECOSOC). The World Council of Churches recognizes World Vision as an ecumenical organization. For additional information about World Vision Germany's memberships, quality standards and corporate commitments, please see pages 21 and 62.



Excerpt from the Bylaws

Section 2 Mission of the Organization

2.1 The organization exclusively and directly pursues non-profit and charitable purposes in accordance with the section called "Tax-deductible purposes" of the German Fiscal Code. The mission of the organization is to promote development work, public health and public hygiene, youth welfare and assistance, training and education, and to promote an international mindset, tolerance and Christian charity in all areas of cultural and international understanding.

2.2 As part of this mission, the organization provides assistance primarily to people in poor areas of the world. The mission as listed in its bylaws is accomplished primarily through global children-oriented projects of development cooperation, humanitarian aid, the sustainable integration of adversely affected individuals into the business cycle, advocacy work, technical and spiritual support services and the promotion of Christian values.

2.3 Besides that, the mission of the association is also to raise monetary and non-monetary resources to promote the purposes mentioned in paragraph 1 through a German organization with tax privileges, a public body or a foreign body. The mission of the association is also accomplished by contributing part of the association's monetary and non-monetary resources, including its assets, to other tax-privileged corporations or public corporations for the purposes listed in paragraph 1 or allowing such persons use of its premises for these purposes. In addition, the association may provide manpower to other people, companies, institutions or a public body for the above purposes.

2.4 WorldVision Germany is a non-profit organization and does not primarily aim to earn a profit for its own financial purposes.



For a complete copy of the bylaws, please go to worldvision.de/satzung. In addition to this Annual Report, reports from previous years are available online at worldvision.de/jahresbericht.

WorldVision Deutschland e.V. (Headquartered in: Friedrichsdorf), has been recognized by notice of the Bad Homburg tax authority as an organization exclusively and directly serving tax-deductible, non-profit and charitable purposes. The most recent exemption notice in accordance with Section 51 et seq. of the AO is dated March 2, 2017 (tax number 00325099188). The organization is registered in the association register of the Bad Homburg district court.

**New members
on the Board
of Trustees**

Organization and governance



Dorothee Bär

Member of Parliament and
Parliamentary State Secretary
in the Federal Ministry of Trans-
port and Digital Infrastructure
Photographer: Tobias Koch



Nicola Beer

Member of the State Parliament,
State Minister a. D. (retired) and
FDP General Secretary



Anja Hajduk

Member of Parliament and
Parliamentary Secretary of the
Alliance 90/
The Greens parliamentary group



Hartmut Koschyk

Member of Parliament and
German Federal Commissioner for
Matters Related to Ethnic German
Resettlers and National Minorities



Susann Rüttrich

Member of Parliament and
Commissioner for Children's
Concerns of the SPD
parliamentary group

General Assembly

World Vision Germany is an incorporated association and is legally, organizationally and financially independent. Its headquarters is located in Friedrichsdorf. In accordance with Section 32 et seq. of the German Civil Code (BGB), the General Assembly governs the organization. It meets at least once per year and is headed by the Chairman of the Supervisory Board. During FY 2016, two new members were accepted to the association. As a result, World Vision had a total of 34 association members as of September 30, 2016. Their responsibilities include the following: election of members to the Supervisory Board; acceptance of the Annual Report; approval of the audited annual financial statements; decision on inclusion and exclusion of members; amendments to the organization's bylaws; and discharge of members of the Supervisory and Executive Boards. The Supervisory Board informs the organization's members at regular intervals on any work the organization has accomplished, and they receive the Annual Report prepared by the auditor prior to the General Assembly. The organization's members receive no compensation for their volunteer work, however, documented expenses are reimbursed by the organization.

the Executive Board and of the development of the organization; the appointment and dismissal of members of the Executive Board; appointment of members to the Board of Trustees.

The Supervisory Board ensures that the association's members are duly informed about any current developments occurring within the organization and regularly presents its activity report to the General Assembly. The Supervisory Board met four times in FY 2016. The Chairman of the Supervisory Board receives a flat fee compensation (the so-called honorary officer flat-rate compensation) in the amount of EUR 720 for his work as part of the provisions of Section 3, No. 26a of the German Income Tax Act. This flat-rate compensation was also paid to the external ombudsman, Dr. Erik Kießling. The Board's other members receive no compensation for their volunteer work, however, documented expenses are reimbursed by the organization. Members of the association and Supervisory Board members received a total of approximately EUR 11,000 during the reporting year for travel expenses (and for their committee work).

Supervisory Board

In FY 2016, World Vision's Supervisory Board consisted of nine members. Its members – according to the bylaws, there must be a minimum of seven and no more than eleven members – are elected by the General Assembly for a period of three years. Members of the Supervisory Board may be reelected a maximum of two times. The Supervisory Board is responsible for the following areas: preparation and convocation of General Assemblies; implementation of the decisions reached at the General Assembly; proposing new association members at the General Assembly; the strategic direction of the association; approval of the annual budget; monitoring of the management of

Finance committee

To carry out its responsibilities, the Supervisory Board may convene working committees (Finance and Personnel Committees), or hire external experts. The members of the Finance Committee are voluntary members and are appointed by the Supervisory Board; they advise the Supervisory Board primarily in financial matters (such as with the preparation of the annual budget), as well as on potential risks and asset management. On a monthly basis, members of the Finance Committee receive current information on changes in revenue and expenses. In FY 2016, as in the previous year, World Vision's Finance Committee had three members: Harald Dürr (spokesperson), Wilfried Bohlen and Günter Otterbach (association member).

Personnel committee

The Personnel Committee is a subcommittee of the Supervisory Board and comprised two members (Bärbel Wilde and Wilfried Bohlen) in FY 2016. It handles Executive Board-related personnel matters, such as annual staff appraisal discussions with its members.

Executive Board

During FY 2016, the full-time Executive Board, which – in accordance with the bylaws – shall consist of a minimum of two persons, comprised two individuals, as in the previous year: Christoph Waffenschmidt (CEO) and Christoph Hilligen. Executive Board members are appointed by the Supervisory Board. Its responsibilities include the operational management of the association and its representation to the outside world. The Executive Board is responsible for all matters concerning the organization, unless those are transferred to another body of the organization as defined in the bylaws. In particular, the Executive Board is responsible for setting the association's goals and establishing the strategies necessary to achieve them. In addition, the Executive Board's responsibilities include the following: regular reporting on the association's state of affairs to the Supervisory Board; implementation of decisions made

by the General Assembly and the Supervisory Board; preparation of the budget and the annual report. The Executive Board is the link to the Supervisory Board, and it participates in its meetings; however, the Executive Board members are not eligible to vote.

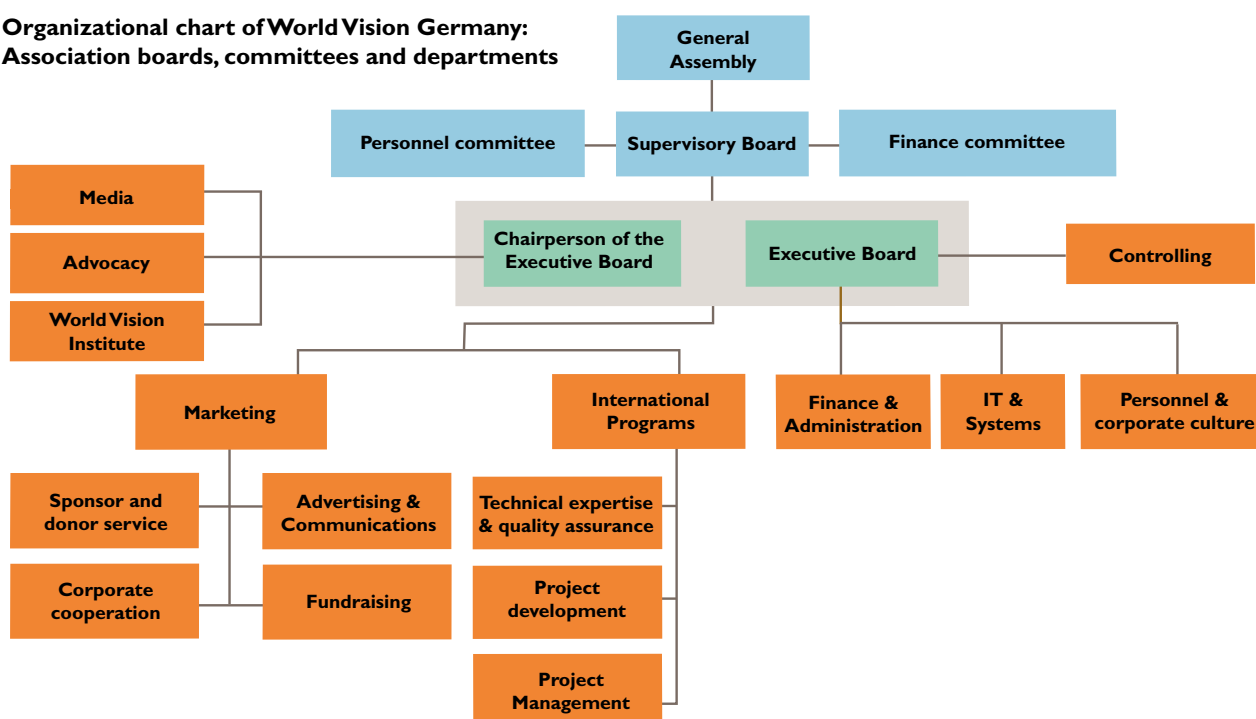
Board of Trustees

The members of the Board of Trustees are appointed by the Supervisory Board. The Board of Trustees is composed of public figures who support the goals and concerns of World Vision Germany and volunteer to advocate on behalf of World Vision in public life. At the end of FY 2016, the Board of Trustees consisted of 15 individuals (worldvision.de/kuratorium). The Board of Trustees meets twice a year. In its meetings, which are convened by the Chairperson of the Supervisory Board, the Board of Trustees receives activity reports from both the Supervisory and Executive Boards, discusses general matters concerning the organization, and makes suggestions and recommendations.



Details concerning World Vision Germany's boards and committees and their responsibilities are detailed in the organization's bylaws which are available online at worldvision.de/satzung.

**Organizational chart of World Vision Germany:
Association boards, committees and departments**



World Vision International: Organization

World Vision Germany is part of the global World Vision partnership that is currently active in 98 countries (www.wvi.org). The individual World Vision offices work together as partners in a network and as equals in a federal structure. The members of this partnership are united by common goals and fundamental values, as well as through a partnership agreement that defines rights and responsibilities. This includes, for example, a “peer review” monitoring process by other World Vision offices that each World Vision office goes through on a regular basis.

- **Financing and screening of** country office projects
- **Administrative and substantive** project support
- **Information** for donors and the public
- **Political advocacy work** for the improvement of living conditions in the project countries

**19 support offices,
such as World Vision
Germany**



Council

- **Supreme body** of the World Vision partnership
- **All World Vision offices** are represented in it
- It meets **every three years**, most recently in November 2016 in Bogotá, Colombia
- It analyzes **current challenges and higher-level strategies** of World Vision
- It advises the International Supervisory Board

International Supervisory Board

- It meets **twice a year**
- The Chairperson is currently an Australian, **Donna Shepherd**
- Appointment and dismissal of international management personnel
- **Verification of compliance with the principles and guidelines** of the World Vision partnership
- **Approval of budget** of the World Vision partnership
- It makes **fundamental strategic decisions** for the World Vision partnership as a whole

International Coordination Office in London

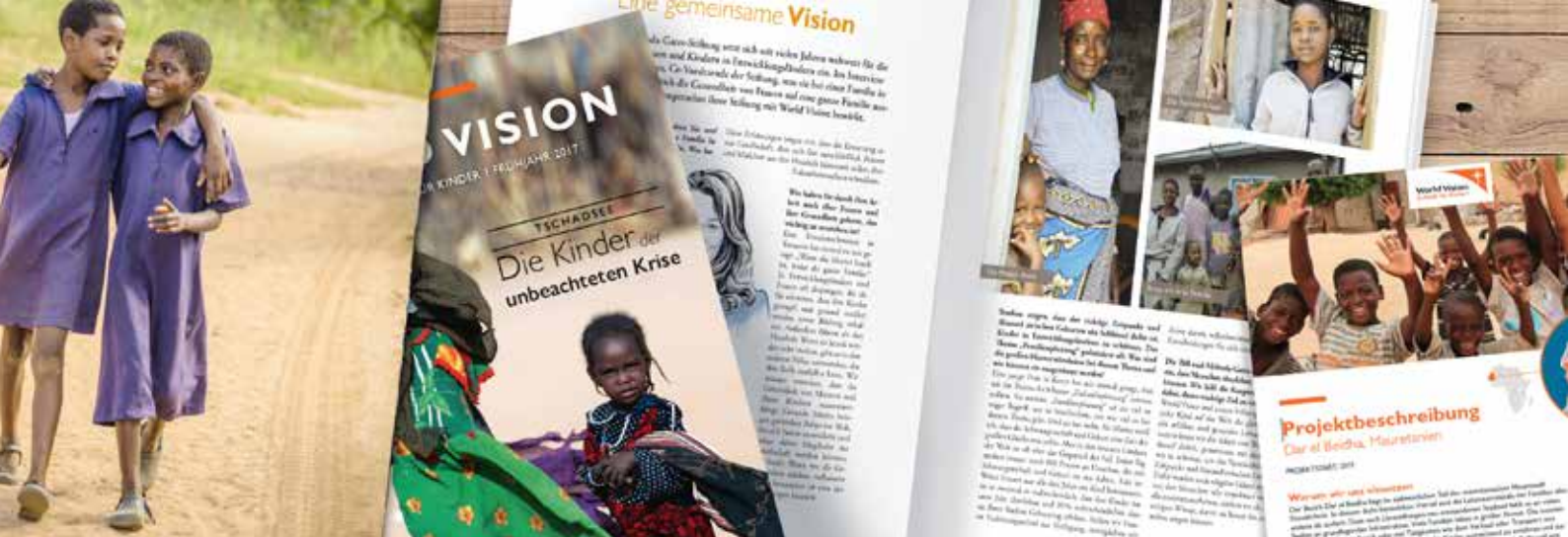
- It is led by the president of the international World Vision partnership: **Kevin Jenkins** from Canada (since 2009)
- **Representative body** of the World Vision partnership
- It develops **international quality standards** for the organization's project work
- **Coordination of relief operations** in humanitarian disasters
- Organization of **internal audits** of country offices
- Additional operations offices of the international World Vision partnership in Monrovia (USA), Manila, New York, Brussels and Geneva

7 regional offices

- **Eastern Africa** (Nairobi, Kenya)
- **Southern Africa** (Johannesburg, South Africa)
- **Western Africa** (Dakar, Senegal)
- **South Asia and Pacific region** (Singapore)
- **East Asia** (Bangkok, Thailand)
- **Latin America and Caribbean** (Panama City, Panama)
- **Middle East and Eastern Europe** (Nicosia, Cyprus)
- Responsible for **supporting and managing country offices** in regard to strategic alignment and compliance with international guidelines

79 country offices

- Located in the **project countries**
- **Close cooperation** with local decision-makers and village communities
- About **95% local staff**
- Planning, implementation and evaluation of project activities
- **Regular reporting to the support offices on project progress** and use of funds



Information for Sponsors and Donors

To be able to provide our development cooperation projects with the necessary financial resources, publicity and advertising are essential. Also, we can only help those affected by natural disasters if we raise the necessary funds through donor advertising. When doing so, we don't want to emotionally "deluge" our donors, but convince them of the longterm meaningfulness of World Vision's work. Therefore, in our advertising, we place great importance on not violating the human dignity of people in need, and, for example, do not use photos that show people in humiliating situations.

Transparency through Information

By providing comprehensive information, we hope to achieve the greatest possible transparency for our sponsors and donors. For example, sponsors receive information on a regular basis about the progress we have made in the project regions where their sponsored children live. Additionally, we send the World Vision magazine to our supporters twice a year; it is another source of information about the latest developments in our project work. Directly from the project country, all sponsors receive so-called "progress reports" about the children they sponsor, which, for example describe their educational and health-related development. It goes without saying that sponsors can also make direct contact by mail with the children they sponsor and can thus get a better idea of the impact our project work has. They may even visit their sponsored children, which is a great way to better understand the children and their countries and which allows them to see for themselves the meaningful use of funds they donated.

Online Portal: Reexperiencing Sponsorship

Sponsors can get a particularly up-close look at the impact their support has by visiting the online portal "Mein Worldvision". There, they will find current information, videos and photos showing the progress their sponsored child is making. Sponsors are also informed on news via email. In addition, sponsors can also get in touch with their sponsored child through the online portal via e-mail. Another benefit: If they like, sponsors may also exchange information with other sponsors involved in the same project.



Please visit the demonstration page of our sponsor portal at mein-worldvision.de/demo

Memberships

World Vision Germany plays a part in the following alliances and networks:



Gemeinsam für Afrika ("United for Africa")

An alliance of over 20 aid organizations advocating for better living conditions in Africa as part of a Germany-wide campaign. The campaign calls attention to the opportunities and potential the African people have.



Voluntary Organizations in Cooperation in Emergencies (VOICE)

A network of 86 European NGOs providing humanitarian aid. VOICE is an important contact for the EU for emergency assistance, reconstruction and disaster risk reduction.



Plattform Zivile Konfliktbearbeitung ("Platform for Peaceful Conflict Management")

An open network for the promotion of civil conflict management consisting of individuals and NGOs who jointly work toward a more peaceful world. The platform is also part of an international community of civic actors.



Deutsches Bündnis Kindersoldaten ("German Coalition for Child Soldiers")

This NGO coalition publishes information on the issue of child soldiers, does lobbying work and makes calls for public action. It considers itself the German branch of the international "Coalition to Stop the Use of Child Soldiers."



Globale Bildungskampagne (GBK) ("Global Education Campaign")

GBK is the German coalition of "Global Campaign for Education", a global network of NGOs and education unions. It politically advocates for the human right to education.



Deutsche Mikrofinanzplattform ("German Microfinance Platform")

Network of German institutions involved in the areas of micro-financing and financial sector development in developing countries.



Aktion Deutschland Hilft (Germany's Relief Coalition)

A number of German aid organizations have come together in this organization and joined forces to be able to provide effective and coordinated humanitarian aid. Former German Federal President Horst Köhler is its patron.



European Peacebuilding Liaison Office (EPLO)

Platform consisting of European NGOs, NGO networks and think tanks working in the areas of peace promotion and conflict prevention.



Micha Initiative

The Micha Initiative is a global campaign that hopes to inspire Christians to advocate against extreme poverty and for global justice.



Global Partnership for the Prevention of Armed Conflict (GPPAC)

Global network of civic organizations active in peace-building and conflict prevention.



National Coalition für die UN-Kinderrechtskonvention in Deutschland ("National Coalition of the UN Convention on the Rights of the Child")

This coalition of more than 115 organizations and associations from throughout Germany is committed to the attainment of children's rights in Germany and draws attention to shortcomings in the implementation of the UN Convention on the Rights of the Child in Germany.



INTEGRA

A network of 24 German organizations campaigning worldwide for the abolition of female genital mutilation.



Concord

This is a European group of national NGO platforms and networks active in emergency assistance and development aid.



Kampagne „Deine Stimme gegen Armut“ (DSGA) ("Your Voice against Poverty" campaign)

This is the German platform of the association called "Global Call to Action Against Poverty" (GCAP), an international campaign consisting of numerous bodies and individuals in more than 100 countries advocating for an end to poverty.



Verband Entwicklungspolitik und Humanitäre Hilfe deutscher Nichtregierungsorganisationen e.V. (Development Policy and Humanitarian Aid Association of German NGOs)

A group of about 120 development cooperation NGOs committed to emergency aid as well as development policy work in education, public relations and lobbying. The group's goal is to jointly advocate against poverty, for human rights and for the conservation of natural resources.



Deutscher Spendenrat ("German Council of Fundraising Organizations")

An umbrella organization of associations collecting donations (private and church backers). The members sign a declaration in which they agree to good organizational management and transparency.



WASH-Netzwerk ("WASH Network")

A network founded in 2011 by German NGOs including World Vision focusing on water supply, sanitation and hygiene (WASH) and advocating for universal access to sustainable water and sanitation services.



Aktionsbündnis gegen AIDS ("Action Alliance against AIDS")

This coalition represents more than 100 NGOs as well as more than 280 political action groups in Germany fighting HIV and Aids.



