



# Annual Report 2020



Our vision for every child:  
**life in all its fullness.**  
Our prayer for every heart:  
**the will to make it so.**

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#### Publishing Information

Gender equality is a top priority for World Vision. We have therefore made every effort to phrase all texts in this publication in a gender-sensitive manner. Should we have missed this at one point or another, please note that other genders are nevertheless equally included.

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**Editorial Team:** Sina Hottenbacher, Dirk Jacobs, Martin van de Loch, Anja Siegemund, Cedric Vogel

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# Looking Back

World Vision International  
Key Figures

# 2020

In **26** countries

World Vision initiated “farmer-managed natural regeneration” projects. World Vision Germany alone had the privilege to improve the quality of life for over 500,000 people until 2020 through this re-vegetation method. Info: [worldvision.de/umwelt](https://www.worldvision.de/umwelt)



more than **3.3** million sponsored children

# Active in 1000 countries

**58.4** million

Coronavirus pandemic: Over 58.4 million people had received critical assistance by the end of 2020 as part of the largest relief effort in the history of World Vision.

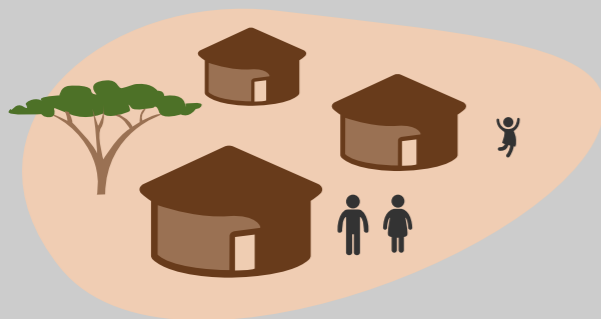


**34,950** World Vision employees



**1,250**

regional development projects



**10** million

in food aid for approx. ten million people in 31 countries

**54** disaster relief for 27 million people



Treatment of over **96,000**

children suffering from acute malnutrition



“  
Where there are children,  
there is hope.”  
Novalis

## Report of the Supervisory Board

### Dear Reader,

Please read the following pages and be inspired by the work of World Vision Germany in the challenging year 2020, when the coronavirus pandemic necessitated the worldwide largest relief effort in the organization's 70-year history. Following the Christian commandment of Love Your Neighbor, thousands of World Vision employees worked to make justice for children and protection from violence a reality. In addition, village communities as well as local partners were empowered to address the root causes of poverty at local level.

### Activities of the Supervisory Board

The nine members of the Supervisory Board convened four times during the 2020 fiscal year. The meetings focused on the systematic implementation of our strategy for the coming years. A committee was formed to recruit new members for our association. For more information, please read the section on "Organization and Sponsorship" on page 70.

### Transition of leadership in our Supervisory Board

The 2020 General Assembly thanked Harald Dürr for his many years of extraordinary commitment as Chairman of the Supervisory Board. His term of office ended in accordance with our bylaws. The General Assembly confirmed the following members for another term of office on the Supervisory Board: Madeleine Gummer von Mohl, Maren Kockskämper, Carsten Wacker, and Edgar Vieth. The constitutive meeting of the Supervisory Board elected Edgar Vieth as their new Chair. The annual financial statements were approved by the General Assembly and the actions of both the Executive and the Supervisory Board approved.

### Expansion of the Board of Trustees

We are very pleased with the continued expansion of our Board of Trustees in FY 2020. The Supervisory Board appointed the following public figures to this advisory body: Tanja Gönner (Chair of the Management Board), Dr. Philipp Rösler (former Vice



Edgar Vieth



Maren Kockskämper



Dr. Marcus Dahmen



Ariane Massmann



Carsten Wacker



Madeleine Gummer von Mohl



Dr. Rolf Scheffels



Sr. Anna Schenck CJ  
(Congregatio Jesu)



Martin Scholich

Chancellor) and Prof. Dr. Lars Castellucci (Member of the German Bundestag and SPD Spokesperson for Migration and Integration). Along with the existing members, the new contributors will be volunteering as public advocates for World Vision. For information on the other members of our Board of Trustees, please visit [worldvision.de/kuratorium](http://worldvision.de/kuratorium).

### Auditor's Opinion and Review of Governance

The trust of our sponsors is an invaluable asset for us. For this reason, the operations and work of World Vision are audited thoroughly, both in Germany and at international level. As per resolution of the General Assembly, KPMG audited our annual financial statements in 2020. The auditor issued an unqualified opinion for our 2020 annual financial statements (see page 65). The voluntary audit of our governance in terms of Section 53 of the German Budgetary Principles Act (HGrG) did not give rise to any objections. Likewise, the DZI (German Central Institute for Social Issues) quality label for reputable fundraising, which we have held for many years, confirms our careful management of donated funds, and we are happy to report that it was awarded to us again last year.

### Thank you!

We would like to express our sincere gratitude to all sponsors, donors, public donors, supporters, prominent ambassadors and employees of World Vision Germany for their trust and commitment. It is only thanks to them that we were able to bring joy and hope to vulnerable children, even in the most unsafe places of this world.

Also in 2021, many children are still longing for security and support. We hope that we will be able to limit the impact of the coronavirus pandemic on our projects and that normality will slowly return to the children's daily lives. Let us continue to stand together in our fight to ensure that children are protected today and empowered for tomorrow.

Edgar Vieth  
Chair of the  
Supervisory Board

Maren Kockskämper  
Vice-Chair of the  
Supervisory Board

## Report of the Executive Board

Dear Reader,



Christoph Waffenschmidt



Christoph Hilligen

It is especially in the times of a global pandemic that we are once again reminded how small actions can have large consequences. At World Vision, our focus this year continued to be on helping the most vulnerable children overcome poverty and live life in all its fullness.

### COVID-19: The largest relief effort in our history

When the World Health Organization declared COVID-19 a global pandemic on March 11, 2020, it was clear that we would all face one of the greatest challenges of our time. Within hours, World Vision launched the largest relief effort in its 70-year history. Since then, we have worked—from the grassroots to the global level—with families, village communities, governments and donors to protect the world's most vulnerable children and families from the pandemic. In 2020, this enabled us to reach 58 million people, including 26 million children. Our support ranges from preventive measures, equipping health centers, aid workers and hospitals, to immediate support to secure livelihoods and school education through e-learning and distance learning.

### How has the coronavirus pandemic impacted our work?

The World Vision Germany team has been mostly working from home since March 2020. Being an international aid organization, working digitally across “office boundaries” has long been part of our everyday life. Thanks to this experience, the switch to remote working went relatively smoothly for our staff in Germany. We are confident that the insights and experiences gained during this period will be useful when it comes to developing our future working models.

### What other focus areas have shaped our work?

While the coronavirus measures and consequences impact our work across the board, our commitment also extends to many other issues and contexts. Examples of our program work in the past year include the explosion in Beirut and the war over Nagorno-Karabakh, just to name a few. On the political front, we campaigned to end sexual violence against displaced children, among others with a campaign event at Berlin's central train station just before the outbreak of the coronavirus pandemic in Germany. An overview of some of our focus areas is provided from page 10.

### Our “green” projects

We also further expanded our “green” projects this past year. For example, we created the thematic donation campaign called “Environment for Life” Climate change is hitting the poorest regions of the world hardest. That is why we focus on supporting re-vegetation and the preservation of species-rich flora and fauna in these regions. In addition, Volker Schlöndorff, member of the Board of Trustees of World Vision Germany and Oscar Award winner, is working on a documentary about our Australian colleague and winner of the Alternative Nobel Prize, Tony Rinaudo, and his “FMNR” reforestation method.

## Development of income 2016–2020

(in million euros)



### Donations and public funds

In the 2020 fiscal year, World Vision Germany generated total revenues of EUR 135 million, which was slightly above the prior-year level and constitutes another all-time record. We recorded an increase by EUR 1.3 million in private funding income to EUR 70.4 million. In 2020, we further expanded our strategy of placing a special focus on supporting children in hotspots around the world. More and more people support this important aspect of our work as CHILDHOOD RESCUERS.

We are very thankful for our supporters and for the fact that, despite the challenges and uncertainties we all faced during the year, we were able to further increase the donation income for our projects and that the number of our sponsors has also grown once again. We are deeply grateful for this development, especially in this “particular” year!

In terms of funding revenue from the public sector, we were able to almost maintain the previous year's high level of EUR 52.7 million.

### What lies ahead?

March 2021 marked the tenth anniversary of the beginning of the war in Syria. Millions of children and their families are still displaced, living under inhumane

conditions. We are continuing to work for them, both on site and in Germany. The worldwide disruptions in the wake of the coronavirus pandemic underline how particularly important it is that we make financial decisions responsibly and with foresight. This enables us to achieve our goal of ensuring the continued effectiveness of our work for the children.

Together with you, we are looking forward to the new year as we continue to work for hope, joy and justice for ALL children.

Your Executive Board

Christoph Waffenschmidt  
CEO

Christoph Hilligen

On March 11, 2020, the World Health Organization declared COVID-19 a global pandemic. Within hours, World Vision launched the largest relief effort in their 70-year history. Working closely with governments, partners, supporters and districts, from the grassroots to the global level, World Vision worked to contain the spread of the disease and reduce its impact on the world's most vulnerable children and families in 70 countries. In 2020, we reached 58 million people, including 26 million children. Our support included preventive measures, the equipment of health centers, aid workers as well as hospitals, immediate support to secure livelihoods, as well as school education through e-learning and distance learning. Another important focus since the beginning of the pandemic has been and continues to be on measures to ensure the safety and rights of children in this difficult and unpredictable situation.



One Earth—Our Responsibility. The motto of the Green Week in the hall of the BMZ in January 2020 was immediately reflected in the opening event on “Climate, Forests and Agriculture”. World Vision supporter and climate researcher Dr. Kira Vinke and our two supporters, Oscar winner Volker Schlöndorff and ARD meteorologist Sven Plöger, discussed the environmental challenges and the contribution to solving the problems made by the work of World Vision with the Federal Minister Dr. Gerd Müller and Chairman of the Board Christoph Waffenschmidt in front of a large audience. Specifically, we spoke about the re-vegetation of large areas using the “Farmer Managed Natural Regeneration (FMNR)” method. Director Volker Schlöndorff reported on the filming of his documentary on FMNR with Tony Rinaudo in West Africa and India.



From left to right: Development Minister Dr. Gerd Müller, Volker Schlöndorff, Christoph Waffenschmidt



From left to right: Parliamentary Undersecretary Dr. Maria Flachsbarth, Development Minister Dr. Gerd Müller, Christoph Waffenschmidt, Volker Schlöndorff

# A Look Back at 2020



Panel discussion on the occasion of the presentation of the World Vision study on “Flight, Religion, Resilience”

In February 2020, World Vision presented the latest study on “Flight, Religion, Resilience” in the context of a Parliamentary Evening. After the keynote speech by the Federal Government Commissioner for Global Freedom of Religion, the results of the study were presented and discussed with members of the Bundestag from various parliamentary groups. The event was also attended by World Vision Youth Ambassador Laura Krüger who interviewed 20-year-old Hussam Al-Heraki. Hussam fled Syria for Germany and now attends a high school in the South of Germany. The great response and high number of attendants (including 18 members of the Bundestag and many employees from the ministries) confirmed the relevance of our study on “faith and development” and our commitment in this respect.