European Venture Philanthropy Association (EVPA)

The European Venture Philanthropy Association (EVPA) is an active network of organizations with a common vision and a sole objective: Creating a positive impact on society through corporate action.



Research on the well-being of children

WORLD VISION INSTITUTE

Selection of accepted seminar papers as well as scientific contributions in 2016

“Beteiligung als Konzept in der Entwicklungszusammenarbeit – Eine empirische Untersuchung zu Chancen und Herausforderungen eines Beteiligungsinstrumentes von World Vision Deutschland am Beispiel eines Kinderschutzprojektes auf den Philippinen” (Participation as a concept in development cooperation – an empirical investigation into the opportunities and challenges for a participation instrument from World Vision Germany based on a child protection project in the Philippines) (The Berlin School of Economics and Law and the University of Applied Sciences in Berlin)

“Effektive Präventionsmethoden im Bereich HIV und Aids” (Effective methods of prevention in the field of HIV and AIDS) (Martin Luther University Halle-Wittenberg)

“Implementation universeller Kinderrechte in Kulturen des globalen Südens – eine Diskursanalyse anhand des ‘Peace Road Curriculum’ in Bolivien” (Implementation of universal children’s rights in cultures of the global South – a discourse analysis from the ‘Peace Road Curriculum’ in Bolivia) (Philipps University, Marburg)

At the World Vision Institute, we regularly talk to children and inquire into their well-being. Children should have a voice, their opinion should be heard and communicated to the public as well as to policy-makers.

“Arrival in Germany – when refugee children talk”

For this study on refugee children, we surveyed children between eight and thirteen years of age who had fled from Afghanistan, Syria, the Balkans or Eritrea to Germany. They recount their personal experiences, talk about their current situation and reveal their hopes and dreams for the future. The study was presented at a press conference on March 18, 2016. For more information about this study, please visit: www.worldvision.de/studie-flucht

Channels of participation for children in Mongolia

Over the past years, many methods and channels have been developed to give children a better voice in development cooperation decisions. From this arose the idea of a study in Mongolia into the different channels children have for providing feedback to World Vision or to other authorities in their region (for instance, at school or during their free time). This study is meant to help World Vision analyze how children prefer to give feedback, the channels of participation they require for doing so, and how World Vision can assist in the establishment of such channels. You can find the publication at: www.worldvision.de/case-study-mongolia

Publications:

Gerarts, Katharina/Andresen, Sabine (2016): Kindheitsforschung und ihre Zugangsmöglichkeiten zu geflüchteten Kindern (Childhood studies and opportunities for access to refugee children). In: Unbegleitete minderjährige Flüchtlinge (Unaccompanied under-age refugees). “In erster Linie Kinder und Jugendliche!” (Children and young people first!), Sozialmagazin, special edition Spring 2016

Gerarts, Katharina/Andresen, Sabine (2016): Was uns geflüchtete Kinder in Deutschland berichten (What refugee children in Germany are telling us). Eindrücke aus einer qualitativen Studie (Impressions from a qualitative study). In: Kinder- und Jugendschutz in Wissenschaft und Praxis (Child and Youth Protection in Science and in Practice). KJug magazine 3-2016, pgs. 83-87



World Vision Foundation

Our goal: Let more children have a future. Today. Tomorrow. And the day after tomorrow.

The World Vision Foundation was established in 2009 by World Vision Germany as a legal foundation headquartered in Friedrichsdorf. With financial support from World Vision Germany, it exclusively and directly pursues non-profit and charitable purposes. The Foundation has an Executive Board and Board of Trustees. The Executive Board of the Foundation manages the business and its members are the same as those of World Vision Germany, its founder. The Foundation's Board of Trustees is appointed by the founder's General Assembly and monitors the work of the Executive Board. Currently, the Foundation's Board of Trustees has three members.

The World Vision Foundation may be supported by individuals or businesses. In addition to donations, possible forms of support include trusts and endowments, endowment funds and foundation loans. With the income from the foundation capital, the organization can provide reliable help. This support particularly benefits future generations.

Rainbow Endowment Fund finances nutrition project in Dajabón

Los Miches is a place on the outskirts of Dajabón in the Dominican Republic and is part of the World Vision project there. Founder Marion Schmid financed a nutrition project in Los Miches through her Rainbow Endowment Fund.

At the start of the project, our health-care workers found that 35% of children under five years of age were malnourished. World Vision is now improving the situation for children and families via this nutrition project with a long-term perspective. For instance, we show parents how to prepare a nutritious semi-solid meal from local grains to nurse malnourished children back to health. Families learn to use the food available in their homeland correctly. When including families in the project, priority is given to families whose children are extremely malnourished.

Meanwhile, a coop for 500 chickens has already been built and is being run by a cooperative set up by families in Los Miches themselves. Eggs are distributed to families based on the amount of work they put into the running of the coop. Dealers sell the remaining eggs at markets in Dajabón and the surrounding areas. With the money earned, families can pay for the egg cartons or for the electricity used. They show great commitment in managing the chicken farm – and in the end, this comes down to taking responsibility for improving their own living conditions.

Foundation assets expressed in numbers (as of 12/31/2016)

Foundation capital	EUR 100,000
Donations	EUR 1,362,640
Endowment fund	EUR 231,637
Trust assets	EUR 460,014
Inheritances and estates	EUR 490,321
Other assets	EUR 548,482



Additional information is available at: worldvision-stiftung.de

World Vision Germany

COUNTRIES WE ARE ACTIVE IN:



Latin America

Beneficiaries: 688,726

Bolivia
Brazil
Dominican Republic
Ecuador
Guatemala
Honduras
Nicaragua
Peru

Eastern Europe and Middle East

Beneficiaries: 1,618,642



Armenia
Bosnia and Herzegovina
Georgia
Iraq
Jerusalem/West Bank/Gaza
Jordan
Lebanon
Romania
Serbia
Turkey/Syria



Asia

Beneficiaries: 1,359,982

Bangladesh
China
India
Indonesia
Cambodia
Mongolia
Myanmar
Nepal
East Timor
Philippines
Sri Lanka
Vietnam



Africa

Beneficiaries: 8,621,259

Ethiopia	Sierra Leone
Burundi	Zimbabwe
D. R. of Congo	Somalia
Ghana	Sudan
Kenya	South Sudan
Malawi	Swaziland
Mali	Tanzania
Mauritania	Chad
Mozambique	Uganda
Niger	Central African Republic
Senegal	

Overview of Funded Projects

In FY 2016, over 171,000 sponsors and donors have made our work possible with their donations for the benefit of people in need. Their contributions allowed us to implement a total of 327 projects in 52 countries. We distinguish between four different project types:

Area development programs are made possible through personal child sponsorships.

Jump-start projects provide targeted support to children under five and (expectant) mothers.

Focal point projects are devoted to solving individual problems in developing countries, including the fight against AIDS or economic development. We keep our sponsors and donors updated with regular progress reports (see page 20).

Humanitarian aid projects support victims and people affected by natural disasters or armed conflicts. These projects are largely financed by public grants, however, they also require World Vision resources.

Eastern Europe and Middle East	Area Development programs	Focal point projects	Jump-start projects	Humanitarian aid projects	Sponsored children	Number of beneficiaries	Funds provided in euros
Armenia	1	3			745	9,669	EUR 377,187
Bosnia and Herzegovina				4		265,054	EUR 511,401
Georgia		5	2			12,708	EUR 874,587
Iraq				6		812,722	EUR 1,823,293
Jerusalem/West Bank/Gaza				2		49,326	EUR 634,270
Jordan		1		4		25,032	EUR 1,692,620
Lebanon		2	1	1		54,046	EUR 1,830,467
Romania		1				85	EUR 23,325
Serbia		1				300,000	EUR 438,571
Turkey/Syria				2		90,000	EUR 1,516,060
Total Eastern Europe/Middle East	1	13	3	19	745	1,618,642	EUR 9,721,781

Latin America	Area Development programs	Focal point projects	Jump-start projects	Humanitarian aid projects	Sponsored children	Number of beneficiaries	Funds provided in euros
Bolivia	7	5	1	1	6,430	336,989	EUR 3,290,799
Brazil		1				400	EUR 78,853
Dominican Republic	1				1,359	11,351	EUR 338,258
Ecuador				1		984	EUR 163,688
Guatemala	4	1	1		5,787	90,992	EUR 1,452,964
Honduras	3	1			6,106	48,969	EUR 1,130,166
Nicaragua	3	4	1		5,988	71,916	EUR 1,105,051
Peru	4	2			6,851	78,865	EUR 1,593,506
Transnational				1		48,260	EUR 127,601
Total Latin America	22	14	3	3	32,521	688,726	EUR 9,280,886

Asia	Area Development programs	Focal point projects	Jump-start projects	Humanitarian aid projects	Sponsored children	Number of beneficiaries	Funds provided in euros
Bangladesh	4	2	1		5,242	172,604	EUR 1,654,931
China		1				150	EUR 28,827
India	4	1	1		3,113	133,212	EUR 1,250,761
Indonesia	2	1			1,585	136,282	EUR 752,104
Cambodia	3	3			6,783	54,841	EUR 1,498,385
Mongolia	4	4	1		6,097	112,996	EUR 1,948,004
Myanmar	1	1		2	2,122	73,617	EUR 687,986
Nepal				9		106,566	EUR 3,988,745
East Timor			1			9,812	EUR 174,411
Philippines		3		7		176,984	EUR 6,689,058
Sri Lanka	2	6			2,517	150,703	EUR 1,106,922
Vietnam	5	4	1	2	6,809	232,215	EUR 1,917,048
Transnational							EUR 105,390
Total Asia	25	26	5	20	34,268	1,359,982	EUR 21,802,572

Africa	Area Development programs	Focal point projects	Jump-start projects	Humanitarian aid projects	Sponsored children	Number of beneficiaries	Funds provided in euros
Ethiopia	5	6			8,936	443,268	EUR 2,467,026
Burundi	3	3	1	1	5,478	642,683	EUR 1,694,907
D.R. Congo				13		349,454	EUR 1,843,244
Ghana	2	3			4,581	65,800	EUR 1,049,744
Kenya	5	10		7	8,189	927,033	EUR 4,174,294
Malawi	3	1		1	5,834	283,380	EUR 1,702,949
Mali	4	1		3	9,216	307,891	EUR 1,748,840
Mauritania	3	4		5	971	1,073,712	EUR 1,988,255
Mozambique	1				2,101	26,000	EUR 415,145
Niger				2		59,155	EUR 101,046
Senegal	3	2		1	4,613	106,782	EUR 1,444,149
Sierra Leone	2	2	1	2	2,972	539,448	EUR 1,299,860
Zimbabwe	4	4		4	5,950	635,854	EUR 2,591,255
Somalia				11		1,003,353	EUR 5,307,781
Sudan				13		709,560	EUR 2,685,322
South Sudan			1	13		804,669	EUR 2,486,125
Swaziland	2	1			4,035	83,200	EUR 1,280,548
Tanzania	7	2		1	9,169	269,443	EUR 2,220,532
Chad	2	3			3,717	59,635	EUR 1,204,911
Uganda			1	2		42,651	EUR 285,590
Central African Republic				1		188,288	EUR 161,982
Total Africa	46	42	4	80	75,762	8,621,259	EUR 38,153,505

Refugee relief work in Germany				1		20,899	EUR 115,927
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OVERALL RESULT	94	95	15	123	143,296	12,309,508	EUR 79,074,671
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Transregional funding	EUR 7,375,842						
Transfers not yet utilized locally	EUR -3,761,273						
TOTAL FUNDING	EUR 82,689,240						



Global Challenges

Conflicts, climate change and the dislocation of people hamper progress in developing countries. Children, women and the elderly are particularly at risk.

Many people in Germany felt that 2016 was a very difficult year globally. Conversations continued to revolve around refugees. With the attack at the Christmas fair in Berlin, problems on the international arena finally made their presence felt in Germany. These problems can primarily be traced to wars, conflicts and the impact of climate change in the southern hemisphere – global challenges that we must face together!

Conflicts and Crises

The civil war in Syria, but also other global conflicts, are one of the main reasons for displacement and poverty. They are the reason for families being torn apart and countless children and adults being traumatized. Often, not only individual countries, but also their neighbors, are affected by domestic political conflicts. This is illustrated by the fact that most people want to remain close to their homeland and thus flee to neighboring countries. For example, people from Syria seek protection primarily in Lebanon, Iraq, Jordan and Turkey.

Especially economically undeveloped countries are overwhelmed by the task to provide for hundreds of thousands of refugees in addition to their own population. Therefore, World Vision has been building refugee camps in countries neighboring Syria and has been implementing targeted aid projects for families who fled or were driven out of their homelands as well as for the local population. Only when people's basic needs are adequately met – this applies equally to refugees and the local population – can we keep families from embarking on the dangerous journey to Europe together with their children. This applies not only to people from Syria, but also to those from other crisis regions, such as South Sudan or Somalia.

Climate Change – Drought in Africa

Climate change is another reason for migration. Significant effects of climate change are already visible, especially in the global South. Heat waves, periods of drought, floods and landslides challenge the families there and continue to destroy large parts of their crops. However, since income from agriculture and livestock farming is the main source of livelihood for small farmers, especially in rural regions, is their main livelihood, climate change dramatically widens the gap between rich and poor. Experts warn of a further increase in global warming of 4 degrees by the end of this century – with enormous consequences, in particular for children and families in developing countries. In 2016 as well, people in Eastern and Southern Africa in particular have been suffering from a devastating drought which extended from Ethiopia to Swaziland. The region around Lake Chad too was severely affected, including millions of children. Together with the World Food Program, World Vision provides aid locally, distributes food and seeds and makes clean drinking water available to the local population. In addition to providing immediate emergency assistance, it is important to prepare the local population for exceptional situations such as crop failures and climate change – for example, with adapted cultivation methods (drought-tolerant seeds, diversity of varieties).

Child Mortality

Children in developing countries are particularly vulnerable – even before birth. Often, pregnant women do not have access to sufficient medical care because, for instance, the closest medical facility is too far away. Often, the quality of health care services is also inadequate. For example, there might be a lack of trained personnel or medical equipment and supplies. Children, especially in their first years of life, are particularly vulnerable to diseases, such as diarrhea or pneumonia. In combination with undernutrition or malnutrition, an easily treatable infection may become rapidly life-threatening for a child in a developing country.

In Burundi, an exceptionally large number of individuals, primarily women and children, were affected by malaria in 2016. Untreated malaria often leads to death in infants. As a preventive measure, World Vision attended to many pregnant women and newborn children in their homes. They were educated on malaria prevention and treated if already infected.



Terrorism

Terrorism was a major topic in 2016 and not just in Europe. Countries such as Nigeria, Mali, Afghanistan and Pakistan are experiencing terrorist attacks repeatedly. Many of these acts are perpetrated by young people who are just starting out in their lives. Poverty and a lack of prospects often induce them to act in such disastrous ways. Terrorist groups use such apparently hopeless situations to enlist new supporters. To bring about a change, World Vision offers training opportunities on many projects. This gives young people a sense of orientation and holds out hope for future prospects. Often, this is also the first time in their lives that values are imparted to them or that they feel needed.



Advocacy Work

Photo above:
 “Leaving no one behind in
 Global Health” – was the
 tag-line of an international
 health conference held in
 Berlin in September 2016
 with World Vision as one
 of the organizers.

A year after the adoption of the UN Sustainable Development Goals, we take stock for the first time: Policy-makers have taken the first steps towards implementing targets, but things should pick up pace. 2016 too was characterized by wars, the flight of refugees, poverty and hunger. This has made it all the more important for World Vision to advocate, with all its energy, for the protection and health of children and to influence politics and society to achieve new goals together. We will take advantage of the parliamentary elections to be held in 2017 to articulate our concerns to policy-makers forcefully.

Conflicts and crises are expanding

In 2016, crises around the globe intensified – more than 65 million people have now become refugees. Around 250 million children are seriously affected by wars and conflicts. The plight of children in Syria was at the top of our minds during numerous events in parliament. With our exhibition “I’ll catch you – children in armed conflicts” (photo on the right), we attempt to continue a dialog with policy-makers so that children can have a voice in conflict zones and take part in peace processes. At talks and special events, we have advocated a greater role for civil society in crisis prevention activities. At the conference held by the Loccum Evangelical Academy to discuss Germany’s foreign policy and policy of peace, our peace expert Ekkehard Forberg gave an introductory talk on the topic “Networked security from the point of view of development policy” In the German Bundestag, our input at an event organized by the Greens parliamentary group in February 2016 on the topic “Combating the reasons for displacement – what can civil conflict management contribute?” was in demand. We have been unable thus far to push through our demand for better protection for schools in conflict zones – we will continue to seek support for a better solution.

Refugee children get a voice

No one leaves their homeland, family, parents, siblings, children or friends voluntarily. And those who suffer the most from hunger, poverty and persecution are children. As an international children's relief agency, we are committed to the welfare of children. When children become refugees, they need special assistance and support from us. However, they also need security and a future for themselves when they arrive in a new country.

With the study “Arrival in Germany – when refugee children talk”, World Vision remains true to its interests: We wish to give children a voice. We have conveyed the hopes, wishes and dreams of these children, described in the study, to members of Parliament and to different committees of the Bundestag so that their decisions will be taken keeping the well-being of refugee children in mind. It became very clear that from the point of view of children, it is crucial to their well-being and development that the family stays together. We are therefore committed to reuniting families that were separated as refugees. Our demands also included societal participation and access to school education for all refugee children.



Health: Action – the need of the hour

In September 2016, high-ranking political representatives as well as experts from science and civil society gathered in Berlin at an international health conference. Germany’s involvement was also reviewed at the conference: Are the programs launched for health promotion effective enough? What about the financial contribution from the German Federal Government? As a co-organizer of the conference, World Vision invited its health expert Dr. Mesfin Teklu Tessema to be a speaker. Dr. Tessema has been involved for more than 20 years with the health and nutrition of mothers and infants in emergency situations and crisis regions. Women and children have been the biggest losers where the millennium development goals are concerned: these should actually have been accomplished by 2015.

A clear message also went out to the Federal Government concerning the G20 summit in Hamburg in 2017: With its presidency of the G20, Germany has an opportunity to reform the developmental policy-making work of the G20 and to adapt it to meet the new challenges of Agenda 2030. The topic of health must be given higher priority at future summits. In addition, Germany should invest efforts to ensure civil society participation in political decision-making processes in other countries as well. Worldwide, the room for civil societies to manoeuvre is increasingly being restricted by state measures. However, real democracy requires real participation!



Development Cooperation

Our development cooperation is long-term, collaborative, sustainable and built on many years of experience. Children are the focus of this assistance designed to help communities to help themselves.

In FY 2016, World Vision Germany conducted 94 area development programs in 29 countries. Of these, two projects were in the initiation phase, one in Bolivia and one in Tanzania. Area development programs are made possible primarily through child sponsorships and provide comprehensive and sustainable assistance with self-help in such areas as drinking water, food, health and education.

Additionally, we conducted 15 jump-start projects and 95 focal point projects. Usually, these projects are included in Area Development Programs and focus on a particular area of concern, such as the rights of the child and youth development. Focal point projects are often financed through corporate collaboration efforts and public sources in addition to individual donations. We keep our sponsors and donors updated with regular progress reports (see page 20).