In February 2020, World Vision premiered “Chosen” at the Willow Creek Leadership Conference. 7,400 visitors were on site in Karlsruhe, and 2,850 more followed the event at the 13 broadcast locations. Our information booth received an overwhelming response to our “Chosen” sponsorship pilot project, in which it is the children who choose their sponsors. More than 200 new “Chosen” sponsorships were concluded. Our Australian World Vision colleague Tony Rinaudo, winner of the Alternative Nobel Prize, also inspired the conference with his thoughts on how to re-vegetate the world.



World Vision would like to build on this success and will continue the “Chosen” sponsorship concept from May 2021. In the future, World Vision will also start winning sponsors at church events. This will give more children in our project regions around the world the opportunity to choose their own sponsor. We also plan to run “Chosen” on other occasions as well as at digital events.

World Vision attracted attention with a three-meter-tall teddy bear at Berlin Central Station on March 5–6, 2020: “Hände weg von meiner Kindheit” (Hands off my childhood!) was written on the belly of the giant teddy bear. A team of ten informed passers-by about forced and early marriage. They had the opportunity to test their knowledge with a quiz where we asked “How many girls are affected by early marriage worldwide?” “More than 5,000? One million? Ten million?”. Most of them could hardly imagine that about twelve million girls are forced to marry before turning 18. Numerous members of the German Bundestag visited us and expressed their commitment to fight against child marriage. In Afghanistan, World Vision works hand-in-hand with religious leaders to prevent child marriage: they warn their communities about the health and emotional damages of early marriage and use their influence to prevent it.



Frank Heinrich, Member of the German Bundestag, supports the campaign



World Vision staff with Member of the German Bundestag Dr. Christoph Hoffmann (third from left)

Our virtual sponsor meeting was broadcast on October 19, 2020. All interested donors were thus able to get an impression of our work during the coronavirus pandemic. Videos provided impressions from the project countries and interviews with experts from World Vision Germany and the international partnership and vividly showed how the challenges were met and which prevention measures were implemented. We also answered the sponsors' most frequently asked questions. At the end, our longtime ambassador Judy Bailey gave a short musical vocal performance. For all those who would like to revisit the sponsors' meeting go to [worldvision.de/virtuelle-patenreise-uebertragung](https://worldvision.de/virtuelle-patenreise-uebertragung)



Tatjana Walter-Breidenstein  
Referentin Fundraising



In 2020, our long-standing cooperation partner PM-International also became involved in World Vision activities in Europe for the first time. When the pandemic posed major challenges to Spain in March, the company donated more than 200,000 euros for field hospitals and 10,000 Power Meal bars for families in need of food. In addition, PM-International sponsored a project for clean water and improved hygiene in our Diaso regional development project in Ghana. The project contributes to better child health and prevention of COVID-19 in five villages in the region. In December 2020, the company announced that their donation to World Vision for 2021 would be EUR 1.08 million and handed over a symbolic check to our CEO Christoph Waffenschmidt. As the worldwide largest corporate sponsor of World Vision, PM-International provides support for 3,000 sponsored children, their families and village communities, among others in India and Peru, and from 2021 also in Zimbabwe.



Since our CEO Christoph Waffenschmidt visited the former refugee camp Moria on Lesbos with a World Vision delegation in February 2020, World Vision has been campaigning at political level and through the media for better conditions in the refugee camps at Europe's external borders, especially those on the Greek islands in the Aegean Sea. In addition to press work, this included numerous discussions with members of the German Bundestag and at political events over the past year. In addition, a joint letter was sent to governments and EU institutions by the CEOs of World Vision's European offices and the international World Vision President.

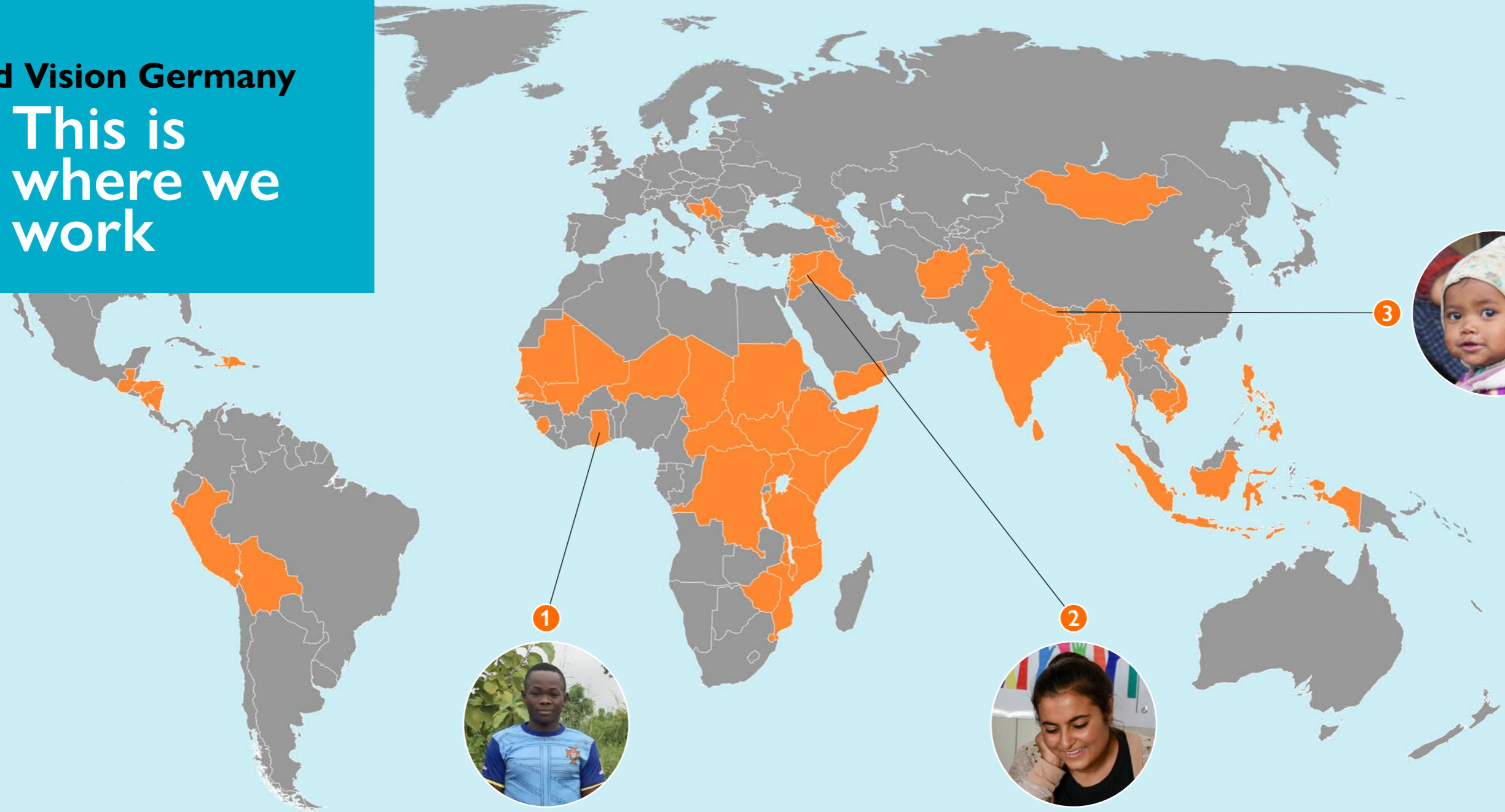


Information evening in the German Bundestag on the situation in the refugee camp on Lesbos



# Project Work





**Latin America**

**Beneficiaries:** 95,937

- Bolivia
- Dominican Republic
- Guatemala
- Haiti
- Honduras
- Nicaragua
- Peru

**Africa**

**Beneficiaries:** 10,801,430

- Ethiopia
- Burundi
- Eswatini
- Ghana
- Kenya
- DR Congo
- Malawi
- Mali
- Mauritania
- Mozambique
- Niger
- Senegal
- Sierra Leone
- Zimbabwe
- Somalia
- Sudan
- South Sudan
- Tanzania
- Chad
- Uganda
- Central African Republic

**Eastern Europe, Middle East**

**Beneficiaries:** 803,750

- Afghanistan
- Armenia
- Bosnia and Herzegovina
- Georgia
- Iraq
- Yemen
- Jerusalem/West Bank
- Jordan/Syria
- Lebanon
- Serbia

**Asia**

**Beneficiaries:** 1,543,370

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

**Projects presented on the following pages**

- 1** **Ghana** (page 28)  
Krachi East – regional development project
- 2** **Jordan, Lebanon, Iraq** (page 30)  
“Youth RESOLVE” – youth empowerment
- 3** **Nepal** (page 32)  
CHILDHOOD RESCUERS – Poshan

## Overview of Funded Projects

Our work for those in need during the 2020 financial year was made possible by our more than 160,000 sponsors as well as our donors. They allowed us to implement a total of 310 projects in 50 countries. Among these projects, we distinguish between three different types:

**Regional development projects** are made possible through one-to-one child sponsorships. These projects are carried out in various sectors over a longer term.

**Privately funded projects** usually have a thematic focus such as health or education. This category also includes humanitarian aid projects that are supported via the German Relief Coalition (Aktion Deutschland Hilft).

**Publicly funded projects (grants)** are made possible by grants from public donors at the German, European and international levels and implemented in disaster relief, reconstruction and development cooperation contexts.

Eastern Europe and Middle East	Regional development projects	Private funds	Public funds	Sponsored children	Number of beneficiaries	Project payments in euros
Afghanistan	—	4	1	—	54,810	694,014
Armenia	—	—	2	—	3,382	233,163
Bosnia and Herzegovina	—	2	2	—	2,970	203,355
Georgia	—	—	3	—	5,660	535,093
Iraq	—	3	3	—	101,076	1,562,543
Yemen	—	1	—	—	12,700	466,353
Jerusalem/West Bank	—	—	1	—	9,856	87,469
Jordan/Syria	—	4	7	—	63,913	7,061,120
Lebanon	—	1	5	—	549,283	1,130,882
Serbia	—	1	—	—	100	190,364
<b>Transnational projects</b>						136,217
<b>Total Eastern Europe and Middle East</b>	<b>—</b>	<b>16</b>	<b>24</b>	<b>—</b>	<b>803,750</b>	<b>12,300,573</b>

Asia	Regional development projects	Private funds	Public funds	Sponsored children	Number of beneficiaries	Project payments in euros
Bangladesh	5	5	3	7,213	375,025	3,767,698
India	3	3	1	7,155	258,025	2,116,368
Indonesia	2	3	2	3,024	217,204	3,227,230
Cambodia	4	2	1	4,611	231,823	2,577,931
Mongolia	3	—	1	3,238	94,430	1,359,700
Myanmar	1	1	1	1,869	95,944	1,018,319
Nepal	—	1	—	—	26,871	120,281
East Timor	—	1	—	—	3,000	109,781
Philippines	—	1	1	—	53,426	587,490
Sri Lanka	1	—	2	1,956	87,540	1,110,515
Vietnam	5	—	1	8,077	100,082	2,038,138
<b>Transnational projects</b>						1,662,533
<b>Total Asia</b>	<b>24</b>	<b>17</b>	<b>13</b>	<b>37,143</b>	<b>1,543,370</b>	<b>19,695,984</b>

Africa	Regional development projects	Private funds	Public funds	Sponsored children	Number of beneficiaries	Project payments in euros
Ethiopia	5	6	3	9,442	217,431	3,907,073
Burundi	4	1	3	9,040	1,681,057	8,453,467
Ghana	2	5	—	2,697	70,044	1,133,258
Kenya	4	10	13	7,375	1,104,231	6,106,956
DR Congo	—	5	10	—	633,390	2,572,069
Malawi	2	—	3	323	610,385	514,279
Mali	4	—	2	8,039	132,376	2,182,052
Mauritania	3	—	2	6,198	356,565	2,189,467
Mozambique	—	4	—	—	63,000	1,667,393
Niger	—	3	1	—	180,522	495,641
Senegal	3	2	3	3,047	106,897	1,832,450
Sierra Leone	2	1	—	4,037	62,300	817,956
Zimbabwe	4	3	9	3,753	493,036	8,081,178
Somalia	—	1	14	—	623,099	8,242,507
Sudan	—	2	13	—	1,804,504	3,830,300
South Sudan	—	3	9	—	1,553,995	6,156,816
Eswatini	3	—	—	4,605	54,979	1,028,831
Tanzania	7	7	1	8,437	228,674	2,253,986
Chad	2	4	—	4,912	99,151	2,055,931
Uganda	—	—	1	—	600	7,815
Central African Republic	—	—	2	—	725,194	1,188,502
<b>Transnational projects</b>						3,062,235
<b>Total Africa</b>	<b>45</b>	<b>57</b>	<b>89</b>	<b>71,905</b>	<b>10,801,430</b>	<b>67,780,162</b>

Latin America	Regional development projects	Private funds	Public funds	Sponsored children	Number of beneficiaries	Project payments in euros
Bolivia	5	—	—	4,969	9,658	1,437,969
Dominican Republic	1	—	—	2,606	3,300	443,134
Haiti	—	—	1	—	1,846	235,973
Guatemala	4	2	—	6,583	11,941	1,775,079
Honduras	1	1	1	6,396	39,640	1,635,186
Nicaragua	3	1	1	1,488	15,237	1,356,741
Peru	4	—	—	7,525	14,315	1,559,367
<b>Transnational projects</b>						1,250,447
<b>Total Latin America</b>	<b>18</b>	<b>4</b>	<b>3</b>	<b>29,567</b>	<b>95,937</b>	<b>9,693,896</b>

TOTAL	87	94	129	138,615	13,244,487	109,470,615
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Transregional funding **1,439,757**

Transfer payments not yet spent in the field, netted against expenses spent, but not yet transferred (carry-forwards) **-4,591,408**

**TOTAL PROJECT FUNDING 106,318,964**



**Reaching our goal with vision and patience**  
**What do we need most and where do we start? World Vision has gained crucial experience and focuses on the following five key areas at the start of a project:**

**Water**  
 Clean water is essential for drinking, cooking, and washing, but also for keeping livestock and irrigating fields. This is why we make sure that families have access to clean water, among other things by building new wells.

**Health and hygiene**  
 We start by training health workers, providing vaccinations, building latrines, equipping clinics, and by training staff to improve health care services and increase hygiene awareness.

**Education and vocational training**  
 We promote the education of children and adults as a means of escaping poverty. This is done, for example, by cooperating with local authorities in the training of teachers, providing teaching materials, and helping young people find a job.

**Nutrition and agriculture**  
 We help farmers by providing them with seeds and tools and showing them effective methods of farming and animal husbandry (including provision for times of drought). We also offer tips on balanced nutrition.

**Economic development**  
 Through cooperation with banks and with the help of support programs, we offer small loans to families to enable them to build up their own business and thus better feed their children in the long term.

## Sustainable support for the most vulnerable

Two billion people currently live in countries where development outcomes are severely affected as a result of fragile circumstances, conflict, and violence. The number of those displaced by conflict and violence continues to be high in 2020. By 2030, more than 60% of the world's population will be extremely poor and live in conflict-ridden environments. Fragile countries provide a hostile environment characterized by hardship, exploitation, violence, and abuse, and children are among those affected most. Against this background, World Vision Deutschland has developed a strategy which applies significantly more measures for "fragile contexts" in its programs. Extreme poverty and the plight of children and families in unstable countries often is further exacerbated by climate change and natural disasters such as droughts and floods. The security situation is often precarious and governments fail to meet their responsibility of providing social security for their people. This results in a situation where human rights, and especially the rights of children are not safeguarded. The humanitarian, peace-building, and developmental challenges are therefore huge.

World Vision promotes an active civil society and robust community involvement. It depends on the respective context whether humanitarian aid, development cooperation, or political measures are implemented consecutively or side by side. The goal always is the sustainable development and promotion of children's well-being. Protective systems need to be strengthened, especially for the most vulnerable

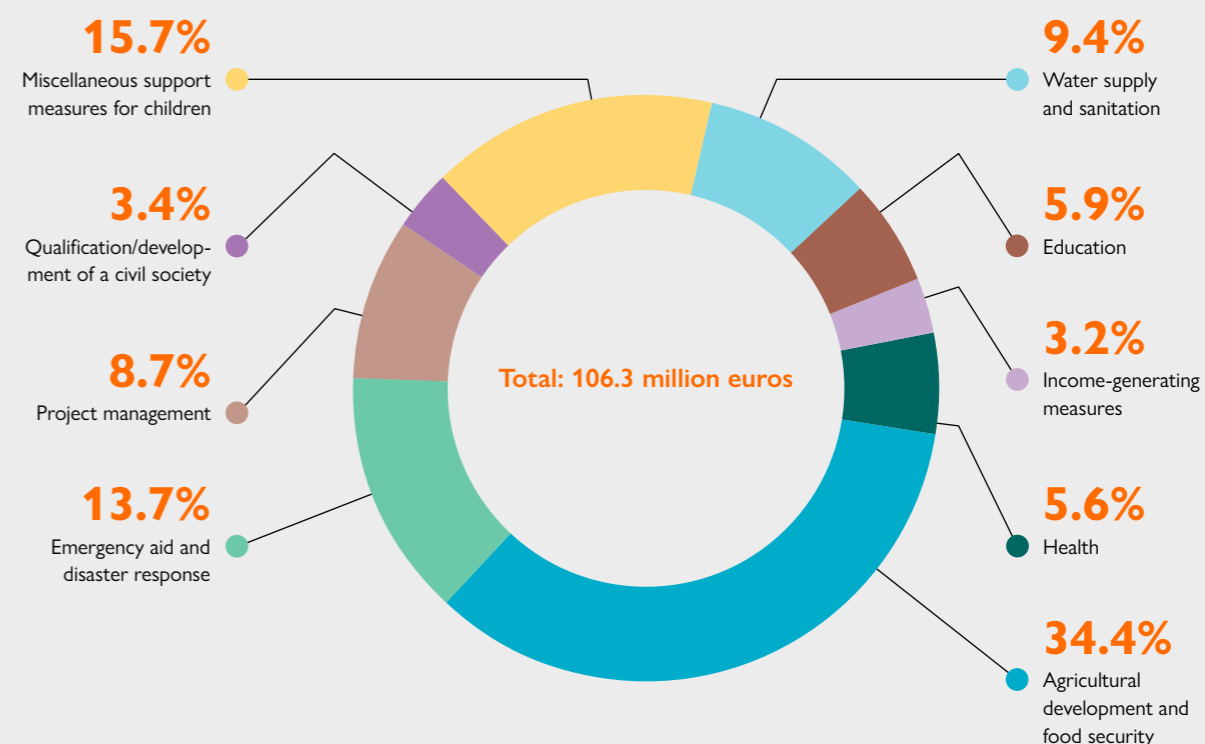
and disadvantaged children. The work of World Vision focuses on the following five areas:

1. **Health and nutrition**
2. **Water and hygiene**
3. **Education and vocational training**
4. **Agriculture and economic development**
5. **Child protection and the rights of children**

For each of these areas, World Vision has developed specific, tried and tested project models and success indicators. Some of the project models are adapted to the unique conditions encountered in specific fragile contexts or unstable countries. World Vision pursues a multisector, holistic approach to address the most urgent needs of children and their families. We also look at the root causes when tackling poverty, violence, and forced migration.

People are fleeing from repressive regimes, persecution, civil war, poverty and social misery. Most internally displaced persons or people who fled to neighboring countries live in temporary shelters and are completely dependent on third-party support. World Vision Germany supports both those living in refugee camps as well as their host village communities through various approaches to make the living conditions of refugees during a crisis situation as bearable and decent as possible and create hope and positive perspectives for the future.

## Project funding by area





## Political Work and Research

In 2020, the focus of political and scientific activity was on the COVID-19 pandemic. At the beginning of 2020, face-to-face meetings with policymakers were still possible, but as the year went on, political and scientific meetings were held mainly digitally. As Germany held the EU Council Presidency in 2020, this was a focal point of the political work.

### Children who are affected by war need a perspective

In 2020, children in war and conflict regions were at risk not only of violence and displacement, but also of Sars-Cov-2 and lack of health care. As a result of the economic impact of the pandemic, poverty is also on the rise in fragile countries. These multiple challenges create great uncertainty in children. They need more attention as well as psychological and social support and, above all, a perspective in peace!

In addition to the direct impact violence, children suffered above all from its consequential effects: lack of food, lack of health care centers, lack of education. Schools continue to be misused as military bases or are damaged and destroyed during combat operations.

Among other activities, World Vision held a video conference with members of the German Bundestag and foreign office staff to advocate for the consistent implementation of the Safe Schools Declaration, which aims to better protect schools in war zones. February 12 of each year marks the International Day against the Use of Child Soldiers—also called Red Hand Day. In the past, we used to collect red hand prints on paper for this purpose, especially in Germany, and

made pleas to political leaders to stop this practice. In 2020, the campaign was taken for the first time to the United Nations General Assembly in New York, in cooperation with the German UN Embassy. An exhibition and the attendance of numerous high-ranking UN staff members allowed us to draw attention to the fate of 250,000 child soldiers and call on the international community to end this practice.

### Protecting children's rights

In the field of children's rights and child protection, we presented the "Child Rights Now Report", prepared together with other NGOs, to the Family Committee of the German Bundestag. In another cross-organizational effort, position papers with statements and political requests were drafted and used in discussions with members of parliament. The primary topics were the situation of refugees in the refugee camps on the Greek islands and the national and international educational situation of children during COVID-19.

### Global health requires fairness

In the health work area, food security played a greater role. The focus was on the One Health strategy of the German government and the German Federal Ministry for Economic Cooperation and Development (BMZ)

as well as on the funding of the GAVI vaccination alliance. In the second half of the fiscal year, our focus was on COVID-19: transparency in drug research and manufacturing, and the equitable global distribution of vaccines and medicines. World Vision is committed to ensuring that all people have access to vaccines and medicines at a fair and affordable price. Among other efforts, World Vision advocated for vaccine equality and the removal of access barriers to COVID-19 medicines in dedicated discussions with government departments and the German Bundestag, in press releases and public statements, and issued a position paper drafted together with other NGOs.

### Research as a political tool

A well-attended parliamentary "Rede-Zeit" event on the World Vision study titled "Flight, Religion, Resilience" took place at the German Parliamentary Association (DPG) in February 2020.

In the context of a qualitative study, 15 children aged 6–16 from Ghana and 15 from Germany were interviewed. The children were asked about aspects of religious and ideological diversity in their living environments and about the impact of the coronavirus pandemic on their lives, and the spring of 2021 saw a pre-release of the coronavirus results. The rest of the results will be included in the planned 5th World Vision research study on children.