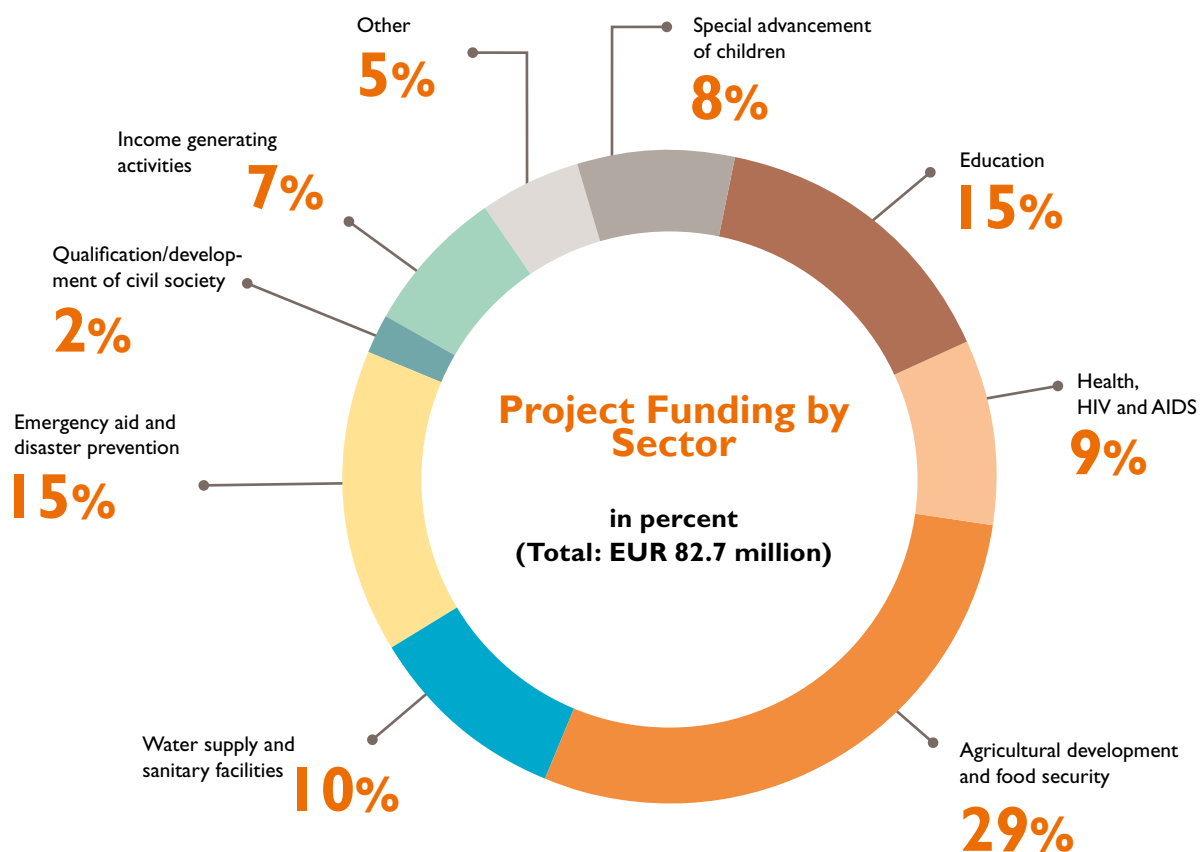
The money that flows into development cooperation work does not only benefit individual children, although they are central to our work; their families, their environment, and entire communities also benefit from the support. Our work in these projects is based on concepts that are infused with more than 60 years of experience in development cooperation work.

We are Partners

The partnership principle is one of the core elements of our work. We closely involve the local people in a given project region in the development and implementation of activities, and they, depending on their circumstances, might also inject some of their own financial resources.

This ensures that only those activities are carried out that are truly necessary. Moreover, it augments the level of individual responsibility of people in need. They learn to tap into new development opportunities in groups and project committees and to represent their own interests. We strengthen these groups and structures and help the people take on more and more responsibility throughout the project's duration because the positive developments ought to be able to continue without us. Through this assistance with self-help, we achieve a lasting impact and contribute to the development of an active civil society that is based on democratic principles.

We also partner with local authorities and other NGOs. Please see page 52 for more information on our project management. Our partnership with German donors and sponsors commits us to provide insight into our work and to regularly provide information about activities, but also about problems. This means that we are accountable to the public and campaign for the public's understanding of the unique challenges of development cooperation work. Also, the dialog we have with our sponsors and donors helps us to continuously adapt and improve our work.





REACHING OUR GOAL WITH FORESIGHT AND PATIENCE

Years

1

2

3

4

5

6

7

What is needed most and where do we start? World Vision has gained valuable experience and focuses on the following five key areas at the onset of a project:

Water

Clean water is essential for drinking, cooking, and washing, but also for the animals to drink and for irrigation. Therefore, we ensure that the families have access to clean water, for example by building new wells.

Health and Hygiene

To improve health care and disseminate knowledge about hygiene, we initially train health workers, facilitate vaccinations, build latrines, equip health clinics and provide training for the staff.

Comprehensive Assistance and Focus on Young Children

Poverty can have many causes. Our project activities are to take into account this complex environment in developing countries. The most important benchmark for the success of our program work is the child well-being, which we measure and evaluate (see page 54) using specific impact indicators. Since the first years of life are critical for a child's development, we put special emphasis on providing support to mothers during pregnancy and to young children up to 59 months of age. It is important to protect them from preventable diseases and improve their nutritional situation. With this goal in mind, we funded 15 jump-start projects with a total volume of more than one million euros in 2016, which included projects in some of the poorest countries in the world, such as Burundi, Sierra Leone, South Sudan, Guatemala, Bangladesh and East Timor.

Climate Change: Sustainability and Ecological Responsibility

Our economic assistance is aimed at long-term income security for the poor. However, growing prosperity should never come at the expense of development opportunities of future generations. Therefore, economic growth must also be socially and environmentally sustainable. In this spirit, we look for developmental paths that conserve natural resources. Reforestation of degenerated land,

and promoting energy-saving stoves and small-scale farming based on ecological principles, for example, help counteract the effects of climate change or contribute to the adjustment to climate change. Some future-oriented projects are being implemented primarily in the Horn of Africa region, such as in Kenya and Somalia. How important it is to strengthen the resilience of the local population became unfortunately evident in 2016 as well: due to the climate phenomenon called El Niño, there was drought in many parts of the world, with the poorest countries particularly affected (also see the article "Setbacks and Crises in our Project Work" on page 58).

Development Cooperation, with Lasting Impact

We explain to the local people in the project regions from the onset that our advisory and financial commitment is a temporary contribution to the development of their area. Through our support, we want to enable people to overcome bottlenecks and obstacles and develop self-initiative. After about 15 years, when World Vision withdraws from a project region, the local people continue the development work. For example, in 2016 we were able to successfully deliver five of our area development programs (in Bolivia (2), Bangladesh, Ethiopia and Kenya) to local civil society and government actors. In the section "Impact Monitoring" (starting on page 54), we report in detail on the assessed impact of our work.



Education and Training

We promote the education of children and adults to allow them to escape poverty. For instance, together with local authorities, we train teachers, provide educational materials and help young people find jobs.

Nutrition and Agriculture

We help farmers with seeds and tools and show them effective methods for agriculture and livestock farming (including preparing for periods of drought). In addition, we provide information on balanced nutrition.

Economic development

Through cooperation with banks and with the help of support programs, we award micro-credits to families to allow them to establish their own livelihood and thus be able to provide a better diet to their children in the long run.



Bangladesh (Faridpur):

98%

of the population
have access to a latrine
(previously 70%)



Bolivia (Los Chacos):

90%

of children are of
normal weight
(previously 78%)



Kenya (Marigat):

To **12%**

the rate to which female genital
mutilation came down
(previously 94%)



Humanitarian Aid

When there is a disaster, we provide emergency assistance to those affected and set up long-term projects that go beyond the initial assistance.

In FY 2016, World Vision Germany conducted 123 humanitarian aid projects. These projects were financed with public funds received from the Federal Government of Germany and the European Union, the Swedish Government, from various UN organizations, the “Aktion Deutschland Hilft” campaign, as well as through corporate and individual donations.



Rapid Assistance Worldwide

As an international aid organization with offices and local structures in almost 100 countries, World Vision can respond quickly to crises and disasters. This means that our local staff ensures that the aid provided is needs-based and that social and cultural particularities are taken into account. In major disasters, we also utilize relief experts that operate internationally. These specialists arrive in the disaster area within 24 to 72 hours and organize additional relief efforts. Moreover, World Vision has built a worldwide network of distribution centers, from where the most important aid supplies can be quickly dispatched to disaster areas. World Vision Germany is a part of this network and stores emergency aid supplies for 50,000 people at its distribution center in Frankfurt am Main as well as 30 so-called child protection centers. These include game, craft and educational materials and are used for children in disaster areas.

What is El Niño?

El Niño is a climate phenomenon that occurs in the Pacific at intervals of three to seven years. A change in air and ocean currents leads to extreme weather conditions that subsequently cause drought, floods and other extraordinary weather events. A period of drought is often followed by exactly the opposite – heavy rain and cyclones. This is due to the fact that El Niño is often paired with the La Niña

phenomenon that follows. While temperatures rise sharply and the risk of drought increases radically with El Niño, La Niña has a cooling effect and often leads to storms and heavy rain.

El Niño and its effects

In 2015 and 2016, El Niño led to devastating effects worldwide – from Asia and across wide swathes of the African continent to Latin America. 60 million people in all were affected. Thus El Niño assumed the same proportions as the worldwide refugee crisis, without however attracting the same public attention. Research institutions label the last El Niño phenomenon as the strongest since weather recording began. 23 countries sought humanitarian aid from the international community, many had to declare a national emergency.

There is a risk of ever more frequent drought and floods in the future, because climate change and the El Niño/La Niña weather cycles are mutually dependent. This presents huge challenges for humanitarian aid and development cooperation in affected countries.

Up until now, El Niño has led to a hunger crisis primarily in Southern Africa and Central America. The livelihoods of people were destroyed along with ecosystems. In affected countries, large parts of the population had to struggle with massive health problems and also had to face



economic difficulties. Poverty increased and many of the development successes of the past years were brought to nought. Children had to leave school to find food or work. Many families migrated in search of food and water. Girls were increasingly subjected to sexual violence and in many countries, there were violations of children's rights.

In 2016, World Vision provided humanitarian aid in almost 20 affected countries across the world. In all, we were able to reach 5.7 million affected people, of whom about 3 million were children. World Vision raised USD 256 million, primarily from the governments of various donor nations and UN organizations. Just under 80% of the funds were deployed in nine countries in southern Africa. The main recipient was Malawi. The rest of the funds were used in East Africa, Asia and Central America. In all of these countries, World Vision concentrated primarily on food aid and food security.

El Niño weakened significantly towards the end of 2016. However, approx. 40 million people in 13 countries still have to struggle with food shortages in 2017.

Help for Syrian refugees

The crisis in Syria continues unabated even in its sixth year. More than 200,000 people have died thus far. About 7.6 million people were displaced in their own country, approx. 4 million of these fled to neighboring countries, mainly Lebanon, Jordan, Turkey and Northern Iraq.

How World Vision helps:

In northern Syria, World Vision is arranging assistance from across the border out of Turkey. By the end of September 2016, we had been able to provide food aid, winter clothing and blankets to 350,000 people. Measures taken also included the restoration of water supply systems and the construction of sanitary facilities. In Turkey too, we assisted just under 15,000 people in 2016. In Lebanon, we have been active since 2011 and provide assistance to Syrian as well as Palestinian refugees, primarily through food aid. Other aid measures include operating child protection centers, providing learning opportunities as well as building and repairing infrastructure and cash

transfer programs using electronic cards and coupons. In Jordan, we have been active in the refugee camps of Za'atari and Azraq and in some urban areas. To date, we have provided assistance to just under 300,000 people in the areas of food aid, water supply and sanitary facilities. In Iraq, our aid has reached over 1.5 million people thus far. World Vision collaborates with the United Nations World Food Program in providing food aid. Other measures include the operation of mobile clinics as well as the construction and repair of water and sanitary facilities. In addition, we provided basic educational measures and continued to operate child protection centers.

Help within Germany

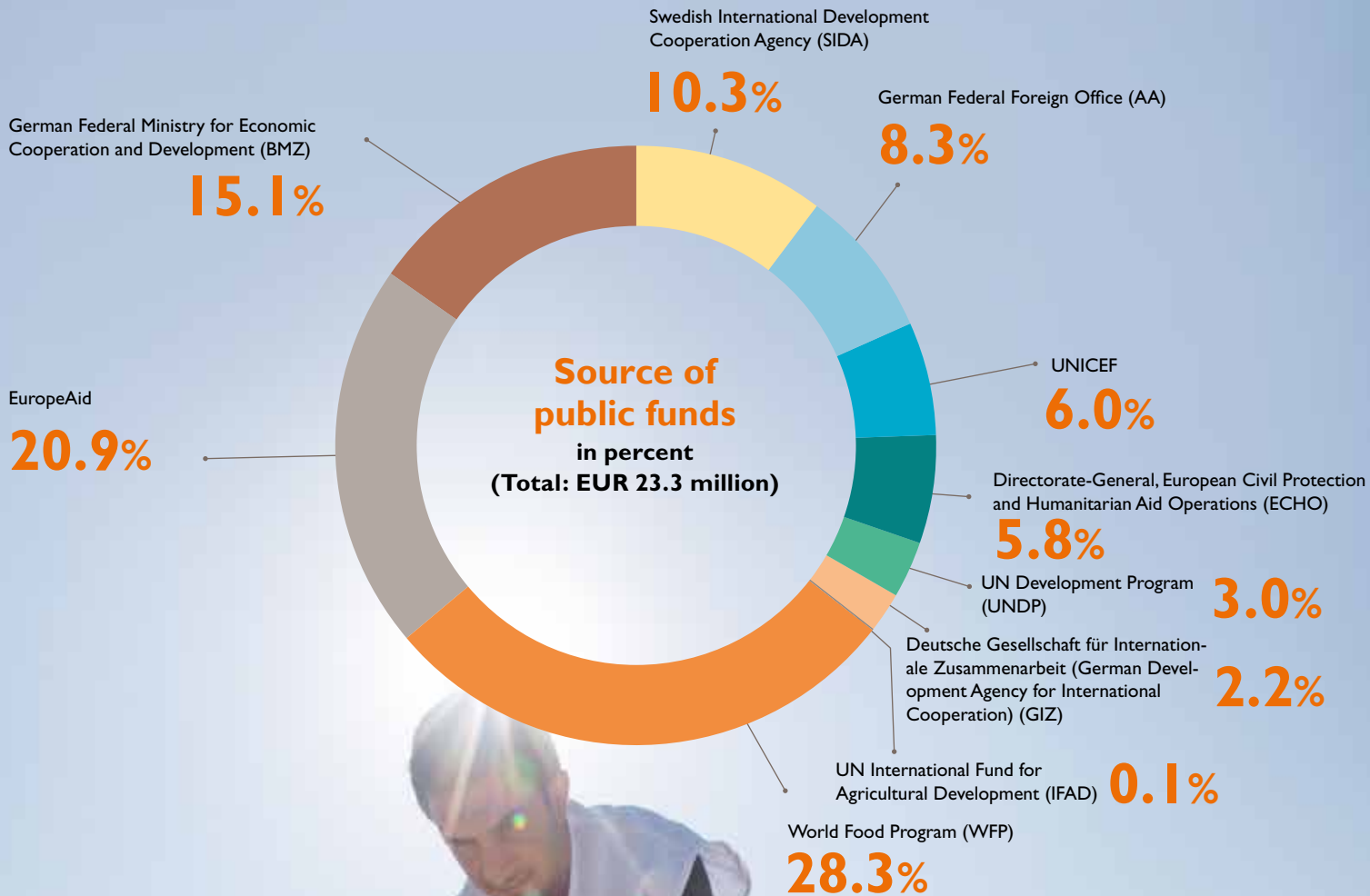
Overall, World Vision has funded seven projects in Germany. A child care center was set up at a refugee camp in Oberursel. In the Rhine-Main region, a PlayMobile has been regularly deployed to visit various refugee facilities. In addition, we organized two training programs for volunteer aid workers affiliated with Kirche in Aktion (Church in Action), our partner organization on this project.

In Bad Homburg, we organized psychoeducation groups for unaccompanied underage foreigners. In group meetings conducted in an atmosphere of trust, the topic of discussion revolved around approved techniques to deal with the typical consequences of trauma. If it was discovered during a group meeting that individual participants required intensive psychotherapy, follow-up proposals to handle these were formulated. The participants also discussed the consequences of cultural differences. In addition, a project for language instruction was instituted in different day care centers.

In another project, host families were appropriately prepared and trained by World Vision to deal with unaccompanied underage refugees. In addition, cooperation agreements were concluded with youth welfare departments in Böblingen, Ludwigsburg, Calw and Karlsruhe.

World Vision also set up child protection centers in Kronberg and Rödelheim. Our partners, the Johanniters, were trained by World Vision to organize such centers.

World Vision will make a lasting contribution to refugee aid through a variety of projects in 2017 as well.



Publicly Funded Projects

Individual donations such as sponsorships and one-off donations are an important source of income for World Vision Germany's project work. In order to offer support to people in project countries even more effectively, World Vision Germany approaches many public institutions for additional funding, such as the Federal Ministry for Economic Cooperation and Development (BMZ), the German Federal Foreign Office (AA), the European Commission (EC) and the United Nations (UN).

Public donors generally support projects by providing grants of around 75-90% of project costs. World Vision Germany raises the difference, the so-called co-financing contribution, through individual donations. For example, donations for disaster relief after the earthquake in Nepal were used as a co-financing contribution for a local aid project funded by the European Commission. The public grant was made possible only by individual donations, and World Vision Germany could assist far more affected people in their need.

This year too, one of the main focuses of our publicly funded projects was the refugee crisis. However, World Vision Germany is also very active in other crises away from the media spotlight. We put in a good deal of effort to procure public funding both for assistance to people in countries affected by humanitarian crises as well as to support our long-term development programs, as you can see from the overview of our publicly funded projects in FY 2016.

German Federal Ministry for Economic Cooperation and Development (BMZ)

The BMZ is responsible for the conception of the long-term development cooperation policy of the Federal Republic of Germany. The BMZ also assists non-governmental organizations such as World Vision Germany in implementing development policy measures. In FY 2016, we were able to implement projects valued at just under EUR 3.4 million that were funded by the BMZ.



Country	Focal point	Budget FY 16
Bolivia	Health	EUR 173,000
D. R. of Congo	Food Security and Health	EUR 199,875
Georgia	Economic Development	EUR 83,266
Jerusalem/West Bank/Gaza	Environment	EUR 412,772
Jordan	Peace building	EUR 314,017
Jordan/Syria	Resilience, Water and Hygiene	EUR 999,553
Kenya	Climate and Resource Protection	EUR 168,000
Mongolia	Subsistence and Health	EUR 205,000
Nicaragua	Health	EUR 45,655
Peru	Food Security and Agriculture	EUR 145,171
Serbia	Agriculture	EUR 409,647
Zimbabwe	Water and Hygiene	EUR 13,237
Somalia	Disaster risk reduction	EUR 162,500
Sri Lanka	Education	EUR 67,386

German Federal Foreign Office

The German Federal Foreign Office supports humanitarian aid projects as well as projects delivering immediate and humanitarian aid that are meant to save lives and relieve human suffering. In fiscal year 2016, the German Federal Foreign Office funded our project work to the tune of EUR 1.9 million.



Country	Focal point	Budget FY 16
D. R. of Congo	Emergency aid (2 projects)	EUR 288,277
Iraq	Education and Health	EUR 258,217
Somalia	Water and Hygiene	EUR 97,790
Sudan	Emergency aid, Water and Hygiene (2 projects)	EUR 960,000
South Sudan	Food security and Emergency aid	EUR 327,260

UNICEF/UNHCR/UNDP

World Vision Germany also receives funds from various institutions of the United Nations (UN). The children's relief agency UNICEF, the refugee agency UNHCR and the development program UNDP continue to support World Vision Germany's project work. In FY 2016, our projects were funded to the tune of a little over EUR 2 million.



Donor	Country	Focal point	Budget FY 16
UNDP	Sudan	Nutrition (5 projects)	EUR 308,398
UNDP	Sudan	Emergency aid	EUR 157,131
UNDP	South Sudan	Emergency aid	EUR 23,498
UNHCR	Sudan	Emergency aid and Protection	EUR 193,082
UNICEF	Georgia	Health and Education	EUR 86,686
UNICEF	Kenya	Health	EUR 135,145
UNICEF	Mauritania	The protection of children	EUR 99,853
UNICEF	Mauritania	Nutrition	EUR 177,008
UNICEF	Zimbabwe	Water and Hygiene	EUR 417,208
UNICEF	Somalia	Health	EUR 278,152
UNICEF	Sudan	Nutrition (2 projects)	EUR 141,636

Directorate-General for International Cooperation and Development of the EU Commission (EuropeAid/DEVCO)

EuropeAid is responsible for the design and implementation of European development cooperation. Among other things, EuropeAid provides NGOs with project funding via open bidding processes. World Vision Germany successfully continued to raise public funds and use them for development work.