### Exhibition "I'll Get You"

Due to the restrictions imposed as a result of the pandemic, the exhibition was only hosted in two locations in 2020, in Neustadt a. R. in cooperation with Grigorios Aggelidis, a member of the German Bundestag, and at Kreuzkirche church in Dresden.

Using pictures and audio recordings of children, the exhibition vividly illustrates the tragic reality children living in war zones are confronted with. The exhibition informs about the situation of these children and calls on visitors to take action. Children in conflict regions are to be given a voice to be able to actively participate in peace processes.



Dr. Caterina Rohde-Abuba on the occasion of the presentation of the "Flight, Religion, Resilience" study



From left to right: Ms. Hoffmann (VHS Hannover Land), Ms. Lamla (Bündnis 90/Die Grünen), Mr. Aggelidis (MP, FDP), Mr. Forsberg (World Vision Deutschland), Ms. Behne (VHS Hannover Land)

## Strengthening Resilience

Resilience means the ability to thrive in challenging circumstances. It is the ability of an individual, a system or a community to cope with the effects of crises, violent conflicts, natural disasters or climate change without jeopardizing basic resources. This also includes building up capacity to be better prepared for future crises.

By strengthening the resilience of local communities, World Vision strives to achieve its overarching goal of sustainably promoting the well-being of children. It is of particular importance to us that the aspect of strengthening resilience is taken into consideration right from the time of providing immediate assistance and emergency aid and is subsequently continued in the context of reconstruction and longer-term, development-oriented activities. In light of the current debate on what is called the “humanitarian development nexus”, we consider the distinction between humanitarian, development-oriented and even peace-building measures to be a rather “artificial” approach.

Children and their families who live in extreme poverty, are faced with injustice or a disaster are exposed to a variety of threats and challenges. Food shortages, socioeconomic marginalization, chronic health problems and lack of access to education, public support services and social security systems are some examples. The boundaries between humanitarian aid, development cooperation and peacebuilding are becoming blurred in the face of this complex problem. An integrated programmatic approach is therefore required, in which different elements can complement each other.

Wherever possible, we therefore try to implement integrated measures that develop and combine the abilities and skills of the local population in areas such

as health, fighting malnutrition, providing water and sanitation, as well as food and income security.

Cash transfer programs, in particular, can make an important contribution to preserving livelihoods and securing income. They help to strengthen the economic resilience of the population, develop self-help capacities, support reconstruction and provide access to social security systems. This works in extreme poverty contexts as well as in natural disasters or violent conflicts with resulting migration and displacement.

Disaster risk reduction (DRR) is a key pillar for strengthening resilience. DRR involves considering and implementing preventive measures after a disaster has hit, starting as early as the reconstruction stage. To prevent many years of development success from being undone by natural disasters, targeted preventative measures are also important in the development cooperation context. These include, for example, community-based early warning systems, evacuation plans, food storage or earthquake-proof construction.



Deli, India: Health worker Shiv visits Sudama, who is eight months pregnant.



Afghanistan: Villagers gathered to attend a presentation on how to minimize the risk of spreading COVID-19.

## Civil Society Involvement

Civil society means the sphere of society that lies between the government, commercial and private sectors. In civil society, committed residents of a country organize themselves, e.g. in associations, organizations, churches and a wide array of other kinds of initiatives and social movements. These are value- and public benefit driven, but not profit-oriented.

For many decades, World Vision has observed two key elements, both in disaster relief and in development cooperation: involvement of civil society and empowerment of the local partner communities.

The local population is closely involved in the development and implementation of activities, contributing time and manpower according to their possibilities. The approach strengthens the personal accountability of those in need, among others. They learn how to open up new development opportunities in self-help groups and project committees and how to stand up for their needs. Our goal is to strengthen these groups and structures and to help them take on more and more responsibility as the project progresses, to make sure that the positive impacts will continue without us. By helping people to help themselves, we achieve a lasting effect and contribute to the development of an active civil society based on democratic principles.

Every year, some of our projects are handed over to civil society groups, when they are able to continue the work we have started on their own. In this way, our projects produce sustainable effects. Important aspects of our work with civil society groups include protecting and improving the well-being of the most

vulnerable members of society, of children, and in many contexts especially girls and women, as well as the inclusion of people with disabilities.

We also work in partnership with local authorities and other, non-governmental organizations. Our partnership with German donors obliges us to provide insights into what we do and to keep our donors regularly updated on activities, but also on problems (see “Setbacks and Crises in Project Work” on page 42). This enables us to be accountable and promote understanding for the special challenges of development cooperation. The dialogue with our donors also helps us to continually adjust and improve our work.

Our cooperation with the private sector and with trusts in financing development cooperation projects is another key characteristic of our commitment to civil society participation and partnership.



## Project Example: Ghana



### Krachi East – regional development project

**Beneficiaries:**  
approx. 48,000 people

**Funding:**  
World Vision Germany

**Project term:**  
Oct. 2005 to Sep. 2020

**Project partner:**  
World Vision Ghana

**Funding 2020:**  
349,712 euros

**Sectors:**  
Education, health, child protection, income, potable water, hygiene



**Bettina Schilling** has been working for World Vision Germany in the International Programs department since 2004. She has supervised the project last.

#### Background situation

At the start of the project, in 2005, the potable water supply and the sanitation and hygiene situation were inadequate. There was no hospital in the entire project region, and people had to travel long distances to reach a medical facility. Many schools were dilapidated and had no toilets. In addition, small scale farming produced only low yields. Many families were unable to provide sufficient food for their children.

In Krachi East, World Vision was involved in the following sectors to improve people's living conditions in a step-by-step process:

#### Education

The quality of education has improved significantly for 12,500 elementary school children. While only 44% of children of elementary school age were enrolled in an elementary school in 2008, this figure had risen to 92% in 2020. The following measures contributed to this success:

- 13 new school buildings were constructed, and three others were renovated
- 92% of public elementary school teachers received further training
- 172 teachers were trained in state-of-the-art methods to teach children how to read, write and calculate
- 300 teachers are applying appropriate teaching methods
- Housing for six elementary school teachers was built to attract trained teachers to the region
- 1,050 tables or desks were provided for kindergarten facilities and elementary schools
- 15,500 age-appropriate books were developed in the local language and distributed to the 34 reading camps
- 9,500 additional reading books were distributed to 22 elementary schools
- 6,800 print materials in local languages were distributed to children through "book banks"
- School committees were established in 22 elementary schools and their members trained



**Edward Owulah** has been working for World Vision Ghana since 2000 and manages the project locally.

### Results logic

#### Indirect effects

- Children attend school and have more time to learn and play
- Women can use the time saved to generate income

Diseases, e.g. diarrhea, which are transmitted by contaminated water or poor hygiene and are particularly dangerous for children, are less frequent

#### Direct effects

Women and children no longer have to walk long distances to get water

The population is using clean potable water and latrines

The population applies these hygiene practices

#### Results

A large part of the population has access to safe potable water within a short distance and to improved ablution facilities

Families know the necessary hygiene practices to prevent diseases

#### Activities

- Drilling and repairing wells
- Establishment of potable water and sanitation committees
- Installation of toilet and hand-washing facilities in public buildings
- Creating awareness for hygiene measures such as hand washing with soap and using toilets among families

#### Child protection

With regard to child protection, families in 19 villages were sensitized concerning the importance of registering births. At the end of the project, 86% of all children had a birth certificate. At the start of the project, the figure was only 15%.

In addition, 19 child protection committees and the same number of children's councils or children's clubs were established. They empower the children in order to protect them against child labor, child abuse, and child marriage. Today, only about 3% of girls under 18 are married off, down from one in four in 2011.

#### Potable water, hygiene, health

Improved access to potable water brought great relief for women and children in particular. By the end of 2020, there were 75 working wells, versus only five in 2011. 83 elementary school now have clean potable water and 77 have toilets.

While only 14% of children under the age of five slept under insecticide-treated mosquito nets at the beginning of the project, 88% now sleep under mosquito nets and are now significantly better protected against malaria. The project region now has 15 operational healthcare facilities, versus only seven at the start of the project.

## Project Example: Jordan, Lebanon, Iraq



### “Youth RESOLVE” – youth empowerment

**Beneficiaries:**  
303,457 people

**Project term:**  
Sep. 2017 to June 2020

**Total budget:**  
13,470,345 euros

**Funding:**  
EU Regional Trust Fund in Response to the Syrian Crisis (Madad Fund).

**Project partner:**  
Islamic Relief, CAFOD/Caritas, Generations for Peace, Questscope, World Vision Switzerland



**Hannes Reuter**  
has been working for World Vision Germany since 2009 and is responsible, among others, for the Middle East.

#### Background situation

By 2016, the sixth year of the Syrian crisis, the conflict had turned into one of the worst humanitarian disasters of the 21st century. Over 200,000 people had already lost their lives by this time, and an estimated 11 million people were displaced—the majority of them to Jordan, Lebanon and Iraq. One in four people living in Lebanon was now a Syrian refugee. Unemployment grew and the local infrastructure and services collapsed. This in turn gave rise to tensions between the host regions and the refugees. Teenagers and young adults between the ages of 15 and 24 (20% of the population) bore the brunt of the crisis. Only 6% of the young Syrian refugees in Lebanon and 44% in Jordan were able to attend school. Youth unemployment in the region ranged from 30% to 78%, causing young people to lose hope for a better future.



**Alexis Adam de Matharel**  
worked for the World Vision Syria Response from 2017–2020 and led this project.

#### Project goal

“Youth RESOLVE” pursues an integrated, cross-sectoral approach to strengthen the resilience of children and adolescents. They are empowered to contribute as leading stakeholders to the solution of local development problems and conflicts. In the process—through access to informal and formal education, as well as training and support in finding a job or starting their own business—young people are provided the opportunity to participate in economic and social life and obtain opportunities that were taken away from them by the war. By participating in peacebuilding cultural and sports activities, young people are intended to contribute to strengthening social cohesion.

#### Activities

- 5,883 children and teenagers were supported through informal education offers and many more were supported by being provided with school supplies
- 4,948 teenagers were supported through further education and training, apprenticeships, and capital to start their own business
- 5,202 youth program leaders were trained
- 23,875 teenagers have participated in youth committees that have engaged in local political processes and collectively implemented

136 social and peace-building projects that have benefited over 130,000 people

- 26 schools received infrastructural support, benefiting 28,348 students
- Three symposia—in Amman, Beirut and Brussels—were held with youth and decision-makers to ensure that the voice of the youth is heard

#### Effect

The evaluation of the project showed that more children and teenagers than before participated in the social and economic life of their environment. This is one of the major successes of the project. They are now better equipped with skills and know-how to be more confident and successful at school, at work, and in their interactions with others around them. This also includes conflict resolution skills and an increased sense of self-worth.

Informal education opportunities contributed greatly to improving school performance and increasing the self-esteem of children. This applies first and foremost to particularly vulnerable children. In Jordan and Iraq, in particular, young people were able to acquire know-how and skills that are relevant for their future in the labor market. Others were placed in jobs or enabled to start their own businesses—and thus now have their own source of income.

In terms of social cohesion and people of different backgrounds living together, children and young people now say that their relationships have improved. However, less was achieved in this regard than had been hoped for. This is mainly explained by the fact that the economic situation in the region has deteriorated, and specifically the situation of teenage Syrian refugees in Lebanon. The mental stress caused by

the ongoing conflict in their homeland has also had a negative impact.

#### Success Story

For 19-year-old Yara and 21-year-old Hani, a combination of practical vocational training and internship has proven to be a successful way out of isolation and dependency. Neither of them were able to complete their school education due to violence and poverty by the war—Yara's family settled as refugees in the Kurdistan Region of Iraq (KRI) and Hani, a half-orphan, was displaced after IS came to Sinjar.

“Because I'm the oldest sibling, I felt responsible for my family,” says Yara, whose parents were unable to find work. Looking for an opportunity to find a job, Yara applied for a course with “Youth RESOLVE” and learned English. Along the way, she also made new friends from different backgrounds. Yara proved to be a talented student, and World Vision Iraq arranged for her to receive hands-on job training at a medical center in Domiz Town, where she learned how to make medical optical items from eyeglasses and lenses. This opportunity to learn had several positive effects, says the young woman. “I really enjoyed my new role very much; I acquired new skills and experience and was able to get in contact with those around me.” Because Yara had completed her training with high-quality work and a positive attitude, she was immediately offered an employment contract to work in the company's optical department.



## Project Example: Nepal



### CHILDHOOD RESCUERS – Poshan

**Beneficiaries:**  
31,686 people

**Funding:**  
World Vision Germany

**Total budget:**  
292,828 euros

**Project partner:**  
World Vision Nepal

**Project term:**  
Jan. 2018 to Sep. 2020

**Sectors:**  
Maternal and child health  
and nutrition



**Anja Gold**  
has been working with World Vision Germany in the International Programs department since 2005 and supervised the project.

#### Background situation

Malnutrition and childhood infections continue to be serious problems in Nepal. 31 out of 1,000 children die before reaching the age of five. More than one in four children under the age of five is underweight. Sindhuli is one of the poorest districts in Nepal. 60% of people in Sindhuli live below the poverty line. Most of them are small-scale farmers, but do not harvest enough to support their families due to insufficient arable land. Before the project started, most children in Sindhuli were born at home because healthcare facilities were too far away and lacked medical equipment and competent staff. Many women did not know about the importance of prenatal and postnatal examinations and the benefits of delivering with the support of a trained midwife in a health facility. Many children in Sindhuli were malnourished, either because their families did not have enough food or because they did not know how to feed their children, especially babies and toddlers, in a way that provided them with all the essential nutrients. There was also often a lack of hygiene facilities and health care skills to prevent and cure diseases.



**Dhruva Gurmachhan**  
has been working with World Vision Nepal since 2011 and manages the project locally.

#### Project goal

The goal of the project in Sindhuli was to help improve the health and nutritional situation of pregnant and breastfeeding mothers and children under five. The specific goal was to reach a situation where “children aged 0–59 months are well nourished”. The project aimed at informing and supporting pregnant and breastfeeding women, their families and the community at large to enhance the nutritional, health and hygiene situation and thus improve the well-being of children.

#### Activities

- Checks of the developmental status of children younger than five
- Implementation of a food program to improve the nutritional status of malnourished children through nutrient-rich diets made from locally available foods
- Referral of severely malnourished children to rehabilitation centers
- Implementation of group meetings for pregnant and breastfeeding women or other family members to improve the nutrition and health-care of mothers and of the children

- Informational events on the physical, mental and social development of children
- Support of mothers of malnourished children in the setting up and maintaining a kitchen garden
- Training of volunteer health workers in topics such as nutrition, safe motherhood, use of sanitation facilities, and hygiene
- Distribution of hygiene kits
- Support of families in the installation of hand-washing facilities

#### Our successes

In order to improve the nutritional, health and hygiene situation of the children, we supported the families as well as their entire environment using tried and tested project approaches. Pregnant and breastfeeding women learned in the context of regular meetings how to identify malnutrition in children and how to eat properly during pregnancy to ensure that unborn babies get the nutrients they need. They also learned about the importance of breastfeeding, of prenatal and postnatal checkups, giving birth in a healthcare facility, or hygiene measures. Mothers as well as the caregivers of malnourished children were trained in how to feed the children with locally available foods to support their development and provide them with all the nutrients they need. These interventions contributed to immediate improvements in the nutritional status of many of the children. Research before and after the project has shown that today, the children are better off physically, mentally and socially thanks to these measures.

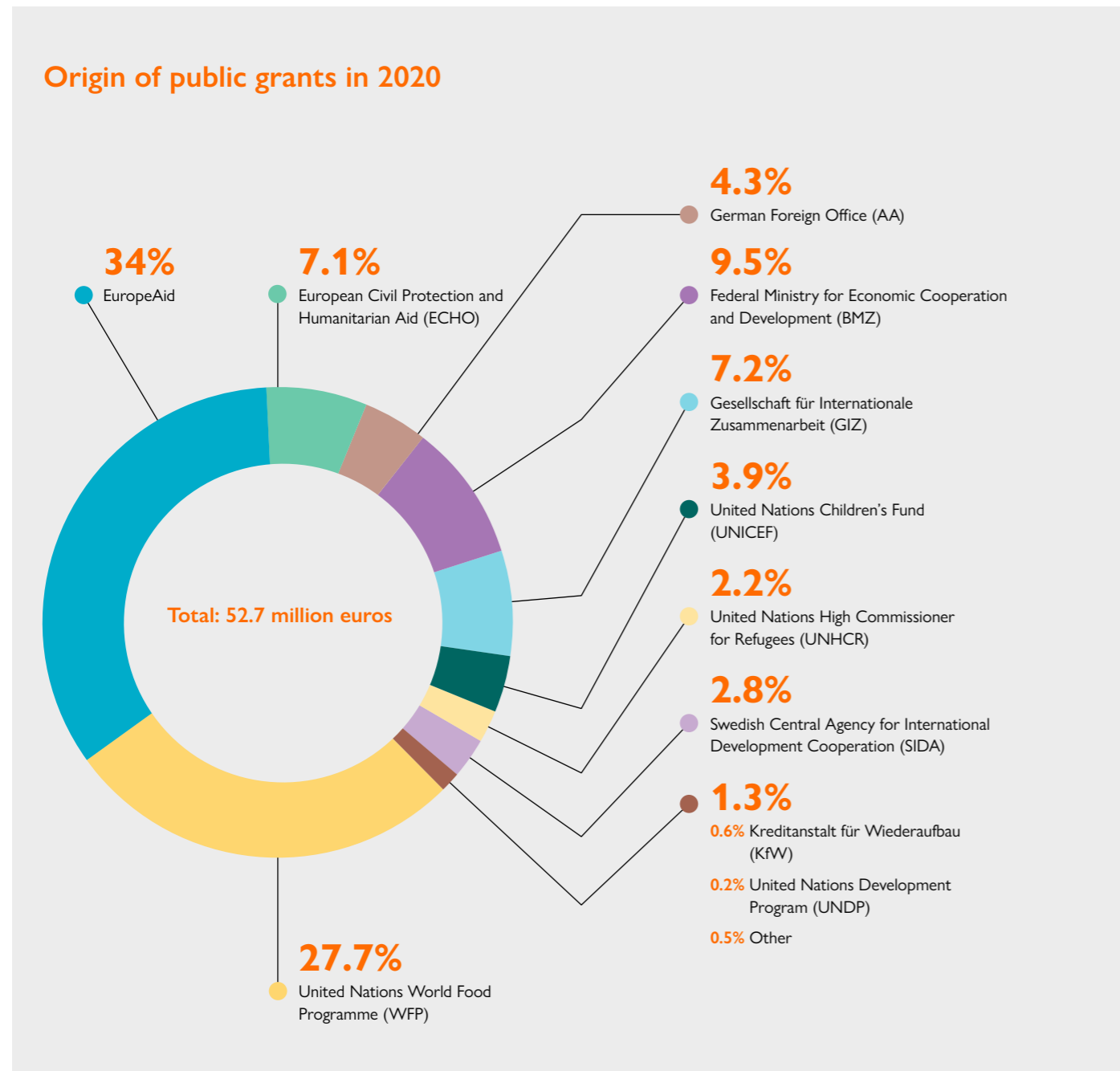
Nepal was also hit by the coronavirus pandemic in 2020. The poor population of Sindhuli are not only worried about getting infected and being sick, their livelihoods are also threatened. Major challenges arose

for the implementation of the project and some of the activities could not be implemented as before. The fact that many people had already been sensitized with regard to personal hygiene meant that they were in a better position to protect themselves against infection with COVID-19. To counter the effects of COVID-19, we provided families with food for malnourished children and pregnant and breastfeeding women. Hygiene kits were also distributed to the population, and staff in healthcare facilities were provided with protective equipment.

## Publicly Funded Projects

Grants from institutional public donors, along with sponsorships and other private donations, allow us to reach people in project countries even more effectively. World Vision was able to maintain public grants at a high level in the 2020 fiscal year. This included funds for work in fragile contexts where support in the form of sponsorships is often not possible. World Vision works with a wide range of different providers of funds, including the German Federal Ministry for Economic Cooperation and Development (BMZ),

the German Foreign Office (AA), the European Commission (EC) and the United Nations (UN). They typically support projects with grants ranging from 75–95% of the project costs. The difference, the so-called co-financing contribution, is raised by World Vision Germany through contributions from private donors. The summary on the following pages shows which funds from public donors went to World Vision Germany projects in the 2020 fiscal year.



Syrian refugees in Lebanon receive hygiene items and disinfectants.

## Funded by: Federal Ministry for Economic Cooperation and Development



Country	Focus area	2020 budget in euros
Burundi	Food security	416,442
DR Congo	Food security	156,283
Honduras	Economic advancement, education	104,597
India	Child protection	205,670
Indonesia, Philippines, Sri Lanka	Global Program (Waste Management)	835,473
Jerusalem, West Bank	Environment, agriculture	50,000
Jordan	Peacebuilding	854,821
Kenya	Environmental protection, food security, agriculture	302,664
Mali	Child protection	162,853
Myanmar	Income protection	437,682
Nicaragua	Education, child protection	22,257
Sri Lanka	Food security	85,000
Sudan	Food security	997,729
Tanzania	Food security	92,091
Vietnam	Agricultural development	141,789

Funded by: **German Foreign Office**



Country	Focus area	2020 budget in euros
DR Congo	Emergency aid, child protection	320,480
Somalia	Emergency aid (nutrition, water and sanitation, health)	1,401,959
Sudan	Food security, water and sanitation	439,148

Funded by: **Gesellschaft für Internationale Zusammenarbeit giz** Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Country	Focus area	2020 budget in euros
Ethiopia	Subsistence, agriculture	223,280
Jordan	Waste management	3,313,440
Kenya	Nutrition and health	34,277
Mali	Child protection	40,000
Uganda	Food security	20,947

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



Country	Focus area	2020 budget in euros
Armenia and Georgia	Vocational training	354,964
Burundi	Food security	4,024,299
Burundi	Sexual and reproductive health	2,181,818
Georgia	Education	111,030
Honduras	Resilience building	59,989
Indonesia	Advocacy work	75,369
Cambodia	Support of civil society	765,000
Kenya, Senegal	Child protection	258,505
Lebanon	Water and hygiene	579,289
Lebanon	Education, peacebuilding	130,391
Lebanon	Solid waste management	40,000
Lebanon, Jordan, Iraq	Education, resilience, peacebuilding	1,954,942
Mauritania	Subsistence, resilience	520,331
Mauritania	Support of civil society	250,600
Mongolia	Protection against gender-based violence	130,000
Senegal	Water and hygiene	126,880
Senegal	Food security	405,473
Somalia	Resilience, income-generating measures	1,288,432
Somalia	Disaster preparedness	981,984
Somalia	Peacebuilding	1,370,637
Zimbabwe	Food security, agriculture	2,041,476