Country	Focal point	Budget FY 16
Ethiopia	Subsistence	EUR 280,000
Burundi	Health	EUR 389,000
Georgia	Education	EUR 126,989
Georgia (Abkhazia)	Education	EUR 15,627
Indonesia	Health	EUR 60,000
Jordan	Food Security	EUR 299,757
Lebanon	Water and Hygiene	EUR 1,441,737
Mauritania	Advocacy Work	EUR 94,886
Mauritania	Resilience	EUR 350,000
Zimbabwe	Food Security and Agriculture	EUR 360,565
Somalia	Resilience	EUR 634,888
Sri Lanka	Advocacy Work	EUR 45,640
Sri Lanka	Peace building	EUR 168,385
South Sudan	Food Security and Agriculture	EUR 199,527
Swaziland	Water and Hygiene	EUR 480,984

Directorate-General for European Civil Protection and Humanitarian Aid Operations of the European Commission (ECHO)

ECHO finances EU humanitarian aid in non-member countries. Only organizations that meet high quality standards may apply for funds from ECHO. World Vision Germany has had a framework agreement in place with ECHO for many years and was able to implement a total of six humanitarian projects with support from ECHO in FY 2016.



Country	Focal point	Budget FY 16
Bolivia	Resilience	EUR 481,502
Mauritania	Health	EUR 8,806
Nepal	Earthquake emergency aid	EUR 156,742
Nepal	Disaster risk reduction	EUR 178,856
Central America	Disaster risk reduction	EUR 11,993
Timor-Leste	Strengthening of the provincial disaster risk reduction	EUR 133,863

United Nations World Food Program (WFP)

The World Food Program is the most important institution of the United Nations in the fight against hunger. It responds rapidly to emergency situations, and is working toward ensuring long-term food security in vulnerable areas. The WFP saves lives by quickly taking food to the right locations and distributing it to people in need there. World Vision plays an important role in this: Due to our excellent local networks and the high quality of our work, we are one of the largest partners of the WFP among non-governmental organizations. In addition to distributing food, World Vision implements school meal programs and supports small farmers and families with its expertise in food security and subsistence. In FY 2016, the WFP supported the work of World Vision by providing EUR 6.6 million.



Country	Focal point	Budget FY 16
D. R. of Congo	Food emergency aid	EUR 871,491
Iraq	Food emergency aid	EUR 322,556
Kenya	Food emergency aid	EUR 1,367,310
Malawi	Food emergency aid	EUR 323,678
Mali	Food emergency aid	EUR 46,302
Mauritania	Nutrition	EUR 211,903
Niger	Nutrition	EUR 31,327
West African Region	Food emergency aid	EUR 108,430
Zimbabwe	Emergency aid	EUR 244,301
Somalia	Food emergency aid	EUR 954,322
Sudan	Nutrition	EUR 153,516
Sudan	Food emergency aid	EUR 453,852
South Sudan	Food emergency aid	EUR 1,501,922

Other Public Donors

In FY 2016, World Vision Germany received further funding from the following donors: Gesellschaft für Internationale Zusammenarbeit (GIZ), Donor Consortium for the Mauritanian Ministry of Agriculture, Swedish International Development Cooperation Agency (SIDA).

Donor	Country	Project name	Budget FY 16
GIZ	Kenya	Food Security and Resilience	EUR 222,933
GIZ	Mali	Health	EUR 131,657
GIZ	Senegal	Health	EUR 111,572
IFAD, GEF, Mauritanian Ministry of Agriculture	Mauritania	Subsistence	EUR 26,529
SIDA	Somalia	Disaster risk reduction and Resilience	EUR 2,401,914



Project Examples

PROJECT EXAMPLE

Ethiopia

Ambassel – well-nourished
and healthy at school

Direct beneficiaries	15,695 children and mothers
Project duration	May 1, 2015 to December 31, 2018
Project partners	World Vision Ethiopia and local authorities
Financing	Eckes-Granini Group GmbH
Support in 2016	EUR 100,000
Total budget	EUR 400,000



Wubshet Ali has been working for World Vision Ethiopia since 2005 and is the local project manager.

Initial Situation

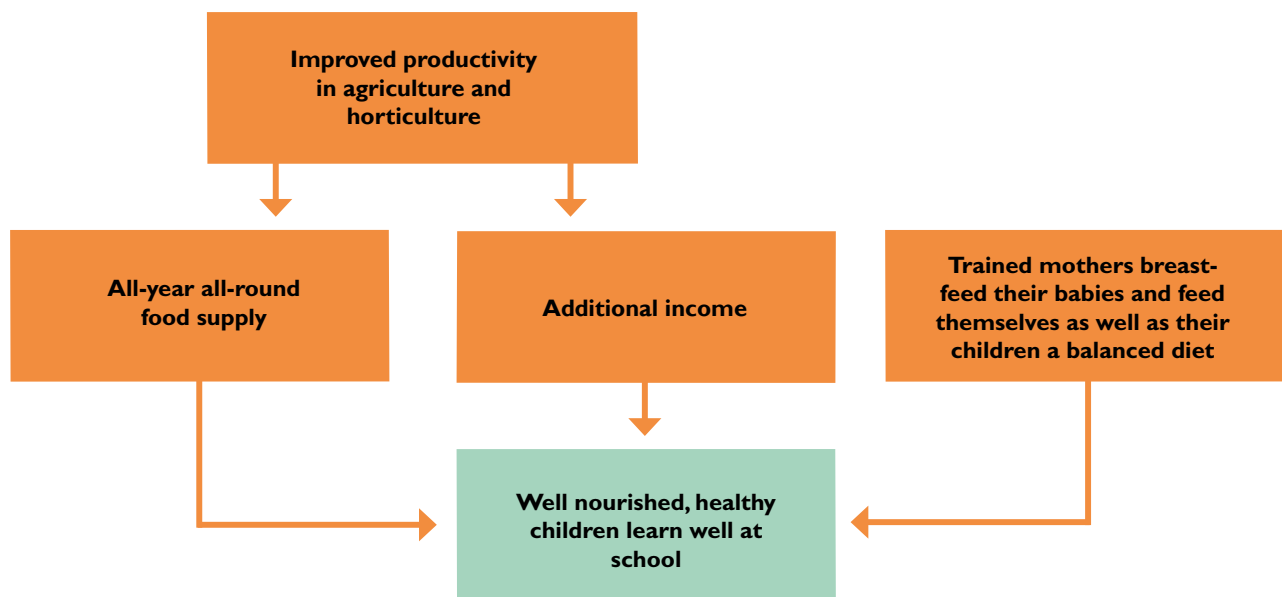
Even without periods of drought, the nutritional situation in Ethiopia is alarming. The lack of micronutrients such as iron, iodine and vitamin A in food contributes substantially to malnutrition in the population. The situation is especially critical in the district of Ambassel (450 km to the north of Addis Ababa). Great poverty combined with frequent floods lead to hunger, poor school performance and a high dropout rate in the mountainous region. Because many mothers know too little about nutrition and health, children are often undernourished or malnourished. They go to school without having a full meal, cannot concentrate well and fall sick easily.

Project Goal

World Vision's main goal on this project is to facilitate the healthy development of children in particular through a varied and balanced diet. This is the prerequisite for successful education. World Vision provides agricultural equipment and small livestock to small farmers so that they can harvest more. We also train them in efficient methods of cultivation and efficient ways to look after their livestock. In addition, we improve the nutrition of pregnant women and infants. Through comprehensive educational events and with the help of model mothers as they are called, women are taught to learn from each other.

Activities and Impact

To increase agricultural yields, World Vision has provided 80 families with equipment and tools such as water jugs, rakes, spades and watering hoses. We have also distributed seeds to grow onions, tomatoes, cabbages and carrots. These materials were handed out primarily to women who organize themselves into small neighborhood groups, cultivate their own gardens and keep small animals as livestock. We also train families in methods of



efficient cultivation and animal husbandry. If they have any questions or face any difficulties in practice, we are by their side to advise them. In addition, they can also profit from the mutual interaction in neighborhood groups. Families in Ambassel now keep hens, for instance, which lay ten eggs per day on an average. This adds nutritional variety and provides more income to families.

In Ambassel, a newly established group of residents now also produces energy-efficient cooking stoves and sells them in the villages. These stoves require less firewood. For one, this has a positive impact on school-going children, especially girls, because they need less time to gather wood. The stoves also contribute to an improvement in the health of women and children because they do not give off high levels of smoke.

State health care service providers too are trained by World Vision employees so that they can share their knowledge with families. These have already educated 450 breast-feeding mothers and advised them on nutrition for infants and small children. We are assisted by model mothers, as they are called, who already feed their children healthy food. In cookery courses, these mothers learn to prepare nutritious dishes from locally available foodstuffs for their children. Volunteer health care workers assist mothers at home. Due to these training sessions, many mothers now breast-feed their babies exclusively during the first six months and give them supplementary food only thereafter. According to the local health authorities in Ambassel, the number of women who have an additional meal during pregnancy has risen from 33 to 39% in 2016.

World Vision does educational work at schools as well. We have established nutrition clubs at two schools and distributed seeds (carrots, cabbage, tomatoes) for school gardens. Boys and girls in the nutrition clubs have begun to promote healthy food among their classmates with the help of their teachers.

Outlook

Ethiopia was and continues to be affected by food crises again and again. These might probably even intensify due to climate change. Therefore, it is vital for families to use locally available resources to feed themselves as best as possible. With this project, World Vision is contributing towards ensuring that especially children and mothers eat better. We will continue to support families both materially as well as through training programs. We also help them to learn from each other and gain from each other's experience. This gives them an opportunity to deal with their difficult living conditions.

Success of Project Work:

354 malnourished children have regained their normal weight after their mothers received nutrition training. Health clinic employees continue to provide home care to mothers and children.

PROJECT EXAMPLE

Tanzania

Bushangaro – Regional development project

Direct beneficiaries	34,945 persons
Project duration	2011 to 2026
Project partners	World Vision Tanzania
Financing	World Vision Germany and World Vision Italy
Support in 2016	EUR 344,165
Total budget	Approx. EUR 4.5 million



Marlene Schild has been working for World Vision Germany since 2015 and is the Country Program Coordinator for Burundi, Sudan and Tanzania.



Victor Nsiima has been working for World Vision Tanzania since 2004 and is the local project manager.

Initial Situation

Bushangaro is located in the extreme northwest of Tanzania on the border with Rwanda. Most families are small farmers and live on crops they grow themselves. However, their incomes are not sufficient to feed their children. For one, the land is becoming less and less fertile through intensive use and the clearing of trees. Secondly, extreme weather events that are intense and unpredictable frequently put harvests at risk. At the start of the project, 65% of the families did not have enough to eat. The unhygienic conditions, a lack of latrines and water that was barely clean also affected the health of the children negatively. Many of them suffered from major health problems such as diarrhea and worms. Only approx. 35% of families had any access whatsoever to water. All these factors meant that 44% of the children were chronically undernourished and therefore too small for their age.

Project Goal

The main objective of World Vision in Bushangaro is to improve the living conditions of children and families on a sustained basis. We work in different areas to achieve this goal. Our focus is on food security and income generation to fight malnourishment in children and help people out of extreme poverty. We also want to strengthen local health services so that children can be better taken care of.

Activities and Impact

World Vision co-operates primarily with small farmers to ensure that children and families have more to eat. Over the past few years, we have held a variety of training programs to show them how to increase harvests using efficient methods of cultivation. Since the land is largely impoverished due to intensive use and climatic changes, ecological sustainability is an important issue.

World Vision has already provided hands-on training to more than 260 small farmers in activities such as reforestation, production of bio-fertilizers and soil preservation. A quarter of the families are now actively involved in helping to keep local forests in good condition.

One of the ways families can have more funds at their disposal over the long-term is to join the savings and credit groups established by World Vision. Members of these groups jointly manage their incomes and grant loans to especially needy families to buy seeds or work materials, for instance, or to set up a small business. In 2016, just over 50% of the residents in Bushangaro had access to credit, where three years earlier it was only 44%. The combination of improved methods of cultivation, soil conservation and access to financing allows small farmers to increase their agricultural production. In 2016, nearly 85% of the families in Bushangaro were active in agriculture. A majority of these produced more than their personal requirements and were able to sell the excess on the market. In addition, 895

farmers have come together to form cooperatives. This allows them to negotiate better prices with middlemen. While 82% of families had to get by with less than 1.20 euros per day in 2013, that number was only 68% in 2016. Moreover, excess production and the consequent increase in incomes allow families to purchase more food for their children. 56% of families had enough to eat all year round in 2016 (compared to 35% earlier). We are also pleased that fewer children are undernourished. The rate dropped from 44% to 38% between 2013 and 2016.

We have also made progress in the area of health care. Our World Vision colleagues have trained local health care workers who are now able to take care of sick children better and who also teach parents how to protect their children from diseases. We have assisted health care workers on home visits in remote villages as well. The work is producing results, because in 2016, 53% of parents knew how to seek treatment for their children if they contracted diarrhea. Only 7% knew in 2013.

Challenges and Outlook



In the past five years, we have been able to effect some important improvements in the lives of children and families, especially in the areas of nutrition, income and education. Our work is on the right track but there is still a lot more to do.



The late onset of rainy seasons as well as plant diseases that are imported lead to crop failures time and again. This can be offset only through improvements in methods of cultivation. There are plans to increase the use of simple rainwater harvesting systems in the future. We also want to promote forms of agriculture that are not as dependent on climatic conditions. We are training small farmers to grow drought-tolerant plants, for instance. In addition, we will continue to work with them to find new sales channels for their products. 73% of farmers still sell on local markets or to middlemen and make little profit as a result. Another important area of focus in the coming years will be water and hygiene so that families can have improved access to latrines and clean drinking water.

PROJECT EXAMPLE

Sri Lanka

Improved development during early childhood for infants on tea plantations

Direct beneficiaries	924 children (under five years of age)
Project duration	December 2013 to September 2016
Project partners	World Vision Lanka
Financing	<ul style="list-style-type: none">German Federal Ministry for Economic Cooperation and Development (BMZ)World Vision Germany
Support in 2016	EUR 93,560
Total budget	EUR 333,992



Hannes Zimmer has been working for World Vision Germany since 2013 in International Programs.



Sinnathamby Senthilkumaran has been working for World Vision Lanka since 2014 and was the local project manager.

Initial Situation

The project region lies in Nuwara Eliya district in the central highlands of Sri Lanka, approx. 200 km from the capital Colombo. The landscape is characterized by mountains with heights ranging from 1,000-2,400 m. The cool climate is ideal for tea production. The world-famous Ceylon tea comes from this area. Since 1820, Indian Tamils who were brought in as cheap labor from South India live and work on the plantations.

Today this population group (6% of the entire population) is one of the most economically, politically and socially disadvantaged groups in Sri Lanka. The living conditions of working-class families have not changed substantially during the last 200 years. They live in the midst of the plantations in barracks allocated to them by plantation owners. Up to 12 people are accommodated in a single room. Moreover, many services (such as health care and learning opportunities) are still provided by plantation owners although these should have been taken over by the state by now. Plagued by poverty and a lack of prospects and living together in extremely cramped spaces, many fathers drown their sorrows in alcohol. The result: violence against children (physical and even sexual abuse).

At the start of the project, only 10% of parents knew what adequate early childhood development means. It is true that all children under five years of age were taken care of while their mothers picked tea on the plantations. However, the structures provided by plantation owners were mostly terribly rundown. Moreover, the care provided was not tailored to age. Children between three months and five years of age were looked after in the same room. For the most part, the supervisory staff were also not sufficiently qualified, 15% were not even educated. And yet, supporting children from birth onwards lays the foundation for lifelong learning, giving them a chance at a life without poverty.

Project Goal

The goal of the project was to improve development opportunities for 924 children under five years of age on a total of five tea plantations. To meet this goal, infants were to receive early support appropriate to their age. There were plans to construct/renovate and furnish daycare centers and kindergartens, train caregivers, educate parents and plantation owners regarding early development and educate particularly fathers on children's rights.

Activities

With financial support from the German Federal Ministry of Economic Cooperation and Development (BMZ), we were able to assist children under five years of age in their early childhood development and thereby substantially improve educational opportunities for them. To begin with, we addressed parents, caregivers and decision-makers with public authorities and on the plantations so as to increase their awareness regarding the welfare of children. In addition, four new kindergartens and one new daycare center were built and one kindergarten and six daycare centers were renovated and furnished. Learning tools and toys were provided at all facilities so that children could get development support appropriate to their age. We also trained caregivers. In addition, we were able to add 32 volunteers who act as multipliers in spreading awareness regarding early childhood development in families.

The operation and maintenance of the facilities will be in the hands of parents, caregivers and plantation management. For them to be in a position to do so and to procure the requisite financial resources, such as for future building/renovation measures, we set up 24 committees and trained members accordingly. In addition, we equipped 18 kindergartens and daycare centers with devices to enable children to be weighed and tested regularly. This enables caregivers and parents to supervise the nutritional condition of children and detect and treat malnutrition early on.

Impact

Thanks to these measures, World Vision has already made considerable progress, which was confirmed in 2016 by an external evaluation. All kindergarten children had developed the required skills for admission to elementary school (compared to 94% earlier). In addition, 85% of all children are now looked after in a daycare center (50% earlier) or in a kindergarten (80% earlier). The success of our educational measures is also gratifying: While only 10% of parents were helping their children at home at the start of the project, this number had already climbed to 82% in 2016 – after only two years of project work.

Success Story



Mrs. Puwaneshwari lives with her husband and four children (1-9 years) on a tea plantation. Both make very little as tea pickers. The grandmother has looked after the children when they are at work. "I was not aware of the importance of child development. Our oldest children were never in a daycare center", reports the mother. In any case, the facilities were ramshackle. However, World Vision has since renovated them, brought toys and trained caregivers. "Caregivers visited our homes and taught us how to motivate our children to learn and how to provide them healthy nutrition – so that they can get better jobs and look after us later in our old age." Both younger children now go to the daycare center/kindergarten. Mrs. Puwaneshwari knows that the caregivers look after their children well. Moreover, she has observed that her youngest children have now acquired more skills than their elder siblings had at that age. "My husband and I can hardly read and write. But to know that our children have it better than us makes me very happy", she says with gratitude.



PROJECT EXAMPLE

Mauritania

Food project to bring down child mortality for children under five years of age

Direct beneficiaries	25,833 people, including 2,588 children under five years of age
Project duration	July 2016 to April 2017
Project partners	World Vision Mauritania
Financing	Directorate-General for European Civil Protection and Humanitarian Aid Operations of the European Commission (ECHO) and World Vision Germany (co-financing)
Support in 2016	EUR 280,000
Total budget	EUR 311,111



Caroline Klein has been working for World Vision Germany since 2012 in the area of International Programs.



Judith Haase has been working since 2014 as a food and health expert at the regional office of World Vision in Dakar (Senegal) and has coordinated the project for several months.

Initial Situation

Mauritania lies in the Sahel region of West Africa. Its people face great challenges in the area of nutrition. Most families live off agriculture. The soil has become increasingly infertile due to erosion, however. Time and again, families are affected by dry spells that occasionally last up to two years. During such periods of drought, harvests are extremely poor and food prices go up multiple times. Finally, food becomes scarce. The result: many children are chronically undernourished. The child mortality rate is correspondingly high. In 2016, it was 16.5% in our project region Assaba in the south of the country (compare Germany: 0.004%).

Many families have only limited access to health care services for the treatment of their children. Besides, many families in the neighboring country of Mali are fleeing to Mauritania across the eastern border, which aggravates the food situation in the region even further. Children and women, particularly pregnant women, are especially affected by the poor supply situation, which is why they are the focus of this nutrition project.

Project Goal

With financial support from ECHO, World Vision aims to treat heavily undernourished children under five years of age. There are plans to better equip the special nutritional centers so that children with impaired health can be looked after there adequately. Since many residents are unaware of these treatment options, we specifically inform families having children under five years of age as well as pregnant women. Also of special significance is comprehensive education on the prevention of malnutrition as well as hygiene. To ensure greater cleanliness and hygiene in health centers, which also house nutritional centers, there are plans to construct latrines and expand the water supply. For children under treatment must often remain in the facility for one or two weeks.



Activities

As part of training programs, we have taught nurses, midwives and volunteer health care workers to detect malnutrition and treat sick children. Pregnant women and young mothers have learnt that it is important to breast-feed babies exclusively during the first six months of life because mother's milk contains all important nutrients.

To better protect children under five years of age from malnutrition in the future, the education and sensitization of families is indispensable. For this reason, World Vision has built a large network of volunteer health care workers in the project region. The main job of trained aid workers is to regularly visit families with children under five years of age at their homes and examine them for signs of malnutrition. These aid workers also share their knowledge on nutrition for health, disease prevention and hygiene with families and demonstrate simple rules of hygiene practically (such as basic hand-washing).

In addition to the above, World Vision has tried a new approach on this nutrition project: for the first time, mothers were trained to keep an eye on the nutritional condition of their children. They are able to do this quite easily with the help of a so-called MUAC bracelet (English Mid-Upper Arm Circumference). The bracelet is used to measure the upper arm circumference of a child. A marking in the form of a tricolor traffic light shows whether a child is developing well or not: if the child is of normal weight, the display is green, in case of slight malnutrition it is yellowish, and strong or acute malnutrition is marked red – indicating that the arms are far too thin. In the first two months, we trained 926 mothers to measure the upper arm circumference. Since edemas often occur in case of malnutrition, we have also informed them to look out for these.

This new approach has turned out to be very successful since mothers now recognize the signs that indicate that their child is malnourished. Mothers have really taken to this approach and have given us positive feedback. They no longer feel powerless, but know what to do if their children are in the yellow or red range.

Challenges

In such a difficult context, it was not easy to hire an expert who could co-ordinate the project work locally. The measures were therefore supported by a nutrition expert from the capital city of Dakar. Since no measures were available to treat acute malnutrition in the project region when we started our work, there was no data on the number of affected children in some districts, something which could have substantially simplified our planning. What was equally challenging was to include fathers in the activities and educational events. Fathers do not traditionally concern themselves with matters of education or food, but decide how the family money is spent. To reach out to fathers on an equal footing and influence their awareness requires cultural sensitivity.

Success of Project Work

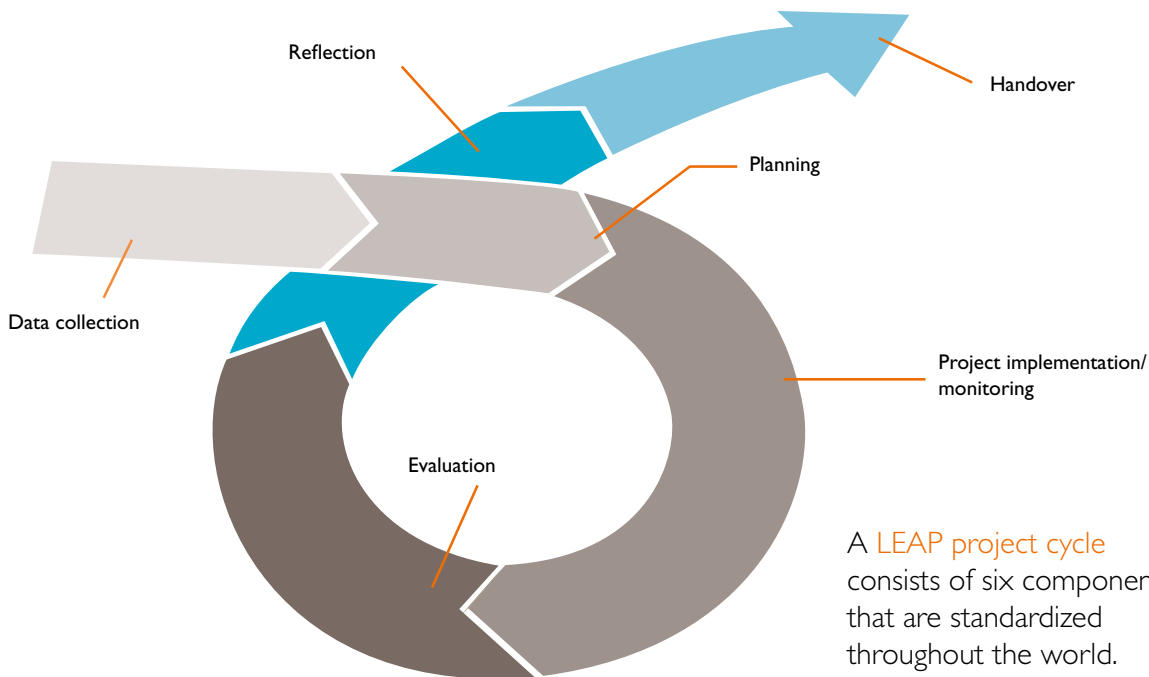
- 15 malnourished children successfully treated within two months
- 18 nurses and other health care staff trained in the early diagnosis and treatment of malnutrition
- 96 volunteer health care workers trained in detecting malnutrition and in feeding practices for children under five years of age
- A total of 1,879 women trained in the early detection of malnutrition in children (primarily through the measurement of the upper arm), with 2,588 children examined by their mothers
- 1,060 people educated about hygienic practices, improved nutrition for children and exclusive breast-feeding during the first six months of life



Project Management

Our work has to be planned, reviewed repeatedly and adapted to the changing overall environment. For all World Vision offices worldwide, this process is based on a standardized concept called “LEAP”.

The “Area Development Programs” conducted by World Vision always comprise several project sectors, since only a number of interconnected measures in different areas can be effective in the long-term. For example, students can only go to a renovated school if the parents are able to come up with the tuition. The parents, in turn, will only have tuition money if there are activities available that lead to income generation. Our work has to be planned, reviewed repeatedly and adapted to the changing overall environment. For all World Vision offices worldwide, this process is based on a standardized concept called “LEAP”, which is an acronym for Learning through Evaluation with Accountability and Planning. A complete “LEAP” cycle consists of six components (see chart), from program planning to program conclusion. The following project management stages always refer to the individual project sectors (such as health, agriculture, education). Although they all generally pass through the same stages, they may begin or end at different times depending on the goals set and their attainment.



1. Component: Basic Data Collection

Each specific project plan is initially preceded by a phase during which we analyze the local conditions. We also examine the socioeconomic situation as well as the effects of poverty on the population of a given project region. In addition, we investigate whether other institutions or organizations are already working on a solution for any specific challenges. In this context, what is helpful are many discussions with government representatives and other local actors such as churches. We look for and find collaboration partners. Having partners allows for longer-term project planning and the utilization of synergy effects. It also helps prevent parallel structures. During this about three to six month phase, we also make the fundamental decision whether we will start a project in the region or not.

2. Component: Visions are Becoming Specific

During the second stage, it is the local population in particular that gets a chance to speak. We systematically record their comments about their living conditions to be able to even more accurately assess the local situation. Based on this survey, we explore the causes of poverty and explore possible approaches to overcoming it, which culminates in specific project planning. The planning requires the joint establishment of priorities, since different groups rate the various issues differently. It is important for all stakeholders, in particular women and children, to be heard separately so that they can present their own perspectives.

3. Component: Project implementation and Monitoring

This longest stage of our project work begins after the approximately two-year planning period. Now, children to be sponsored are referred, and initial contacts are made between them and their German donors. We use the sponsors' donations to finance comprehensive and long-term development measures that benefit the

children and their families, additionally bring gains to the village community and even affect the region positively. Local World Vision employees regularly visit the projects and record any changes in semiannual progress reports. Also, they regularly check the original goals together with partners and representatives of the target groups. This is important because we have to modify activities, if conditions change in the course of time, such as due to drought.

4. Component: Evaluation

In addition to the ongoing support for and documentation of activities by local World Vision staff, Area Development Programs are also evaluated every four to five years, meaning they are examined. For this, too, World Vision has agreed to established standards that are based on internationally recognized and scientifically sound practices. This allows our employees to make use of knowledge gained by, for example, introducing particularly successful advancements to other locations. Evaluations also show which solutions were applied when difficulties occurred and whether they were successful.

5. Component: Reflection

At the end of a project cycle, we systematically analyze and assess the evaluation results as well as any changes in the environment of the project or any new political factors of influence.

6. Component: Project Adjustment and Handover

In the next stage, the knowledge gained and experience gathered jointly during the reflection phase either result in a modified continuation of our project work or in the handover of the project. If it turns out that the project population, together with World Vision, has achieved the main goals, a process starts at the conclusion of which World Vision withdraws completely from the project region. On average, this is the case after about 15 years.

Impact Monitoring: Assessing Project Success

To provide additional information about the methodological approach of impact monitoring and examples of evaluations, World Vision published the 2nd Impact Report in 2016. You may request this report from us by e-mail or phone, or access it online at: world.vision.de/wirkungsbericht.

To assess a project's success, it is not enough to examine the short-term results of project activities. Rather, we have to describe the intended impacts, evaluate effects that were achieved and draw the right conclusions for the real-life situation. We understand “impacts” as referring to all the intended or unintended, positive or negative, medium- and long-term effects triggered by our interventions. The difference between the result of a project activity and its impact can easily be described with the following simple example: Improved teacher training could be the result of an education project. This, however, does not say anything about the intended impact of these training sessions, such as a greater share of children who are reading literate and know how to write.

Making Impact Measurable

To measure impact, World Vision uses indicators that make visible the changes in the quality of life of children and families in different areas of their lives. One indicator might be, for example, the percentage of children under the age of five who suffered from diarrhea during a certain period of time prior to the data collection. If, as part of the evaluations, such indicators are measured regularly, a trend becomes visible. This trend provides information on the development of the quality of life of the children over the years. Based on the instance cited above, it would become apparent whether literacy levels of the children have changed. With regard to impact, this raises the question whether the project contributed to positive or negative changes. This requires that causal relationships be considered in evaluations. In our example, this would mean that we need to assess if teachers use new instructional methods and if there are now actually more children who are reading literate and know how to write.

Child Well-being Aspirations and Outcomes

With our so-called “Child Well-being Aspirations”, World Vision has set goals that allow the quality of our project work to be measured (see Diagram on page 55). However, external factors have to be considered in the evaluation. For example, the work done by authorities or other organizations also influences the impact of our work. Periods of drought, floods, or social and political changes may jeopardize project success or promote it. It is the task of impact monitoring to take these correlations into account and to analyze our contribution.

How to Collect Meaningful Data

With regard to sponsorship projects, we generally perform evaluations every four to five years with the goal of measuring the impact of our project activities and, if appropriate, of adjusting future project work. We initially collect the data used in these evaluations by doing representative household surveys. We then supplement this quantitative method with qualitative forms of data collection. These include, for example, group discussions, where men, women and children have a chance to speak separately. Other methods used are trend analyses, or “life lines”, where local people describe in a retrospective comparison how their lives have changed in different areas. With pictorial representations, we can even involve people who cannot read or write.

Evaluations Fiscal Year 2016

Country	Project name	Focal points	Financing
Ethiopia	Ephrata	Education, Nutrition, Water, Hygiene	Private funds
Ethiopia	Gemza	Education, Economic Development	Private funds
Bangladesh	Faridpur	Food Security, Education, Child Protection	Private funds
Bolivia	Los Chacos	Health, HIV and AIDS, Education, Child Protection	Private funds
Bolivia	Camiri	Health, Education, Child protection, Food Security	Private funds
Georgia	Strengthening local governance through improved participation by the local population	Advocacy Work	Public funds
Honduras	Saba Jireh	Education, Child Protection, Participation	Private funds
Jordan	Child participation	Nutrition, Education	Public funds
Kenya	Marigat	Education, Child Protection, Food Security, Water, Hygiene, Health	Private funds
Sierra Leone	Mamanieva/Bum	Nutrition, Health	Private funds
Zimbabwe	Food security through fishing	Food security, Economic Development	Public funds
Sri Lanka	Early childhood education on tea plantations	Early Childhood Education	Public funds
Sri Lanka	Socioeconomic strengthening of communities and grassroots organizations	Economic Development	Public funds
Tanzania	Bushangaro	Agriculture, Education	Private funds
Tanzania	Mswaki	Health, Nutrition, Education	Private funds
Uganda	The protection of children	The protection of children	Public funds

Child Well-being Aspirations and Outcomes

Nutrition and Health

- Children are well nourished
- Children receive preventive health care and protection against childhood diseases
- Children have access to medical care and treatment

Spirituality and Responsibility

- Children feel the love of God and that of their brothers and sisters
- Children enjoy good relationships with their families, friends and neighbors
- Children have hope, confidence and a vision for their future
- Children take responsibility for others and for their environment



Education and Life Skills

- Children acquire life skills (e.g., communications, dealing with their emotions)
- Children can read, write and do math
- Children and young people complete their school education
- Young people receive vocational training

Child Protection and Participation

- Children enjoy safety and protection in their families, neighborhoods and at play
- Children are adequately cared for and know their rights
- Children are registered at birth and have a citizenship
- Children are involved in all decisions that affect them



Author: Sophie Wannemacher is an expert in rural development and a research associate at the Center for Evaluation (CEval) at the University of Saarland.



14 Years of Project Work – What Remains?

Ex-post evaluation in the La Malacateca project, Guatemala

World Vision worked in 15 communities in the western part of Guatemala from 1998 to 2012. The focus of our project work was on the health, education and economic development sectors.

Three years after the project ended, the Center for Evaluation (CEval) carried out an ex-post evaluation in conjunction with a Guatemalan partner (CONSULTA). This was meant to provide information on the sustainability of the achieved changes beyond project conclusion and on the beneficiaries' use of the knowledge they gained in the long term and without the support of World Vision. To this end, a quantitative household survey was conducted in 15 communities (target group) as well as in a comparable community (control group) outside the project region. Also used for analysis was qualitative data from discussions held in the focus groups, secondary data as well as standardized data already gathered from a household survey by a local consultant in 2012.

Context: Analysis of the secondary data showed that the government had not been keenly involved either before the start of the project or during project implementation, proving the high relevance of World Vision's involvement. Moreover, it became clear that the sustainability of results was strongly affected by the insecure political situation that prevailed in the country between the time the project came to a close and data for the ex-post evaluation was gathered, which finally culminated in the fall of the government in 2015. Years before, the government was already severely neglecting the health sector, and, for example, did not make vaccines available. As a result, the health sector collapsed almost entirely.

Economic Development: The evaluation showed that the project work scored sustained success in a variety of areas. This includes beekeeping: thanks to the establishment of contacts between beekeepers and a large co-operative, beekeepers can now deliver their products directly to the latter – with good quality and at good prices. However, the desired outcome was not achieved in other areas. For example, chicken and fish farming. This showed us that the production communities' approach – once conceived for mutual support – did not work. According to the respondents, the engagement and commitment shown by the participating families differed too widely to guarantee an equitable distribution of income.

Health: Where the sustainability of work with groups is concerned, the so-called "Madres Guías" ("mothers as role models") concept proved to be similarly challenging. While some of these mothers continue to have a high degree of knowledge of child care, health and education, they no longer pass their expertise on to other mothers in an organized manner. From the five early support centers launched together by World Vision and the mothers and managed mostly by the mothers, only two continue to be operated independently. In the course of the project, the women organized themselves into a well-functioning group and worked without any salary or other compensation. Unfortunately, the groups broke up after the project ended. A lack of management was cited as the reason for the same. However, a majority of the former "mothers as role models" confirmed that they pass on their knowledge to other women – but also men – in the family and in their neighborhoods.

World Vision has effected several positive changes through the project work in La Malacateca. Now, three years after the end of the project, the sustainability of these changes was reviewed. The status of the target group (persons from the former project region) was compared with that of a control group (persons outside the former project region).



This could be a reason, besides the World Vision training provided on the project, why far more women in the former project regions are now aware of early childhood health and preparedness as well as appropriate practices as compared to earlier (see Figure 1).

Education: The political unrest in the past years also had a negative effect on the education system. This was part of the reason for a deterioration, instead of an improvement, of the educational situation of the children in the project area. Thus the number of the children between 7 and 13 years of age who attend school regularly has gone down from 2012 to 2015, as has the proportion of children between 12 and 13 years of age who complete elementary school successfully. At least the first parameter is still clearly higher than corresponding value for the comparison group (see Figure 2).

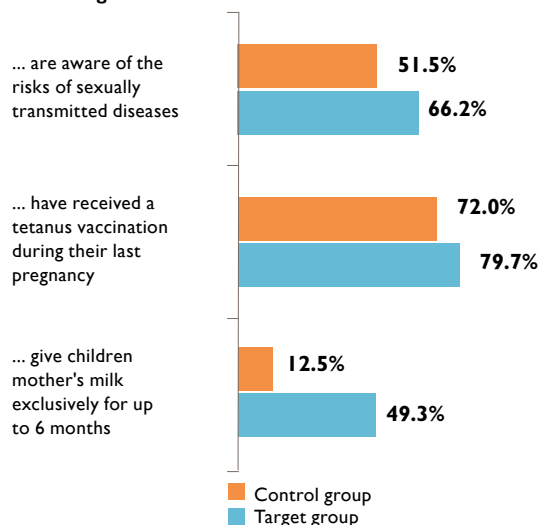
The parents surveyed in the project region continue to demonstrate a high level of commitment and interest in the academic performance of their children and are involved in many parent-teacher committees and parent councils. Together, they launched several small projects since the conclusion of the project, such as the construction of new toilets and the renovation of classrooms. In one community, parents even joined forces to pay for a missing teacher.

What has World Vision learnt?

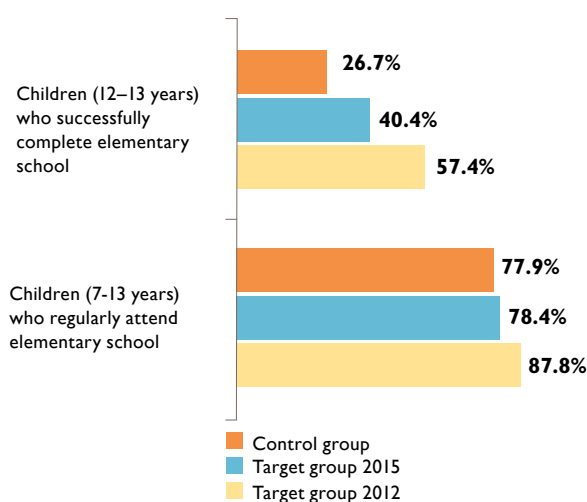
On this project, World Vision has seen sustained success mainly at the individual level. The project enjoyed less success at the community and institutional levels. This can be attributed to the unstable political situation, among other things. Even though World Vision has no influence over it, this shows that the voice of the population and their civic organizations must be strengthened so that they are better able to cushion the impact of crises and demand social services. The challenges that were faced at the community level may be due to the earlier project approach adopted. In more recent projects, World Vision counters these challenges with a partnership model to collaborate in a more targeted and strategic manner with local actors, to strengthen skills systematically and to thus integrate local participation and sustainability.

Health: Figure 1

Percentage of women who



Education: Figure 2



Setbacks and Crises in our Project Work

Unfortunately, not only progress is made in our project work. There are also regular setbacks that can greatly reverse the development. Several factors that World Vision has no control over contribute to this, such as natural disasters, epidemics or political unrest. Two examples from FY 2016 show how World Vision responds to setbacks.

Aleppo, Syria: Health, Water and Hygiene for a Besieged Town

The civil war began in Syria six years ago. Since 2013, World Vision is active in different regions of Syria and supports people who are internally displaced as well as affected communities primarily in the areas of water, hygiene, health, food and child protection.

In 2016, World Vision planned a project to support families in the eastern part of the city of Aleppo. The humanitarian situation there was particularly critical. The water supply needed to be restored and schools as well as buildings needed to be reconstructed. Another priority was to enable chronically ill people to gain access to medical care and medicines.

However, a week before the start of the project, we received news that access to east Aleppo was no longer possible due to the siege by government troops. People were surrounded on all sides. A corridor for emergency aid supplies was only partially open. We could not start our work. After some weeks, we decided to implement parts of the project outside Aleppo. The humanitarian situation there was also extremely critical.

Meanwhile, the town is once again in the hands of the Assad regime, but most civilians have left. World Vision is now carrying out the planned measures outside the town.

Providing humanitarian aid in a country like Syria is extremely difficult and demands a high degree of flexibility and good collaboration with local partners. World Vision has a very good network of local Syrian organizations that help us to execute projects locally. Although we could not implement this project in Aleppo as planned, we were able to help people who had fled the town and taken shelter in the surrounding villages.

Extreme weather events in Malawi

The Kunyinda regional development project in Malawi

was to have been handed over to families in September 2016. We were confident that they could take over the development of their homeland without the support of World Vision.

Unfortunately, the El Niño weather phenomenon in 2016 led to extreme drought in Malawi as well. In Kunyinda, more than 30,000 out of the 35,600 inhabitants were affected by serious crop failures in July. In January 2015 itself, the south of Malawi, which is where the project region of Kunyinda is located, was extensively flooded within just a few days of torrential rainfall. Several fields were destroyed along with the standing crop. Thousands of people also lost their dwellings, supplies and livestock. While there were still reserves from prior harvests in 2016, these had been used up since. In view of the extremely difficult position in which families in Kunyinda found themselves, World Vision along with its local employees decided to extend the project work by three years to September 2019.