Funded by: **Directorate General for European Civil Protection and Humanitarian Aid of the EU Commission (ECHO)**



Country	Focus area	2020 budget in euros
Ethiopia	Education and cash transfer (2 projects)	1,172,459
Bangladesh	Disaster preparedness	15,141
Sudan	Nutrition	1,509,476
Zimbabwe	Housing and education (2 projects)	864,164

Funded by: **United Nations**



Donor	Country	Focus area	2020 budget in euros
UNICEF	Georgia (Abkhazia)	Child protection	251,204
	Kenya	Nutrition (2 project)	867,858
	Chad	Nutrition	172,516
	Bosnia and Herzegovina	Education and child protection (2 projects)	164,354
	Bangladesh	Water and hygiene	142,998
	Zimbabwe	Water and hygiene	366,125
UNHCR	Sudan	Food security	126,441
	Bangladesh	Food security	1,071,386
UNDP	Sudan	Nutrition, health, water & hygiene	122,199
WFP	Central African Republic	Food emergency aid (2 projects)	1,102,036
	DR Congo	Food emergency aid (7 projects)	1,291,835
	Iraq	Food emergency aid (2 projects)	1,088,096
	Kenya	Food emergency aid (7 projects)	2,050,612
	Malawi	Food emergency aid (3 projects)	184,536
	Zimbabwe	Emergency aid (5 projects)	2,503,063
	Somalia	Food emergency aid (9 projects)	1,099,853
	Sudan	Nutrition (3 project)	1,164,549
	South Sudan	Nutrition (12 project)	4,422,670
	Lebanon	Food emergency aid (15 projects)	77,203

**Additional public donors**

Donor	Country	Focus area	2020 budget in euros
PATRIIP	Afghanistan	Health	64,775
KfW	Sudan	Subsistence, water and hygiene	217,513
SIDA	Somalia	Resilience	1,456,054
Global Fund	Haiti	Health	234,867
PATRIIP	Niger	Social cohesion, water and hygiene, subsistence support	40,000

## Project Management and Controlling

All World Vision projects go through a project management cycle. This process, which is applied worldwide by all World Vision offices, is based on a standardized concept called “LEAP”, where L stands for learning, E for evaluation, A for accountability and P for planning. A complete “LEAP” cycle consists of five phases (see diagram), from project planning to the end of a project. The different phases can be of varying lengths, depending on whether, for example, a project is a development cooperation project or about humanitarian aid where particularly rapid action is required.

### Phase 1: Data Collection

Every long-term development cooperation project is preceded by a phase in which local socioeconomic factors are analyzed. To this end, we analyze data already available and interact with representatives of the government, authorities and other local stakeholders. In addition, we also investigate whether other institutions or organizations are already working on a solution for specific challenges. During this phase, which lasts about 3–6 months, we take the fundamental decision of whether or not to start a project.

### Phase 2: Project Planning

In this second step, the families in the project region in particular have their say. The information they provide about living conditions, available resources, know-how and needs is systematically collected. On the basis of this survey, we analyze the causes of their poverty and its effects, especially on children, and formulate concrete goals for their welfare. The projects are then planned in coordination with additional local stakeholders. In this context, we define the specific measures required to achieve the goals of the project. We also plan the budgets for implementing the project. By involving families and local stakeholders from the planning process, we lay the foundation for ownership and accountability and the sustainability of our projects.

### Phase 3: Project implementation and project monitoring

This is when the actual implementation of the project takes place. We implement various measures for the children and their families and let them participate in the process. Depending on the goals of a project, we also work with teachers, health care staff, local authorities, organizations and religious groups. In

addition, both World Vision and the families themselves advocate for the rights and well-being of children vis-a-vis their governments. To ensure that we achieve our set goals, World Vision staff regularly review the implementation of measures, their results and immediate impacts. This also includes reviewing the use of funds according to planned activities and analyzing budget deviations. We thereby ensure that the donations entrusted to us are used in an impact-oriented and transparent manner.

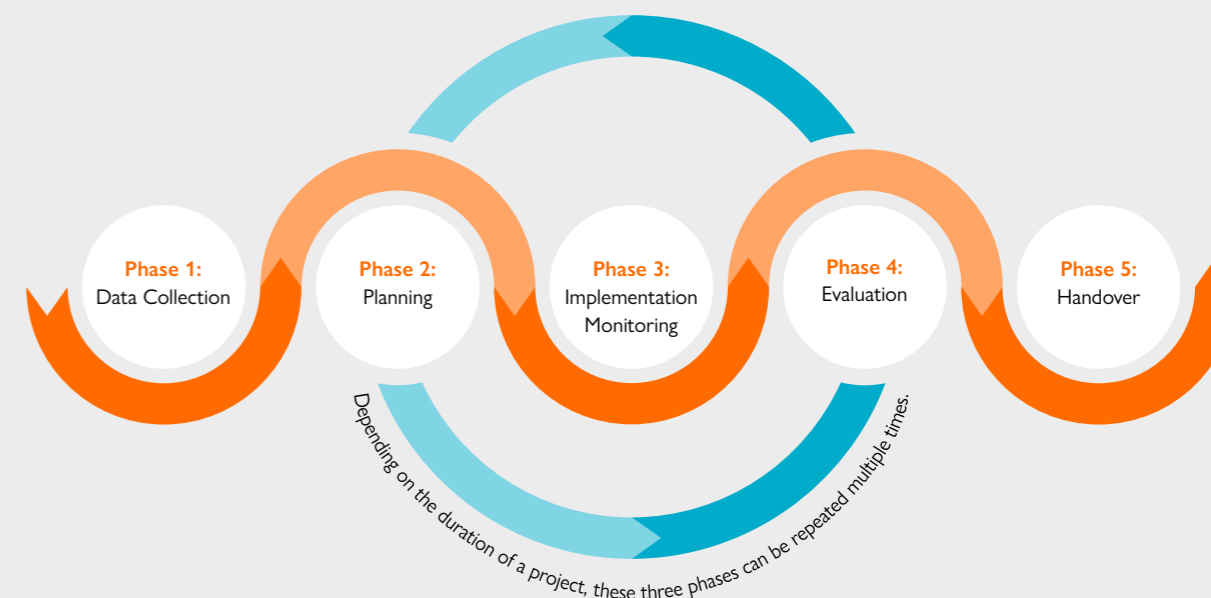
### Phase 4: Evaluation

An evaluation is conducted at the end of a project or of a project cycle. For long-term regional development projects, this is done approximately every five years. In the process, the OECD Development Assistance Committee (DAC) criteria of relevance, effectiveness, efficiency, coherence, impact and sustainability are systematically applied in a review and assessment process. We also analyze the environment in which the project takes place to see if any relevant changes have taken place. The results of this evaluation tell us whether our activities generate the expected effect. In addition, the recommendations obtained from an evaluation can be used in the further implementation of the project or in a new project.

### Phase 5: Project Adjustment or Handover

In this next step, the insights and recommendations gained from the evaluation lead to an adjusted continuation of the project work or to the project being handed over to the local population. If it is established that the target population of the project has reached the main goals with the support of World Vision, a process is initiated at the end of which World Vision completely withdraws from the project region. In regional development projects, this is generally the case after approximately ten to twelve years.

### A LEAP project cycle consists of five phases



Our work needs to be planned, repeatedly reviewed and adjusted to changing framework conditions, as necessary. For all World Vision offices worldwide, this is done based on the standardized “LEAP” concept.

## Internal and External Audits

World Vision Germany's public donors such as ECHO (Directorate-General for European Civil Protection and Humanitarian Aid) and EuropeAid (the European Commission's Development Cooperation Office), conduct audits of selected projects funded by them to ensure that funds are being spent appropriately.

In addition, the financial control mechanisms and accounting practices of World Vision Germany are regularly reviewed by both the internal auditors of the World Vision partnership and external auditors.



## Impact Monitoring

It is not sufficient to examine the short-term results of project activities in order to be able to assess their impact. Rather, we need to describe the desired impacts, evaluate the impacts achieved and draw adequate conclusions for real-life application. In this context, we define medium- and long-term impacts as all the effects generated by the measures taken in connection with the project, whether intended or unintended, whether positive or negative. The difference between the result of a project activity and its impact can easily be seen in the following example: The result of an educational project can be that a teacher has a better knowledge of teaching methods as a result of further training (project activity). This, however, does not say anything about the intended impact of such training—such as a higher percentage of children who can read.

### Making Impact Measurable

In its “Child Well-Being Objectives” (meaning: goals for the well-being of children) World Vision has defined goals and benchmarks against which the quality of the project work needs to be measured. World Vision uses indicators that make changes in the quality of life of children and families in different areas of life visible and bases statements on impacts on these indicators. Such an indicator could, for example, be the percentage of children in third grade who have age-appropriate reading skills. If such indicators are measured regularly as part of evaluations, a trend becomes visible that provides information on how the quality of life of children develops over the years. With regard to the example of teacher training given above, it would be possible to see whether the children’s reading and writing skills have changed. With regard to impact, the question would then arise as to whether the project activities contribute to positive or negative changes. To this end, the analysis needs to look at the causal relationships. In our example,

this would mean analyzing whether teachers are using new teaching methods and whether more children are actually able to read. External influencing factors must also be taken into account in this evaluation. For example, our work is also influenced by the work of public authorities or other organizations. Droughts, flood disasters or social and political changes can jeopardize or even foster the success of a project. Considering these interdependencies and analyzing our contribution is what impact monitoring is about.

### How to Collect Meaningful Data

Evaluations aiming to determine the effects of project activities are conducted after an agreed period of time. They may take place in the middle or at the end of a project or some time after project completion. The data is usually collected using a mix of quantitative methods (e.g. representative household surveys) and qualitative methods, such as expert interviews or group discussions. The evaluations are usually conducted by independent experts.



## Evaluations in the 2020 Fiscal Year

32 projects in 20 countries were evaluated.  
Distribution of evaluations by sector:

-  **8** Projects in the sector of **Water, hygiene, sanitary**
-  **5** Projects in the sector of **Business development**
-  **3** Projects in the sector of **Child protection**
-  **3** Projects in the sector of **Health**
-  **3** Projects in the sector of **Cash for work**
-  **2** Projects in the sector of **Education**
-  **2** Projects in the sector of **Food security**
-  **6** **Other projects**





Myanmar: In an effort to combat the COVID-19 pandemic, vulnerable families are being provided with hygiene items. A World Vision worker explains the importance of wearing a mask.

## Setbacks and Crises in Project Work

Local or even national crises caused by natural disasters or political conflicts can push back the development of a region or a country. As bad as the effects of such crises may be on those affected, they are limited in space and time. 2020 has brought us a global crisis in the form of the coronavirus pandemic, which is threatening or busy destroying the worldwide development progress of the last decades and whose effects cannot yet be assessed in terms of duration. Here, we report on how World Vision has responded to the setbacks caused by the coronavirus crisis.