Supported by World Vision, the World Food Program and the Malawi government have already distributed food. We are now working purposefully to strengthen families so that they can ride out such crises better in future. For example, we distribute food supplements or combat agricultural pests. World Vision will continue to pay special attention to the nutritional and health status of mothers and infants.

Additionally, more irrigation systems that are not dependent on rainfall will be used in future. This includes wells and canals that channel water from rivers to fields. In addition, drought-tolerant and/or early maturing species such as millets, beans, cowpeas, sweet potatoes and other vegetables will be increasingly cultivated. These can survive short periods of drought and at the same time increase the variety of nutrient-rich food that children and families have access to. In parallel, World Vision will continue to offer training programs in nutrition and health.

Countering Risks Effectively

As a global donation-financed relief organization in development cooperation as well as emergency and disaster aid, World Vision Germany is exposed to a number of risks. To effectively address these risks, we keep a risk log where we record all risks we are exposed to in our different work areas and evaluate them on the basis of their probability of occurrence and their potential amount of damage. For each risk, we define and implement risk-reducing measures. The Executive Board informs the Supervisory Board of the major risks on a regular basis. Last year, a system to assess projects risks at regular intervals was also developed and will be used for future project management and project assistance.

Securing Funding and Managing the Economic Situation

- Multi-year strategy as basis for the annual financial planning
- Conservative model based on multi-annual budgets and ongoing target-performance comparisons performed by controlling
- Regular monitoring by the Finance Committee and the Supervisory Board
- Annual audit conducted by external, independent auditors and audit performed in accordance with Section 53 HGrG, including the assessment of World Vision's risk management system
- Regular partial reviews conducted by external auditors covering specific areas
- Annual audits in accordance with the DZI quality mark guidelines
- Currency hedging against exchange rate risk
- Building up admissible reserves
- Careful selection of business partners (e.g. no collaboration with defense contractors or promoters of child labor) and commitment to World Vision guidelines

Corruption Prevention and Misappropriation of Donations

- Anti-corruption policy and reporting of incidents to an ombudsperson
- Internal guidelines to prevent the misappropriation and embezzlement of donations
- Annual transparency declaration by employees, Executive Board and Supervisory Board

Data Protection and Safeguards against System Failure

- Mandatory data protection privacy policy for all employees
- Servers and data located at a certified data center in Germany with on-site reviews by an independent data protection officer
- Storage of personal data records and order-related data in compliance with the German Federal Data Protection Act

Sustainable Impact of Project Work

- Regular monitoring visits, report reviews and evaluations of project work by the responsible country program coordinators
- Risk-oriented project controlling based on a risk assessment matrix
- Review of quarterly project financial reports by project controller
- Regular internal audits of project offices by the World Vision International audit team
- Continuous training of our staff at project sites
- Adaptation of project work to a changing environment to ensure effectiveness
- Publication of Impact Reports (2014 and 2016) with specific examples from projects

Stabilization of the General Conditions in the Project Region

- Participation in creating and building civic structures in the countries where we operate
- National and international advocacy work to comply with human rights and to fight against corruption



Ensuring the Protection of Children

- Comprehensive child protection policies; also mandatory for all external contacts
- Regular child protection training for all staff, and crisis management plan for incidents
- Consulting through in-house work group

Project Controlling

Project Success and Economic Sustainability

The long-term goal of any project work World Vision undertakes is the sustainable improvement of the living conditions of children and their families in our project regions. To ensure this, it is essential to regularly evaluate the effectiveness of our project activities. A key aspect of this is to assess the meaningful and purposeful use of funds: Are donations used efficiently and in accordance with the project goals in the developing countries? Are budget targets met or are there variances? Is the reporting meaningful and transparent? What measures are required? At World Vision Germany, the “Project Finance” team in the Department of International Programs deals with these and other finance-related questions. Together with the responsible country project coordinators, they assess the transparency and efficiency in the use of the donations entrusted to us in our projects.

Project Planning

Project proposals and budgets are examined in financial terms as early as during the planning phase. Multi-annual planning documents and annual budgets are the contractual foundation of cooperation between project partners, for example, between World Vision Ethiopia and World Vision Germany. This ensures compliance with agreements on goals and key quality standards.

Active Review, Evaluation and Advice during Project Implementation

Local World Vision staffers in the individual project countries are primarily responsible for project accounting and financial reporting, since they are familiar with local legal, economic and cultural realities. At the end of each quarter and year, all project partners must submit their financial reports to World Vision Germany. This can be particularly challenging for those project partners that already work under difficult conditions, such as frequent power outages or political instability. In this case, support from staff in the German office is in high demand, so that the financial reporting requirements can be met and the prudent use of donations is ensured.

Our employees in Germany check all financial reports based on the agreed-upon budget and goals. First, the fundamental quality of the report is under scrutiny, such as completeness, accuracy and compliance with the reporting period. Content-related aspects are equally

important: Are expenses appropriate and in proportion to the progress of the project? Are there variances, and what are their causes? Where could improvements be made and what developments must be taken into account in the future? We closely analyze the project reports to uncover areas with improvement potential and to take effective measures. In rare cases, sanctions are inevitable. They can range from payment suspension and claims for repayment of donations to the termination of a project. This allows us to ensure that the donations entrusted to us are used in an impact-oriented fashion.

Another area of responsibility of Project Controlling is to support the project partners in other areas of their financial management. For example, our German employees are responsible for secure payment transactions in the project countries and require acknowledgments of receipt. This practice helps reduce risks while at the same time ensuring project liquidity.

Benefits of International Partnerships

Thanks to the international World Vision partnership (see page 18), World Vision Germany benefits from already established structures in the project countries. For example, the finance departments in the individual World Vision country offices adhere to standard report formats, financial policies and control mechanisms which are used as a basis for regular project assessments both by internal and external auditors.

The compliance of the individual country offices with these standards is regularly determined by an independent audit department that reports to World Vision International. At the same time, they provide suggested improvements; their implementation is then checked during the next review of a country office. For all countries where projects are being implemented, World Vision Germany receives the individual audit reports to check their impact on its own projects and to initiate necessary corrective measures, if needed.

Audits by Public Authorities

Public donors to World Vision Germany, such as ECHO and EuropeAid, conduct audits on a selected number of the projects they fund at irregular intervals. The project finance department provides support during these audits to present detailed information to the donors and ensure that incurred expenses are presented in a transparent manner.

Control Mechanisms



Quality Standards, Codes and Voluntary Commitments



We are a member of the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP), a **network of Non-Governmental Organizations** dedicated to **strengthening humanitarian aid and accountability**.



We are signatories to the initiative called "Transparente Zivilgesellschaft" ("Transparent civil society") launched by Transparency International; being a signatory commits us to **publicly provide information on the sources and use of funds**. The commitments we have made as a partner in this initiative are available on World Vision's website.

Core Humanitarian STANDARD

The "Core Humanitarian Standard on Quality and Accountability" (CHS) is a voluntary code that describes the essential elements of principled, accountable and high-quality humanitarian action. Aid organizations commit to nine standards to improve the quality and effectiveness of the humanitarian aid they provide.



Code of Conduct

World Vision is committed to adhering to the Code of Conduct of the International Red Cross and the International Red Crescent for non-state relief organizations involved in disaster relief.

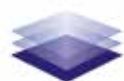


The Sphere Project

We participate in the Sphere Project, the **Charter for quality standards in humanitarian efforts**. World Vision was involved in the development of the Sphere Project, which encourages better assistance for disaster victims and better accountability to donors, sponsors and aid recipients.



We apply for and regularly receive the DZI **quality mark for fundraising**, which has been awarded to us annually since our 2003 application.



Initiative
Transparente
Zivilgesellschaft

We are signatories to the Transparency International initiative that advocates for the disclosure of certain information on the Internet. The signatories of this initiative agree to make ten relevant pieces of information about their organization easy to find on their websites and thus accessible to the general public. These include, for example, an organization's bylaws, the names of its key decision makers and information about sources and use of funds, as well as the personnel structure. Among the bodies governing this initiative are VENRO, Transparency Germany, the DZI and the German Council of Fundraising Organizations (Deutscher Spendenrat).



Auswärtiges Amt

As a member of the Coordination Committee of the German Federal Foreign Office, we adhere to the **twelve principles** of German humanitarian aid abroad.

VENRO

We are a member of the Association of German Non-Governmental Organizations for Development and Humanitarian Aid (VENRO) and are committed to adhering to the following codes of conduct which we actively participated in developing: **"VENRO Code of Conduct on transparency, organizational management and monitoring"**, **"VENRO Code on development-related public relations"**, **"VENRO Code on children's rights: Protection of children from abuse and exploitation in development cooperation and humanitarian aid"**: We commit ourselves to the development and use of appropriate instruments and structures for preventing and dealing with cases of abuse.



We are a member of the German Council of Fundraising Organizations and have embraced, beyond current law, the **Commitment Declaration** of the German Council of Fundraising Organizations to achieve greater transparency and accountability.



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Finances

Financial Report 2016

General Information

As a non-profit organization, World Vision Germany is required to demonstrate that its management has acted in accordance with the provisions of its bylaws and of the German law governing non-profit organizations by properly recording income and expenses. In addition, World Vision voluntarily makes available both a voluntary balance sheet and a corresponding profit and loss account in accordance with the provisions of the German Commercial Code (HGB) for large corporations. The financial statements of the organization for the period ending September 30, 2016 were prepared in accordance with the provisions of Sections 242 ff. and complementary provisions of Sections 264 ff. HGB that apply to businesses, insofar as these are logically applicable. Moreover, a status report was added to the annual report.

The voluntary audit of the annual financial statements occurs in accordance with the provisions of Sections 316 ff. HGB and the principles of orderly audits of the Institute of Public Auditors in Germany (IDW). The provisions of the public interest law and the corresponding tax provisions of the German Fiscal Code – such as the appropriate and timely use of funds and the creation of reserves – were observed.

Below please find an explanation of the accounting and evaluation methods used, followed by the balance sheet. As part of the Explanatory Notes on the Balance Sheet, income is listed in detail by individual sources of income on page 71. To improve clarity, expenses are presented on page 73 under “Explanatory Notes on the Use of Funds” in accordance with the guidelines of the DZI (please see dzi.de/dzi-institut/downloads) and personnel and advertising expenses as well as public relations work from page 72. In addition, starting on page 76, results are reported by categories that correspond with the requirements of the German Council of Fundraising Organizations (see also spendenrat.de).

Accounting and Evaluation Methods

The structures of the balance sheet and of the profit and loss account is based on the commercial provisions of Sections 266 and 275 HGB with adjustments or additions in accordance with Section 265 HGB to take certain specifics into consideration that result from the tasks and structure of an association that operates as an international relief organization, which is mostly financed by donations.

The profit and loss account was prepared on the basis of IDW RS HFA 21 (Institute of German Public Auditor' main committee's statement on financial reporting, no. 21) according to the cost-of-sales method based on Section 275 (3) HGB.

Accounting and evaluation are done in accordance with generally accepted accounting principles on the basis of acquisition cost and by taking into consideration the lowest value method and the principles of commercial prudence. Intangible assets and tangible fixed assets acquired against payment are valued at acquisition or manufacturing cost, less the accrued and scheduled depreciation during the fiscal year. Fixed assets are depreciated according to the linear depreciation method. Low-value assets are written off completely during the year of their acquisition.

The financial assets of the fixed assets are also reported at acquisition cost. Depreciation of securities to lower values was done if required to adapt to anticipated permanently lower market values.

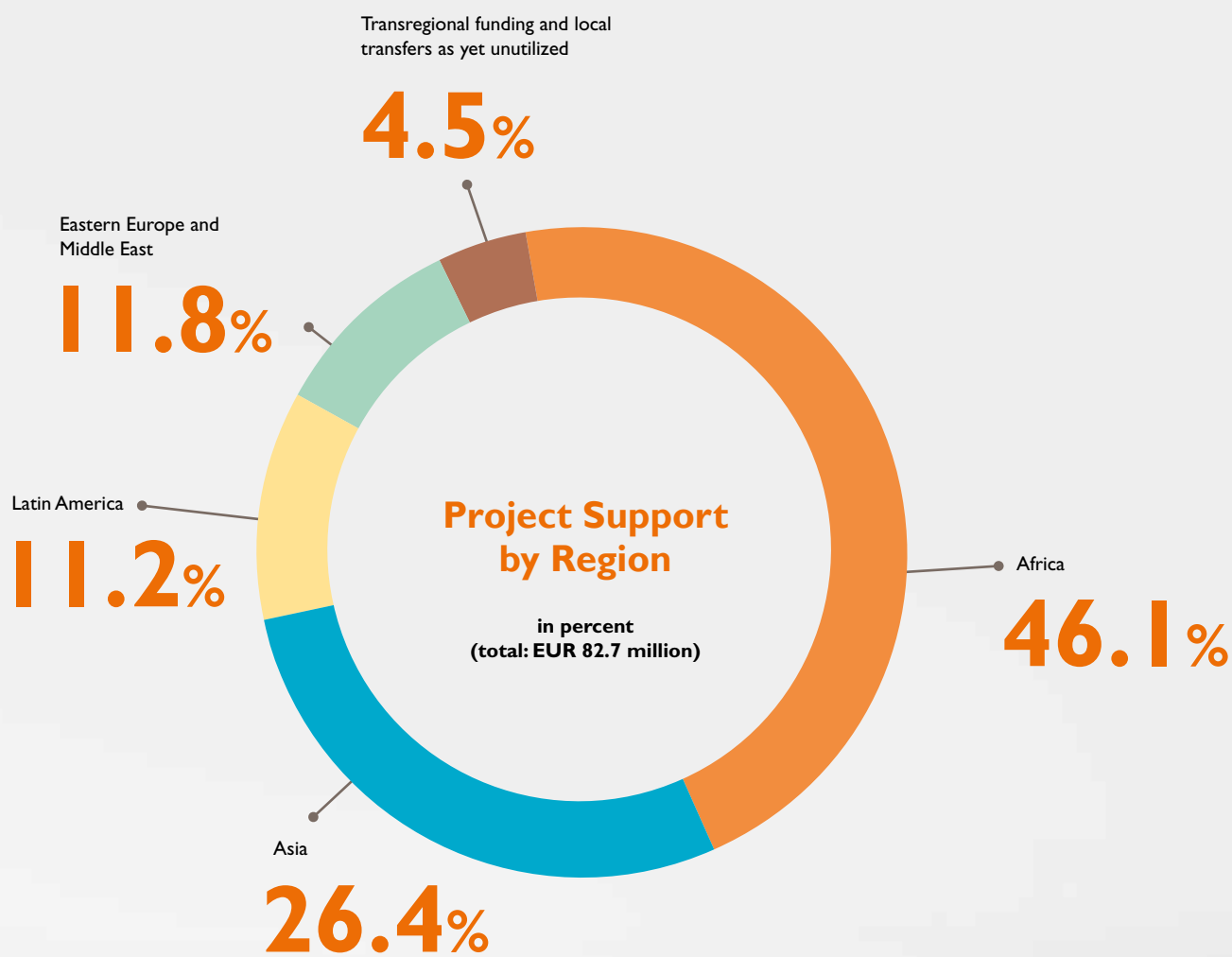
Inventory is valued at acquisition cost at the lower of cost or market. Receivables and other assets are reported at face value. All receivables have a remaining maturity of up to one year. Cash in hand and Balances at financial institutions are recorded at their nominal value.

Accruals are reported at their settlement value determined in accordance with the principles of commercial prudence. Liabilities are shown at their respective repayment values on the passive side of the balance sheet and are not secured by liens or similar rights. With few exceptions, all liabilities have a remaining maturity of up to one year.

Transfer payments to the projects are predominantly made in US dollars and are posted at their actual conversion rates in euros. Foreign currency receivables and liabilities (exclusively in US Dollars) and bank balances are recorded at the current exchange rate on the date of receipt and are, if necessary, revalued as of the reporting date.

Material donations received are valued and shown at the proven and documented time and market value of the individual goods.

Current assets have been amended with the item project assets. These are donations that have been transferred but have not been spent locally. Project expenses which project offices have already paid in advance will be shown as liabilities to affiliated aid organizations.



Explanatory Notes on the Balance Sheet

Total assets increased by EUR 7.1 million (17%) from the previous year to EUR 49.6 million as of the reporting date. The increase is primarily due to reporting-date considerations of liquid assets. However, fixed assets remained largely unchanged. Receivables, other assets and deferred income decreased by a total of EUR 0.5 million. The ratio of non-current assets to total assets decreased to 17.5% in FY 2016, which is primarily due to the increase in current assets (EUR +7.1 million).

Assets

A. Fixed assets

- I. Intangible assets include licenses and computer software. During FY 2016, this item rose to EUR 31,000.
- II. Tangible fixed assets consist primarily of office equipment and tenant installations, as well as vehicle fleet and IT systems and amount to EUR 0.8 million as in the previous year.
- III. Financial assets include loans (EUR 1.7 million), share holdings (EUR 7,000) and securities held as fixed assets (EUR 6.1 million). Since FY 2011, the majority of securities has been professionally managed by an external asset management company (EUR 5.0 million). The majority of financial assets can be liquidated in the short-term, if needed. Securities can be divided into three asset classes: 77.5% of funds are invested in fixed-income securities in accordance with our investment policy (minimum of 70%). Additional investments are made in shares (22.3%), as well as in fund shares (0.2%). Furthermore, the amount of EUR 1.1 million was invested in micro-finance and real-estate funds. Investments take into consideration World Vision's guidelines, which include various sustainability criteria and prohibit, for example, any connection to child labor, human rights violations, corruption, disregard for environmental protection, gambling, drugs, pornography and arms.

B. Current assets

- I. Inventories consist of aid supplies valued at EUR 0.5 million designed for rapid deployment in the event of disasters.

Among other items, World Vision has modules in storage for child protection centers for use in disaster areas as well as hygiene and kitchen kits.

- II. The item project assets includes funds already transferred to projects but not yet spent locally as of the date of the balance sheet (EUR 6.1 million). In addition, repayment claims from projects in the amount of EUR 25,000 are shown that were financed by public sources and had been completed as of the date of the balance sheet.
- III. Receivables and other assets amount to EUR 5.4 million as of the date of the balance sheet. These include receivables from associated aid agencies at EUR 2.5 million. These are primarily two loans to Vision Fund International, World Vision's non-profit micro-finance institution (EUR 2 million), which funds micro-finance activities. Other assets amount to EUR 2.9 million and comprise receivables from pre-financed projects that are financed by the public sector and cooperation partners and involve approved funds that have not been paid out yet (EUR 2.8 million). In addition, they contain advance payments made, accrued interest and various other receivables. All Receivables and other assets have remaining maturities of up to one year.
- IV. The item cash and bank balances (EUR 28.8 million) includes primarily fixed deposits and overnight deposits that must be available in the short term to finance our project work. All cash and cash equivalents are in low-risk investments and, in accordance with budget planning and controls, are transferred as promptly as possible to the individual projects. The increase in cash and cash equivalents to EUR 6.6 million compared to the previous year results primarily from reporting date considerations.

C. Accruals and deferrals

The accruals and deferrals of EUR 0.2 million primarily include expenses for IT maintenance as well as contributions and insurance that were invoiced during the calendar year.