The world is in a state of emergency: the coronavirus pandemic has already claimed more than two million lives. The economic and social impacts of COVID-19 threaten to undo decades of progress in the fight against poverty and income inequality in the world's poorest regions, and hit hardest the most vulnerable in society, especially the children. World Vision issues a warning that more than 19 million people, including 10 million children, are threatened by famine in 12 of the world's most fragile countries alone. This is due to a deadly mix of conflicts, the economic impact of COVID-19, and climate-related natural disasters.

Indirect consequences of the crisis are long periods of school closures and increased domestic violence exposing at least 85 million children worldwide to potential violence. Millions of parents as well as caregivers have lost their jobs and income as a result of COVID-19, forcing eight million children into child labor in Asia alone. School closures and financial hardships are driving one million girls into forced marriages and teenage pregnancies in sub-Saharan Africa. This is accompanied by them dropping out of school.

In view of the devastating effects of the coronavirus pandemic, World Vision has launched the largest global humanitarian relief operation of its history in order to mitigate the health as well as the economic and social impacts caused by the measures taken to contain the pandemic.

### In 2020 World Vision

- reached 31 million people with prevention measures, training and worked with more than 210,000 leaders of religious groups as multipliers
- installed 88,000 hand washing facilities
- trained 154,000 health workers
- distributed 2.7 million hygiene packages to families
- distributed cash or vouchers to 1.9 million vulnerable families
- provided 6.4 million families with food parcels
- reached 1.4 million children with child protection measures
- distributed 1.1 million (online) learning materials to children

## Quality Standards, Codes, 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 Transparente Zivilgesellschaft (Transparent Civil Society) initiative launched by Transparency International whereby we commit to publicly disclose the origin and use of funds as well as other information. Our commitments as a partner in this initiative can be viewed 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 humanitarian aid.



We regularly apply for and are granted the quality mark for fundraising issued by the German Central Institute for Social Issues (DZI), which has been awarded to us each year since our initial application in 2003.



The Sphere Project

We participate in The Sphere Project, the charter for quality standards in humanitarian efforts. The Sphere project, which World Vision helped develop, is designed to improve aid delivery to disaster victims and improve accountability to donors, funders, and aid recipients.



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



We are signatories to Initiative Transparente Zivilgesellschaft, an initiative for a transparent civil society, that advocates for the disclosure of certain information on the Internet. The signatories to this initiative undertake to make ten relevant details about their organization easy to find on their websites and, thus, accessible for the general public. These include, for example, an organization's bylaws, the names of their key decision makers as well as disclosures of the origin and use of funds, as well as the staff structure. The sponsors of the initiative include, among others, 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.



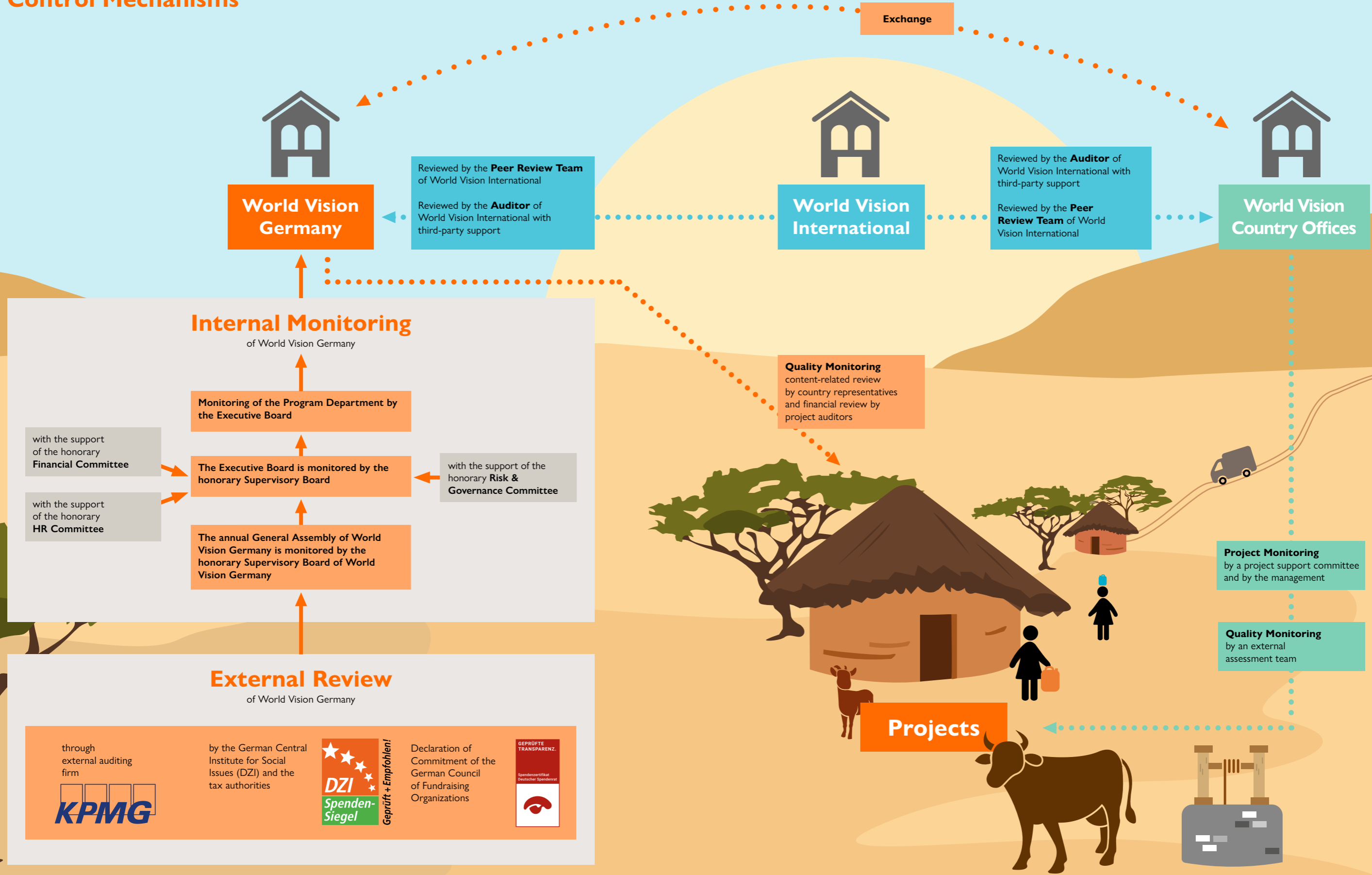
We are a member of the Association of German Non-Governmental Organizations for Development and Humanitarian Aid (VENRO) and are committed to adhering to the following codes of conduct which we actively participated in developing:

- "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.



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

# Control Mechanisms



## Countering Risks Effectively

As a globally operating, donor-financed aid organization working the field of development cooperation and humanitarian aid, World Vision Deutschland e.V. is exposed to various risks, not least as a result of operating in the world's most fragile and poorest countries. To counter these risks and manage the organization with regard to its risks, we have established an effective risk management system.

The Risk and Governance Committee regularly discusses the association's internal risk management system and receives information from the Executive Board on existing risks to the association and on the initiated risk mitigation measures.

### Risk Register

- All risks in the various areas of operation are recorded and assessed based on their probability of occurrence and potential level of damage
- Risk mitigation measures are defined and implemented for the main risks
- The risk register is continuously updated and the results of these updates are reported to the Executive Board and to the Risk and Governance Committee

### Securing Funding and Managing the Financial Position

- The annual financial planning is based on a multi-year strategy
- Conservative planning based on multi-year budgets and ongoing target/actual comparisons by Controlling
- Regular monitoring by the Finance Committee and the Supervisory Board
- Audit of the annual financial statements by an external, independent auditing firm as well as audit according to Section 53 of the German Budgetary Principles Act (HGrG) including assessment of the risk management system
- Regular audits of focal areas by external auditors
- Annual audits in accordance with the DZI quality mark guidelines
- Foreign currency hedging
- Creation of reserves within permitted limits
- Diligent selection of corporate partners with commitment to World Vision guidelines

### Anti-Corruption and Prevention of Embezzlement of Donations

- Anti-corruption policy, incidents are reported to an ombudsperson
- Internal guidelines to prevent the misappropriation and embezzlement of donations
- Annual Transparency Statement by employees, Executive Board and Supervisory Board

### Data Protection and Fail Safety

- Binding data protection policies for all employees
- Server and data stored in a certified data center in Germany with on-site inspection by an independent data protection officer
- Storage of personal data and data processing in compliance with the General Data Protection Regulation of the European Union

### Sustainable Impact of Project Work

- Regular monitoring visits, report reviews and evaluations of project work by the responsible country program coordinators
- Risk-oriented project management based on detailed risk assessment and subsequent derivation and follow-up of risk-mitigating measures
- Close project controlling and review of project financial reports
- Regular internal audits of project offices by the World Vision International audit team
- Continuous training of our staff at project sites
- Adjustment of project work to changing conditions to ensure effectiveness

### Stabilization of the General Conditions in Project Regions

- Participation in creating and building civil society structures in the countries in which we operate
- Advocacy work at national and international level to ensure compliance with human rights and fight corruption



## Safeguarding

“Safeguarding” means preventive measures for protecting the children and adults in the projects against violence, abuse of power and disregard for their rights by staff, associates or organizations.

- Comprehensive safeguarding policies that are also binding for all partners and service providers
- Regular safeguarding training for all staff and crisis management plan for incidents
- Expert advice by in-house working group







$$\begin{array}{r} 3 \times 25 = 75 \\ 8 \times 9 = 72 \end{array}$$

$$\begin{array}{r} 23 \\ 72 \overline{) 1584} \\ \underline{144} \phantom{00} \\ 144 \phantom{00} \\ \underline{0000} \phantom{00} \\ 0000 \phantom{00} \end{array}$$

$$\begin{array}{r} 24 \\ 69 \overline{) 1656} \\ \underline{138} \phantom{00} \\ 276 \phantom{00} \\ \underline{216} \phantom{00} \\ 496 \phantom{00} \\ \underline{480} \phantom{00} \\ 166 \phantom{00} \\ \underline{168} \phantom{00} \\ 0000 \phantom{00} \end{array}$$

- 13. Blood is thicker
- 14. Boys will be boys
- 15. Charity begins at home
- 16. Courtesy costs not
- 17. ...

# Financial Report

- 18. ... count your ch
- 19. Enough is a good
- 20. Every cloud has a
- 21. Every dog has its

## Financial Report 2020

### General Information

World Vision Germany is a non-profit organization and as such required to demonstrate that its management has acted in compliance with its bylaws as well as German laws governing non-profit organizations by properly recording the income and expenses of the organization. In addition, World Vision voluntarily prepares both a balance sheet and a corresponding profit & loss account in accordance with the financial reporting standards for large corporations stipulated in the German Commercial Code (HGB). The financial statements of the organization for the period ended on September 30, 2020 were prepared in accordance with the provisions of Sections 242 et seq. stipulated by commercial law for all merchants as well as the supplementary provisions of Sections 264 et seq. HGB, insofar as these are applicable by analogy. In addition, the financial statements were supplemented by a management report.

The annual financial statements are subject to a voluntary audit according to Sections 316 et seq. HGB and the generally accepted German auditing standards for financial statements as promulgated by the Institute of Public Auditors (IDW) in Germany. The provisions of the German law governing non-profit organizations and the corresponding tax provisions of the German

Fiscal Code—such as those regarding the appropriate and timely use of funds and the creation of reserves—are observed.