Balance Sheet as of September 30, 2016

ASSETS	30.09. 2016	30.09. 2015	EQUITY AND LIABILITIES	30.09. 2016	SEP 30, 2015
A. Fixed assets			A. Equity		
I. Intangible assets	EUR 30,860	EUR 9,862	I. Assigned capital	EUR 1,176,997	EUR 1,176,997
II. Tangible fixed assets	EUR 763,919	EUR 797,278	II. Reserves	EUR 15,782,010	EUR 15,576,824
III. Financial assets	EUR 7,871,418	EUR 7,888,972			
Total fixed assets	EUR 8,666,198	EUR 8,696,112	Total Equity	EUR 16,959,008	EUR 16,753,821
B. Current assets			B. Donated funds not yet spent		
I. Inventories	EUR 474,037	EUR 535,823	I. Liabilities from funds for disasters not yet used as assigned	EUR 4,978,710	EUR 6,450,619
II. Project assets	EUR 6,137,843	EUR 5,031,247	II. Liabilities from funds for sponsorship projects, development cooperation projects, etc., yet to be used as assigned	EUR 10,660,243	EUR 5,013,067
III. Receivables and other assets	EUR 5,362,734	EUR 5,840,463			
IV. Cash and bank balances	EUR 28,774,671	EUR 22,199,892	Total project liabilities	EUR 15,638,952	EUR 11,463,686
Total current assets	EUR 40,749,284	EUR 33,607,425	C. Accrued liabilities	EUR 1,708,038	EUR 1,357,079
C. Accruals and deferrals	EUR 197,248	EUR 173,404	D. Liabilities	EUR 15,306,732	EUR 12,902,353
Total ASSETS	EUR 49,612,730	EUR 42,476,941	Total EQUITY AND LIABILITIES	EUR 49,612,730	EUR 42,476,941





Liabilities

A. Equity

- I. Assigned capital remains unchanged at EUR 1.2 million.
- II. Reserves increased by EUR 0.2 million to EUR 15.8 million during the reporting year. To achieve its mission as listed in its bylaws, the organization has committed itself to building a working capital reserve covering project payment commitments to ensure a reliable, continuous flow of funds to the projects – even if donations decline or there is a lack thereof. If donation income declines or there is a lack thereof, these reserves will then ensure the fulfillment of transfer commitments, financing of projects and maintaining of business operations. Project run times of 10 to 15 years as a rule and annual transfer payments of 80 to 85 million euros require here a farsighted course of action.

B. Donated funds not yet spent

Funds for disasters (EUR 5.0 million) that were received during the reporting year but not transferred to the individual projects are, as in the previous year, listed under liabilities, item “liabilities from funds for disasters yet to be used as assigned”. The adjustment to liabilities recognized in the profit and loss account reduces revenues via the profit and loss account item “Donated funds not yet spent” in the fiscal year. A large part of disaster funds are funds for the Syrian refugee catastrophe in Iraq, Lebanon and Jordan (EUR 1.1 million), the earthquake disaster in Nepal (EUR 1.0 million), the global refugee crisis (EUR 1.0 million) as well as Typhoon Haiyan in the Philippines (EUR 0.8 million). Donations, which were received during the current year but were either not yet transferred or not

yet spent locally, are reported as “liabilities from funds for sponsorship projects, development cooperation projects, etc. yet to be used as assigned” and amount to EUR 10.7 million. The increase by EUR 4.3 million is due to deferring the use of funds to the following year.

The overall EUR 15.6 million of funds not spent consists of EUR 8.4 million in income through donations, EUR 4.0 million in public grants and EUR 3.2 million in transfers from other non-profit organizations.

C. Accrued liabilities

Other accrued liabilities (EUR 1.7 million) take into account inter alia future human resources expenses (such as remaining annual leave and overtime), the cost of the audit of the annual financial statements and outstanding invoices as of the date of the balance sheet.

D. Liabilities

This balance sheet item primarily comprises liabilities to affiliated aid organizations (EUR 8.0 million) that primarily consist of liabilities from project advance payments from other NGOs and cooperation partners (EUR 5.3 million), as well as pending fund transfers to project countries, for which the individual offices have already made payment in advance (EUR 1.8 million). In addition, there are liabilities to the public sector from project grants received (EUR 6.4 million) that were received by the organization before the reporting date but were not yet transferred. As of the date of the balance sheet, the organization also had liabilities from deliveries and services in the amount of EUR 0.5 million and other liabilities amounting to EUR 0.4 million.



Explanatory Notes on the Profit and Loss Account

Notes on comparisons with other organizations

A comparison of World Vision's financial numbers with those of other non-profit organizations is difficult to make due to the use of different accounting methods and variable organizational structures in the non-commercial sector. While other organizations transfer project control/management and use of funds to their foreign partners, World Vision monitors and manages projects through its own department of experts in Germany. The expense is incurred in Germany, which means that comparisons regarding the operating efficiency of various organizations should take into consideration all project-related expenses – domestically as well as internationally.

The percentage of individual expense categories (project support, project coaching, etc.) refers to the total expense of the German organization in accordance with DZI guidelines and can therefore only be compared conditionally to organizations with different structures. When assessing the appropriateness of the use of advertising expenses, one must take into account that these are used only for raising funds from individuals (and not for grants from public donors). To arrive at meaningful numbers, it is therefore advisable to relate the share of advertising expenses only to the income received from individual donors. At World Vision Germany, this share is 11.13%.

Sources of Income

In this fiscal year, World Vision Germany had a total income of EUR 108.9 million (compare to the total income on page 71; see explanation on page 68 B).

I. Income from donations, similar income and grants during the fiscal year

In FY 2016, project-related income has increased by EUR 12.7 million over the previous year and amounts to a total of EUR 107.9 million.

Sponsorship contributions continue to represent the largest source of income with EUR 54.7 million and are at a constant level. In the area of other development cooperation projects (EUR 8.4 million) there was an increase by EUR 1.3 million. As in FY 2015, special fundraisers, such as the “Das Gute Geschenk” fundraiser (“The good gift”) contributed considerably to the increase in 2016. In addition, we saw an increase by EUR 0.4 million over the previous year in donations for micro-credit projects that are also included in this item. At EUR 1.6 million, individual donations for humanitarian aid projects are lower than the previous year value of EUR 4.8 million, which included a large donation for the earthquake in Nepal. This income is largely dependent on the occurrence of disasters and is therefore volatile. In

2016, the income consists primarily of donations for the global refugee catastrophe (EUR 0.8 million), the refugee crisis in Syria and Lebanon (EUR 0.1 million) and El Niño (EUR 0.4 million).

Public grants of EUR 23.3 million for disaster relief and development cooperation projects contribute significantly to the income growth. The increase by EUR 4.9 million is based on a successful application for funding for in-house projects as well as for joint projects with other global organizations and the development of cooperative activities with the World Food Program (WFP). World Vision Germany's main partners in this financial year included the WFP (EUR 6.6 million), EuropeAid (EUR 4.9 million), SIDA (EUR 2.4 million), the United Nations (EUR 0.7 million), the German Federal Foreign Office (EUR 1.9 million) and the BMZ (EUR 3.5 million). The funds were used mainly for projects in Somalia (EUR 4.6 million), Sudan (EUR 4.5 million), Kenya (EUR 1.9 million), Jordan (EUR 1.7 million), and in Iraq and Lebanon (EUR 2.1 million).

In comparison to FY 2015, Income from cooperation partners increased by EUR 10.8 million to EUR 15.8 million and results in particular from the organization's cooperation with “Aktion Deutschland Hilft”. The income received from cooperation partners was used mainly for disaster relief in the Philippines after Typhoon Haiyan (EUR 6.3 million), for assistance after the earthquake in Nepal (EUR 3.1 million) as well as for Syrian refugees in Iraq (EUR 1.2 million) and in Jordan (EUR 1.4 million).

The other donations and other income of EUR 3.9 million are mainly annual special donations that sponsors make in addition to their regular donations, donations from corporate partners, unrestricted donations and transfers from the World Vision Foundation to the tune of EUR 15,000. In addition, the organization had income of EUR 0.1 million resulting from fines during the reporting year.

II. Income from Asset Management

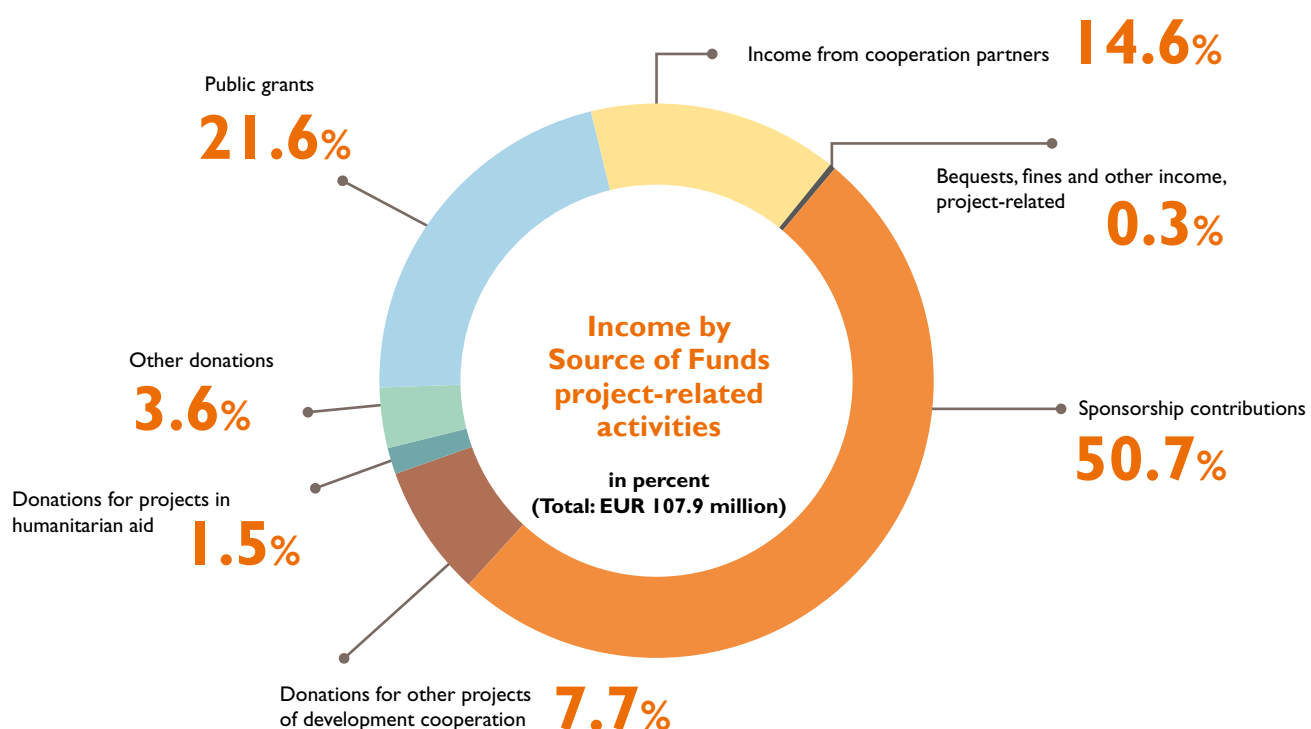
Income from asset management (EUR 0.8 million) refers to income from sponsorship agreements (EUR 0.5 million), interest income and income from financial assets (EUR 0.3 million).

III. Income from Business Operations

Income from business operations refers primarily to reimbursements for IT support services from smaller European World Vision partner offices. The organization received reimbursements in the amount of EUR 0.2 million to cover personnel and non-personnel costs during FY 2016.

Income Fiscal Year 2016

	2016		2015	
	Income	Percent	Income	Percent
Project-related activities				
Sponsorship contributions	EUR 54,683,822	50.7%	EUR 55,659,040	58.5%
Donations for other projects of development cooperation	EUR 8,351,147	7.7%	EUR 7,093,336	7.5%
Donations for projects of humanitarian aid	EUR 1,608,194	1.5%	EUR 4,843,747	5.1%
Other donations	EUR 3,912,558	3.6%	EUR 3,892,476	4.0%
Total Donations	EUR 68,555,721		EUR 71,488,599	
Public grants	EUR 23,272,868	21.6%	EUR 18,414,340	19.4%
Income from cooperation partners	EUR 15,751,236	14.6%	EUR 4,974,600	5.2%
Income from fines	EUR 92,428	0.1%	EUR 161,224	0.2%
Other income, project-related	EUR 221,032	0.2%	EUR 125,636	0.1%
Other income, project-related	EUR 107,893,285	100.0%	EUR 95,164,398	100.0%
Utilization of funds from the previous year	EUR 11,463,686		EUR 5,220,755	
Unused funds for the fiscal year	EUR 15,638,952		EUR 11,463,686	
Total income, project-related	EUR 103,718,019		EUR 88,921,466	
Non-project-related				
Asset Management	EUR 825,753		EUR 673,805	
Business operations	EUR 194,263		EUR 267,863	
Total income	EUR 104,738,035		EUR 89,863,135	



Explanatory Notes on the Use of Funds

World Vision Germany's total expenses in FY 2016 amount to EUR 104.4 million.

I. Project expenses represent the largest share at EUR 89.0 million and a percentage of 85.4% of total expenses.

a) EUR 82.7 million goes to direct project funding, which is composed as follows:

- Transfers of individual donation income: EUR 45.5 million
- Transfers of public funds received: EUR 22.7 million

The UN World Food Program financed mainly projects in Sudan, Kenya and Somalia. SIDA funds were appropriated for humanitarian aid in Somalia. Funds received from the European Union were used inter alia in Lebanon, Swaziland, Burundi and Zimbabwe. Aid funds received from the German Federal Foreign Office were mainly designated for Sudan, Congo, and Iraq. Funds received from BMZ were used in Jordan, Gaza, Serbia, Mongolia and Congo.

- Transfers of funds received from cooperation alliances: EUR 14.5 million

The amount of transfer payments is adjusted to the current situation in the project country as well as to project progress. Budget planning, as well as the related transfer of funds, occurs predominantly in US dollars. With the help of currency hedging transactions, a large part of the planned transfer payments are secured to counteract the effects of exchange-rate risks.

b) Project coaching includes the support of projects from Germany, as well as related upstream and downstream activities. Expenses amount to EUR 4.3 million in FY 2016.

c) Statutory campaign, education and awareness work is used to create an awareness in the public for development policy issues. For example, the organization supports schools with lectures and campaigns as part of project days, organizes parliamentary evening events on subjects of development cooperation, and is involved in campaigns and provides traveling exhibits. This type of work is a separate mission of the organization as listed in its bylaws. In FY 2016, EUR 2.0 million was spent on this.

II. Expenses for administrative, supporting and management activities amount to EUR 15.2 million which is 14.6% of total expenses and appropriate according to DZI guidelines.

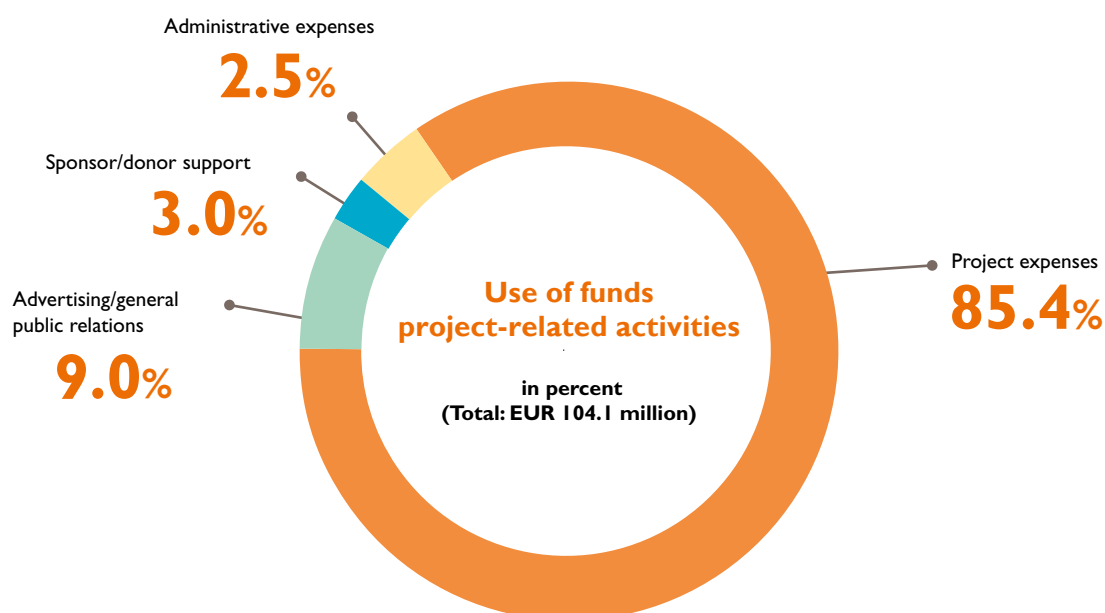
a) Advertising and general public relations expenses refers to donor advertising expenses and, at EUR 9.4 million, represents 9.0% of total expenses. The increase vis-à-vis the previous year is largely due to changes in DZI's allocation criteria and the achievement of strategic objectives.

b) Sponsor and donor support expenses amount to EUR 3.1 million (3.0% of total expenses) in the current reporting year.

c) Administrative expenses refer to the organization as a whole and ensure the basic functions of business operations and operational processes. At EUR 2.7 million, this item equals a share of 2.5% of total expenses and is EUR 1.1 million less than the previous year. The decrease is due to changes in DZI's allocation criteria, among other factors.

Use of funds in Fiscal Year 2016

	2016		2015	
	Amounts	Percent	Amounts	Percent
Expense, project-related activities				
I. Project Expenses				
a) Project funding	EUR 82,689,240	79.4%	EUR 68,073,727	76.3%
b) Project coaching	EUR 4,283,141	4.1%	EUR 3,898,456	4.4%
(c) Statutory campaign, education and public relations work	EUR 2,014,601	1.9%	EUR 3,626,329	4.1%
Subtotal	EUR 88,986,982	85.4%	EUR 75,598,512	84.8%
II. Expenses for administrative, supporting and management activities				
a) Advertising and general public relations	EUR 9,392,714	9.0%	EUR 7,159,631	8.0%
b) Sponsor and donor support	EUR 3,110,242	3.0%	EUR 2,673,326	3.0%
c) administration	EUR 2,652,792	2.5%	EUR 3,782,658	4.2%
Subtotal	EUR 15,155,748	14.6%	EUR 13,615,616	15.2%
Total expense, project-related activities	EUR 104,142,730	100.0%	EUR 89,214,128	100.0%
Other Expenses, non-project-related	EUR 290,120		EUR 357,803	
Total expenses	EUR 104,432,850		EUR 89,571,931	
Withdrawals from reserves	EUR 0		EUR 0	
Addition to reserves	EUR 305,186		EUR 291,203	
Total after addition to reserves	EUR 104,738,035		EUR 89,863,135	



Personnel expenses

Personnel expenses for salaries and incidental wage costs for the equivalent of 153 full-time employees (work hours per full time employee = 40 hour/week) were EUR 8.9 million, as in the previous year.

World Vision Germany is currently developing a position evaluation structure with external support that will be finalized in 2017. In principle, the compensation for employees of World Vision Germany is similar to that of employees under the German Civil Service Collective Agreement (TVÖD = Tarifvertrag für den öffentlichen Dienst).

Both members of the Executive Board are full-time employees and received overall compensation of EUR 281,000. Salaries are not published individually for privacy reasons.

Advertising and General Public Relations Expenses

In FY 2016, expenses for advertising and general public relations (EUR 9.4 million) represent the use of media (print, radio, TV and Internet) at 68.8%, publications and mailings at 9.7% and other advertising at 21.1%. Other advertising refers, among other items, to direct

campaigns to recruit new donors and sponsors (such as face-to-face campaigns). As far as it is economically viable, individual tasks, such as the design and implementation of advertising campaigns, translation services, market analyses and other consulting services are outsourced to external providers. During fiscal year 2016, the following partners supported us in the implementation of our tasks: Goldbach Interactive, Serviceplan Gruppe, DialogDirect and Artus Interactive. The hiring of external service providers occurs based on a defined award procedure and is reviewed on a regular basis to ensure the optimal use of our funds. If possible, we avoid commission payments; they amounted to EUR 710 in FY 2016 in connection with online advertising. In addition, two service providers pay success-related compensation in the area of direct campaigns (face-to-face). Here, only regular committed donations are raised so that incomes exceed the success-related compensation by a wide margin.

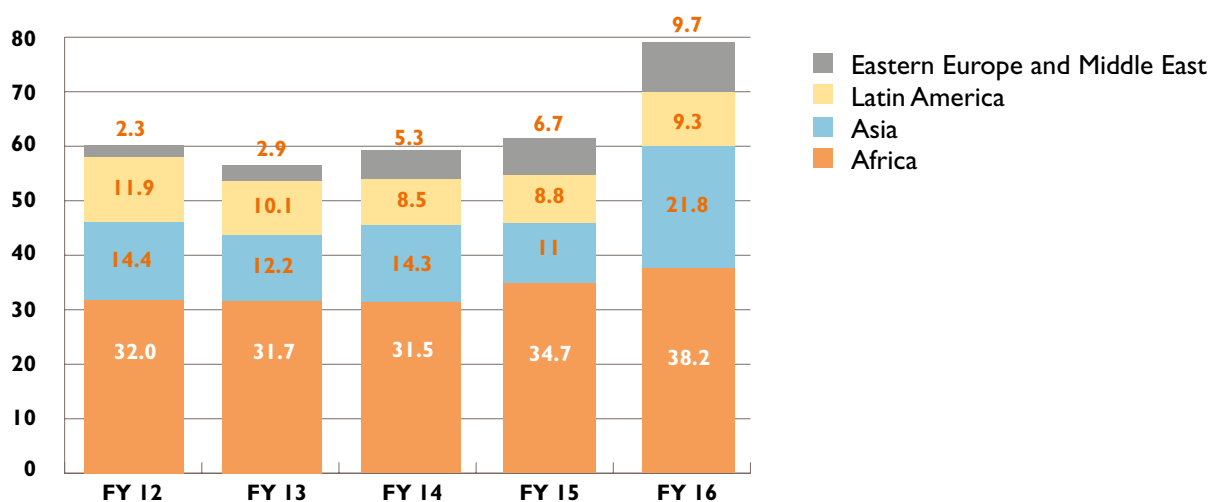
Year-end result and reserves

The positive annual output of the financial year in 2016 at the rate of 0.3 million euros was stopped into the reserves.



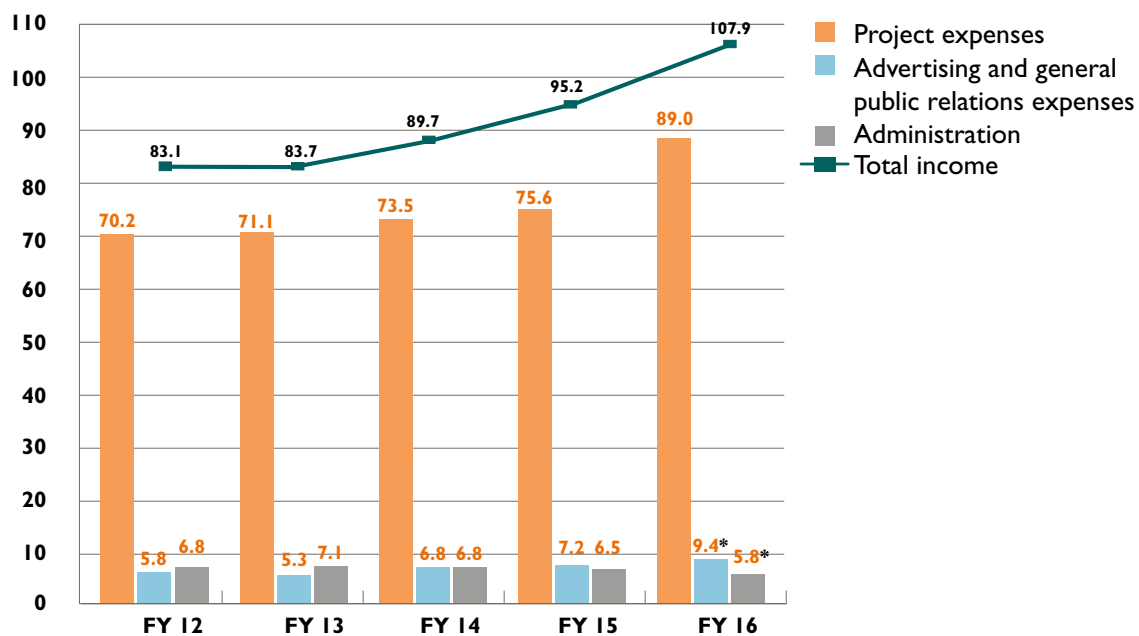
Funding by region

in fiscal years 2012 to 2016 in million EUR (excluding transregional funding)



Expenses and Income

in fiscal years 2012 to 2016 in million EUR



*Change particularly due to changes in DZI's allocation criteria

Presentation by Category

(in euros, following the category accounting of the German Council of Fundraising Orga

Time period: Oct. 1, 2015 – Sep. 30, 2016		Project-related activities				
Line	Description	Direct project-related activities (project funding)	Direct project-related activities (project coaching)	Statutory campaign, Education and Public relations expenses	Subtotal project-related activities (direct)	General administration (incl. management)
1	Donations and similar income	EUR 103,496,987			EUR 103,496,987	
2	Other operational income	EUR 221,032			EUR 221,032	
3	Subtotal income	EUR 103,718,020			EUR 103,718,020	
4	Direct expenses for statutory purposes/ project work	EUR 82,572,465	EUR 808,677	EUR 521,555	EUR 83,902,697	EUR 290,763
5	Personnel expenses	EUR 70,599	EUR 2,680,620	EUR 999,643	EUR 3,750,861	EUR 1,489,331
6	Depreciation, tangible fixed assets	EUR 955	EUR 29,894	EUR 10,942	EUR 41,790	EUR 28,542
7	Advertising and marketing expenses			EUR 22,785	EUR 22,785	EUR 42
8a	Travel expenses	EUR 3,264	EUR 70,149	EUR 64,193	EUR 137,607	EUR 35,954
8b	Outside services	EUR 910	EUR 75,788	EUR 96,736	EUR 173,433	EUR 265,264
8c	Postage and telecommunications	EUR 1,781	EUR 42,175	EUR 39,362	EUR 83,319	EUR 28,374
8d	Rent and premises	EUR 5,953	EUR 164,344	EUR 81,028	EUR 251,325	EUR 87,606
8e	Office expenses	EUR 10,299	EUR 322,534	EUR 133,860	EUR 466,693	EUR 212,192
8f	Monetary transactions expenses	EUR 7,700		EUR 12	EUR 7,712	EUR 51,774
8g	Other expenses	EUR 11,271	EUR 88,960	EUR 44,486	EUR 144,717	EUR 162,949
8h	Subtotal other operational expenses (8a – 8g)	EUR 41,177	EUR 763,950	EUR 459,677	EUR 1,264,804	EUR 844,114
9	Subtotal expenses	EUR 82,685,195	EUR 4,283,141	EUR 2,014,601	EUR 88,982,938	EUR 2,652,792
10	Income from financial assets					
11	Other interest and similar income					
12	Depreciation of financial assets and securities, current assets					
13	Interest and similar expenses	EUR 4,045			EUR 4,045	
14	Subtotal financial results	EUR -4,045			EUR -4,045	
15	Result from ordinary Operating activities	EUR 21,028,780	EUR -4,283,141	EUR -2,014,601	EUR 14,731,037	EUR -2,652,792
16	Taxes on income and earnings					
17	Annual result	EUR 21,028,780	EUR -4,283,141	EUR -2,014,601	EUR 14,731,037	EUR -2,652,792

Summary of income and expenses

18	Total income (incl. financial income) lines 3 + 10 + 11	EUR 103,718,020			EUR 103,718,020	
19	Total expenses (incl. financial expenses) lines 9 + 12 + 13 + 16	EUR 82,689,240	EUR 4,283,141	EUR 2,014,601	EUR 88,986,982	EUR 2,652,792

anizations)¹

				Asset management	Taxable business operations	
Sponsor and donor service	Fundraising advertising	Subtotal project-related activities (indirect)	Total statutory activities			Total, Profit and Loss Account
			EUR 103,496,987			EUR 103,496,987
			EUR 221,032	EUR 532,856	EUR 194,263	EUR 948,151
			EUR 103,718,020	EUR 532,856	EUR 194,263	EUR 104,445,139
	EUR 510,034	EUR 800,797	EUR 84,703,494			EUR 84,703,494
EUR 1,969,786	EUR 1,607,720	EUR 5,066,836	EUR 8,817,698		EUR 63,949	EUR 8,881,647
EUR 31,559	EUR 23,695	EUR 83,795	EUR 125,585			EUR 125,585
EUR 15,467	EUR 6,433,965	EUR 6,449,474	EUR 6,472,259			EUR 6,472,259
EUR 25,595	EUR 67,305	EUR 128,853	EUR 266,460			EUR 266,460
EUR 256,858	EUR 224,910	EUR 747,032	EUR 920,465			EUR 920,465
EUR 184,623	EUR 116,562	EUR 329,560	EUR 412,878			EUR 412,878
EUR 185,903	EUR 105,643	EUR 379,151	EUR 630,476			EUR 630,476
EUR 369,794	EUR 209,610	EUR 791,596	EUR 1,258,289		EUR 129,340	EUR 1,387,628
		EUR 51,774	EUR 59,486	EUR 40,294		99,780
EUR 70,658	EUR 93,272	EUR 326,880	EUR 471,597	EUR 6,860		EUR 478,457
EUR 1,093,430	EUR 817,301	EUR 2,754,846	EUR 4,019,650	EUR 47,154	EUR 129,340	EUR 4,196,144
EUR 3,110,242	EUR 9,392,714	EUR 15,155,748	EUR 104,138,686	EUR 47,154	EUR 193,289	EUR 104,379,129
				EUR 173,855		EUR 173,855
				EUR 119,042		EUR 119,042
				EUR 41,575		EUR 41,575
			EUR 4,045			EUR 4,045
			EUR -4,045	EUR 251,322		EUR 247,277
EUR -3,110,242	EUR -9,392,714	EUR -15,155,748	EUR -424,711	EUR 737,023	EUR 974	EUR 313,287
				EUR 6,266	EUR 1,835	EUR 8,101
EUR -3,110,242	EUR -9,392,714	EUR -15,155,748	EUR -424,711	EUR 730,757	EUR -861	EUR 305,186
			EUR 103,718,020	EUR 825,753	EUR 194,263	EUR 104,738,036
EUR 3,110,242	EUR 9,392,714	EUR 15,155,748	EUR 104,142,730	EUR 94,996	EUR 195,124	EUR 104,432,850

1. The representation according to the requirements of the German Council of Fundraising Organizations was further differentiated by World Vision (breakdown of other expenses into the individual items on lines 8a – 8g and breakdown of indirect expenses into columns "General administration (including management)" and "Sponsor and Donor Service").
2. These numbers can also be found in the income overview on page 71.
3. These numbers can also be found in the use of funds statement on page 73.



The Declaration of Commitment by member organizations of the German Council of Fundraising Organizations.



World Vision Germany is a member of the German Council of Fundraising Organizations (Deutscher Spendenrat e. V.) which aims to uphold and promote the ethical principles in the area of charitable contributions in Germany and to ensure proper, fiduciary handling of donations through voluntary self-regulation. Our organization is committed to adhering to the free and democratic order as laid down in the German Constitution. As part of the annual Declaration of Commitment, World Vision confirms to the German Council of Fundraising Organizations inter alia the existence of our non-profit status and our compliance with the legal regulations of data protection and guidelines for consumer protection.

In addition, we commit to publishing our Annual Report no later than nine months after the end of our fiscal year. In the Annual Report, we provide information truthfully, transparently, understandably and comprehensively. It contains an activity/program report on general context, services provided, and developments and trends in the area of responsibility of the organization. The audit of our annual financial statements (including the management report), as well as our four-column accounting are prepared in accordance with requirements of the German Council of Fundraising Organizations, applicable guidelines

of the German Institute of Public Auditors (IDW) and the principles of non-profit tax laws.

We confirm that our organizational structures prevent possible conflicts of interest on part of the responsible and acting individuals, and we commit ourselves to the publication of essential contractual principles and any corporate law-related interdependence in our Annual Report.

We refrain from any advertising that violates common decency and honest practices. We do not engage in any membership or donation advertisement with the help of gifts, benefits or promises of or the granting of other benefits that are not directly related to the mission stated in our bylaws or are disproportionately expensive. We refrain from the sale, leasing or exchange of member or donor addresses and do not offer or pay any commissions within the framework of the provisions of the principles of the German Council of Fundraising Organizations for the acquisition of donations.

We take note of donor restrictions, explain the handling of project-related donations and do not forward any donations to other organizations or identify the forwarding of donations to other organizations and inform about their amount.



The full Declaration of Commitment is available on our website at the following link: worldvision.de/world-vision-transparenz-und-kontrolle-selbstverpflichtung.php

Audit opinion by external auditor

To World Vision Deutschland e.V., Friedrichsdorf

We have audited the annual financial statements – consisting of Statement of Financial Position, Statement of Activities and appendix – including the accounting, and the status report of World Vision Deutschland e.V., Friedrichsdorf, for the fiscal year from October 1, 2015 to September 30, 2016. Accounting and the preparation of the financial statements and status report in accordance with provisions of the German Commercial Code are the responsibility of the Executive Board of the association. Our responsibility is to express an opinion on these financial statements, including the accounting and the status report, based on our audit.

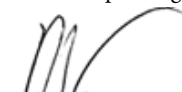
We conducted our audit in accordance with Section 317 HGB (German Commercial Code) taking into consideration the German standards on orderly year-end audits as defined by the German Institute of Public Auditors (IDW). These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement or violation that might impact the presentation of the asset, financial and earnings position in the financial statements and the status report, taking into consideration generally accepted auditing standards. When determining audit activities, we take into consideration our knowledge of the business operations and the economic and legal environment of the association as well as the expectations regarding potential errors. The audit includes, mostly on a test basis, the assessment of accounting-related internal controls systems as well as proof of accounting-related information, and of the information in the financial statements and status report. The audit also includes assessing the accounting principles used and significant estimates made by the Executive Board, as well as evaluating the overall financial statement and status report presentation. We believe that our audit provides a reasonable basis for our opinion.

Our audit did not lead to any objections.

Based on the findings obtained in our review, the annual financial statements comply with statutory provisions and, by conforming to generally accepted accounting principles, present fairly the asset, financial and earnings position of the association. The status report conforms to the annual financial statements, presents fairly the overall position of the association and accurately represents future opportunities and risks.

Frankfurt am Main, January 16, 2017

PricewaterhouseCoopers
Aktiengesellschaft
Wirtschaftsprüfungsgesellschaft


Dirk Fischer
Wirtschaftsprüfer
(Auditor)


ppa. Michaela Rehr
Wirtschaftsprüferin
(Authorized representative Auditor)



The audited Annual Financial Statements are available at worldvision.de/jahresabschluss.

As part of the Annual Financial Statement audit, we also confirmed compliance with the Voluntary Declaration of Commitment to the German Council of Fundraising Organizations. Furthermore, the four-column accounting statements were properly prepared in accordance with the requirements of the German Council of Fundraising Organizations, and the allocation of income and expenses was done according to DZI quality mark standards.

Strategy and Outlook

Fiscal year 2017 will be marked in large measure by strategic planning. Every five years, we fundamentally evaluate our organization's strategic orientation and revise it so that our work is structured even more efficiently despite the constantly changing overall conditions, thereby affording better prospects in life for an ever greater number of children. Preparations for the new five-year strategy have already begun. We have subjected the current goals and measures to an extensive evaluation. Based on this evaluation, we were able to identify those items in Strategy 2017 that we have been especially successful in implementing and that can be continued. One such item is tightened resource management for public funds, which has allowed us to reach more people through our projects. Another is the intensification of our impact communication. We will incorporate what has been accomplished thus far into our Strategy 2022 and continue to fine tune it. However, our primary aim is to focus even more selectively on certain sectors of work in the coming five years. We are taking a detailed look at areas where we can concentrate our resources so that an even larger number of children can have a better future. Efficient coordination and an effective deployment of donation funds will play a key role in our daily work.

The continued development of risk management, which will help us structure our project monitoring as effectively as possible, will be another focal point of our work in FY 2017.

Strategy Implementation in Program Work

Our current strategy provides that we place special focus on girls and boys in the age group up to five years. With a total budget that has increased by approximately EUR 2 million once again compared to 2016, World Vision Germany will support a total of 15 projects in 2017 with a focus on early intervention for young children. In addition, improvements will be made in the area of primary care for children. We are looking to further expand access to nutrition, education and medical care, specially for our sponsored children. Another key focus of our organizational strategy is expanding catastrophe prevention activities and integrating them into long-term development projects. In 2017, we will continue the three pilot projects begun in the previous year for greater involvement of children and young people in the planning and implementation of development cooperation projects.

In fiscal year 2017, two new Area Development Programs are being initiated in Ethiopia and Senegal. We are also preparing to hand over three projects (two projects in Tanzania and one in Bolivia) to families, since funds are running out. We are collaborating closely with our local

civil-society and state partners to ensure that development progress is sustainable. The handover of any project is always preceded by a multi-year planning process and the targeted strengthening of local organizations through appropriate training.

We will continue to perform impact monitoring for all our ongoing projects in the form of regular project monitoring and systematic project evaluations. The 2nd Impact Report which was published in 2016 presents examples of the effects and challenges of our project work on the basis of evaluated projects in different topical focal points. This work will continue in future as well.

Humanitarian Aid

World Vision Germany will stay committed to providing assistance to people affected by the Syrian crisis in the coming fiscal year as well. Through fresh public financing, we will even be in a position to expand our aid projects both in Syria itself as well as in neighboring countries.

Beside the ongoing support for refugees in South Sudan, Ethiopia and Uganda, our program priorities will lie in two other regions of Africa: at Lake Chad and on the Horn of Africa. In West Africa, just under 11 million people in the Lake Chad region have to rely on emergency aid. This is because of climate change and the large-scale flight of the population in the face of the Islamic terror militia, Boko Haram. World Vision Germany will increase its involvement in Chad and Niger. In the east, a new famine that will probably affect up to 12 million people on the Horn of Africa is within sight. Here too, World Vision Germany will expand its project work.

In addition, we will support children and families in Haiti in 2017 through sustainable rebuilding. Cyclone "Matthew" has left a trail of devastation on the small island nation in the Gulf of Mexico and has ruined the livelihoods of many inhabitants.

We also see developments in situations that are marked by complex, long-lasting humanitarian crises. Relief organizations are confronted with huge challenges in such situations because basic services in areas such as security, rule of law and primary care are not guaranteed. In countries where the situation is fragile, we will have to increasingly consider these aspects as well in our future involvement.

Natural disasters are increasing worldwide both in number and in scope. For this reason, World Vision Germany will continue to emphasize crisis prevention and disaster risk reduction as well as building up resilience (robustness) in the local population. Strengthening the capacities of local actors gains special significance in this context, because it allows us to fulfill one of our voluntary



commitments at the World Humanitarian Summit held in May 2016 (localization).

In our program work, we place high value on principled humanitarian aid and wish to implement the “Core Humanitarian Standard on Quality and Accountability” with its nine commitments with greater vigor. World Vision Germany is a member of one of the work groups established by the Humanitarian Aid Coordination Committee which is dedicated to this issue.

Advocacy Work

With our advocacy lobby and campaign work, we are committed to the protection, safety and the improvement of health care of children in developing countries. Given the current intensification of conflicts worldwide, the increasing uncertainty and the wide-spread violence against children, we see an urgent need to use all of our influence on politics, society and the academic community to advocate for collective and better protection of children. We will take this up forcefully in election year 2017. We will appeal to young people in Germany to join us and will offer platforms for them to get involved. Moreover, we are expanding our work in schools as well as with our youth ambassadors. As in previous years, we will use international conferences and political summits such as the G7 Summit in Italy or the G20 summit in Germany to advocate powerfully for the protection and health of children in 2017 as well.

Institute

The World Vision Institute will devote itself in 2017 to the coordination and implementation of the 4th World Vision children’s study. This will be published in February 2018 and will again take the well-being of children in Germany into account. The proportion of children to refugee adults in Germany will also play a big role.

Financial Planning

In the past years, various new forms of support, such as special donations for sponsorship projects, have become more relevant. This allows us to implement additional activities in our Area Development Programs.

For the Area Development Programs designed for the long and medium term with a sustainable impact, planning reliability through continuous support is necessary. Sponsorship contributions constitute the major source of income for this purpose. To keep them constant is our main goal and at the same time our biggest challenge.

The income from cooperation partners is mostly money from the “Aktion Deutschland Hilft e.V.” Germany’s Relief Coalition. These are primarily funds that are also used for disaster relief or disaster prevention.

Because of its quality project implementation, World Vision Germany has become an established partner to various public donors. Therefore, we are seeing an increase both in the number and the extent of publicly funded projects.

Planning for fiscal years (FY) 2017–2019 in EUR million

Income	FY17	FY18	FY19
Donations	67.9	69.7	70.9
Public grants	23.0	24.0	26.8
Income from cooperation partners	7.5	7.5	7.5
Other income	1.2	1.0	1.0
Total income	99.6	102.2	106.2

Expenses according to DZI criteria	FY17	FY18	FY19
Project funding	76.3	78.5	82.3
Project coaching	4.3	4.5	4.6
Statutory campaign, education and public relations work	2.0	2.0	2.0
Advertising and general public relations	10.9	11.1	11.3
Sponsor and donor service	3.1	3.0	2.9
Administration	3.0	3.1	3.1
Total expenses	99.6	102.2	106.2





World Vision
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