Please find below an explanation of the accounting and valuation methods used, followed by the balance sheet. As part of the notes to the profit & loss account, income is detailed by source of income on page 56. To provide a better understanding, expenses are presented on page 69 (“Explanatory Notes to the Use of Funds”) in accordance with the DZI guidelines (please see the quality mark guidelines at [dzi.de/dzi-institut/downloads](https://www.dzi.de/dzi-institut/downloads)), as are the expenses for personnel, advertising and public relations on page 58. In addition, starting on page 62, income is listed by category in line with the requirements of the German Council of Fundraising Organizations (see [spendenrat.de](https://www.spendenrat.de)).

### Accounting and valuation methods

The structure of the balance sheet and of the profit & loss account are based on the requirements of commercial law, specifically Sections 266 and 275, respectively, of the German Commercial Code (HGB), adjusted or amended in accordance with Section 265 HGB in order to take into account peculiarities arising from the task and structure of the association as an

internationally active relief organization that is mainly financed through donations. The P&L account is prepared using the cost-of-sales method (Section 275 (3) HGB) in accordance with IDW RS HFA 21.

Accounting and valuation are carried out in accordance with the principles of proper accounting on the basis of acquisition costs, taking into account the lower-of-cost or market principle as well as the principles of commercial prudence. Purchased intangible and tangible assets are valued at acquisition or production cost minus the accumulated regular amortization for the reporting period. Fixed assets are amortized using the straight-line method of depreciation. Low-value assets are written off in full in the year of their addition.

Financial assets are also reported at acquisition cost. Securities were written down to lower market prices, if this was necessary to adjust their recognition to lower market prices expected to be permanent.

Inventory is valued at acquisition cost with due consideration of the lower-of-cost principle. Receivables and other assets are carried at nominal value. All receivables have a remaining maturity of up to one year. Cash in hand and bank balances are stated at nominal amounts.

Provisions are stated at their settlement amounts, determined based on sound commercial judgment. Liabilities are reported on the equity & liabilities side at their respective settlement amounts. They are not collateralized by mortgage or similar rights. All liabilities have a remaining maturity of up to one year.

Transfer payments to projects are predominantly made in US dollars while being posted in their euro amounts based on the actual exchange rates. Foreign currency receivables and liabilities (exclusively in US dollars) and bank balances are recognized at the current exchange rate on the date of their addition and revalued as of the reporting date, as necessary.

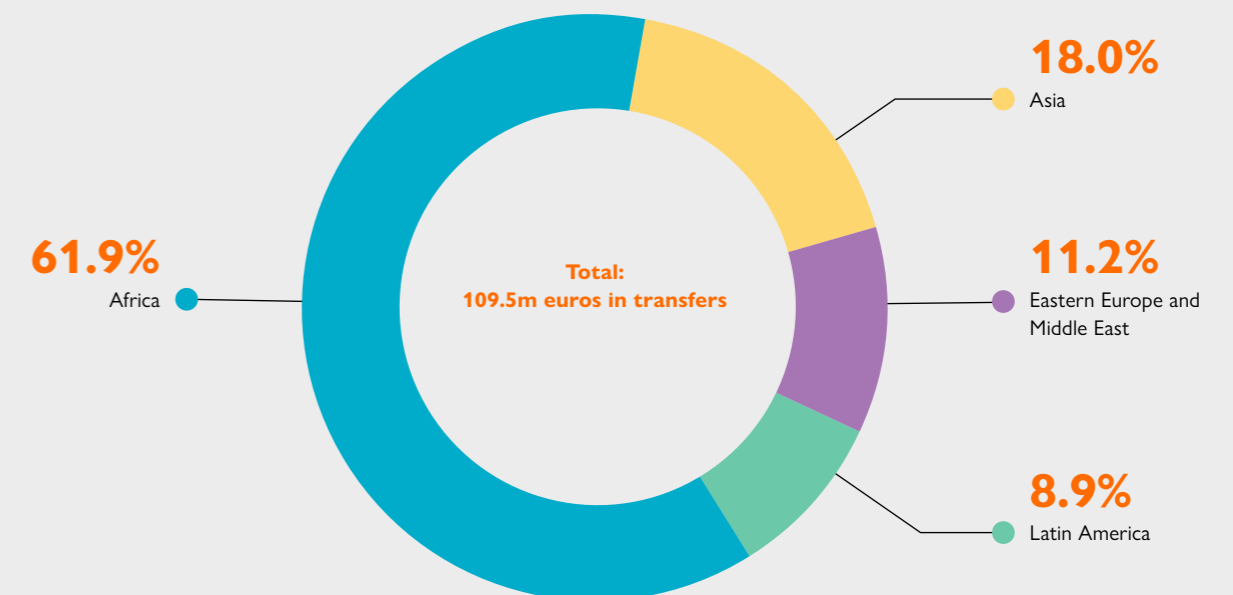
Donations of materials are valued and reported at their respective documented fair/market values.

The current assets are supplemented by the item “Assets held in projects”. These assets refer to donations and public funds transferred, but not yet spent locally. Project expenses paid in advance by project offices are reported as liabilities to associated aid organizations.



### Payments to projects by region

not including cross-regional funding and carryforwards, see also the country table, TOTAL, on page 19



## Notes to the Balance Sheet

The total assets increased by 0.5m euros (0.8%) over the previous year and amounted to 61.9m euros on the balance sheet date.

This is mainly explained by higher assets held in projects as of the balance sheet date (+2.9m euros) and the increase in other assets by 0.8m euros. As in the previous year, receivables from ex ante funding of project expenditures by public-sector donors are the largest single item under Other Assets. This is countered mainly by the decrease in cash and cash equivalents (-2.2m euros).

The fixed assets amount to 8.7m euros and, hence, are slightly below the previous year's number (9.0m euros). The share of non-current assets in the total assets dropped to 14.1% in the 2020 fiscal year due to the increase in current assets (0.9m euros).

### Assets

#### A. Fixed assets

- I. The **intangible fixed assets** include licenses and computer software. As in the previous year, this item amounts to 0.2m euros for the fiscal year 2020.
- II. The **tangible fixed assets** consist mainly of office equipment and leasehold improvements as well as the vehicle fleet and IT systems, and remain unchanged at 0.6m euros.
- III. The **financial assets** include loans (1.3m euros), equity investments (0.8k euros) and securities held as assets (6.6m euros). Since FY 2011, the majority of securities have been professionally managed by a third-party asset management company. The majority of financial assets can be converted to cash at short notice, as necessary. The managed assets can be subdivided into three asset categories: 78.6% of the funds are invested at fixed interest rates as required by the investment policy (minimum of 70%). Other financial assets are invested in shares (20.6%), and in liquidity and currencies (0.8%). In addition to the above-mentioned securities, 1.1m euros were invested in micro-finance and real estate funds with a bank. The financial investments are in line with World Vision's policies, which include various sustainability criteria and prohibit, for example, any connection with child labor, human rights violations, corruption, disregard for environmental protection, gambling, drugs, pornography and fire arms.

#### B. Current assets

- I. The **inventories** consist of relief goods for rapid disaster response worth 0.4m euros. Modules for child protection centers and other items such as hygiene and kitchen modules intended for use in disaster zones are kept in storage.
- II. The item **"Assets held in projects"** includes funds already transferred to projects but not yet spent locally as of the balance sheet date (13.0m euros). It also includes repayment claims in the amount of 45k euros from projects funded by public donors and completed as of the reporting date.
- III. The **receivables** and other assets amount to 8.5m euros as of the balance sheet date. The item includes receivables from associated aid organizations in the amount of 1.2m euros. These refer mainly to a short-term loan to Vision Fund (0.9m euros) used to support micro-financing activities. Receivables from associated aid organizations also include transfer settlements with regard to World Vision International in the amount of 0.2m euros. The other assets amount to 7.3m euros and comprise, among others, receivables from the pre-financing of projects funded by the public sector and cooperation partners and include approved funds not yet disbursed (7.2m euros). In addition, this item contains advance payments, accrued interest and various other receivables. All receivables and other assets have remaining maturities of less than a year.

- IV. The item **"Cash in hand and bank balances"** (31.1m euros) mainly includes funds for publicly funded projects as well as fixed-term and overnight deposits that need to be available at short notice to finance project work. All liquidity is held in low-risk investments and transferred to projects as quickly as possible in accordance with the budget planning and control requirements. The drop in cash and cash equivalents by 2.2m euros vs. the previous year is mainly related to factors impacting the snapshot valuation on the reporting date.

#### C. Prepaid expenses

Prepaid expenses of EUR 0.2 million mainly include expenses for the maintenance of various technical facilities as well as marketing expenses.

## Balance Sheet as of September 30, 2020

(all amounts in euros)

ASSETS	09/30/2020	09/30/2019	EQUITY AND LIABILITIES	09/30/2020	09/30/2019
<b>A. Fixed assets</b>			<b>A. Equity</b>		
I. Intangible fixed assets	172,114	257,626	I. Assigned capital	1,176,997	1,176,997
II. Tangible fixed assets	592,061	663,096	II. Reserves	16,368,010	15,868,010
III. Financial assets	7,942,967	8,096,512			
<b>Total fixed assets</b>	<b>8,707,142</b>	<b>9,017,234</b>	<b>Total equity</b>	<b>17,545,008</b>	<b>17,045,008</b>
<b>B. Current assets</b>			<b>B. Donated funds not yet spent</b>		
I. Inventories	427,994	427,484	I. Liabilities from funds for disasters yet to be used as assigned	3,421,709	3,675,600
II. Assets held in projects	13,002,989	10,143,031	II. Liabilities from funds for sponsorship projects, development cooperation projects, etc. yet to be used as assigned	23,133,808	19,709,042
III. Receivables and other assets	8,535,700	8,223,728			
IV. Cash-in-hand and bank balances	31,054,357	33,297,476			
<b>Total current assets</b>	<b>53,021,040</b>	<b>52,091,719</b>	<b>Total project liabilities</b>	<b>26,555,517</b>	<b>23,384,642</b>
<b>C. Prepaid expenses and deferred charges</b>			<b>C. Provisions</b>		
	177,965	317,315		1,594,133	1,451,861
			<b>D. Liabilities</b>		
				16,211,489	19,544,756
<b>Total ASSETS</b>	<b>61,906,147</b>	<b>61,426,267</b>	<b>Total EQUITY &amp; LIABILITIES</b>	<b>61,906,147</b>	<b>61,426,267</b>



## Equity and liabilities

### A. Equity

I. The **assigned capital** remains unchanged at 1.2m euros.

II. The **reserves** amount to 16.4m euros on the balance sheet date. In order to fulfill its statutory purpose, the association has undertaken to build up a working capital reserve to cover the project payment obligations entered into to ensure the reliable, continuous funding of projects—even in the event of a decline in or absence of donations. In the event of fluctuations or loss of donation income, these are the reserves through which the fulfillment of transfer obligations and, thus, the financing of projects and the maintenance of business operations are ensured. Project terms of usually 10–15 years and annual transfer payments of currently around 106m euros necessitate a forward-looking approach in this regard.

### B. Donated funds not yet spent

A total of 26.6m euros of funds not yet spent in the projects are reported as deferred liabilities in the balance sheet. The recognition on the liabilities side is with income-reducing effect via the “Donated funds not yet spent” P&L item of the fiscal year, of which 3.4m euros refer to private donations for disaster relief. A large portion of the disaster relief funds is for famine in Africa (1.3m euros), the COVID-19 pandemic (0.7m euros), and the global refugee crisis (0.8m euros).

Other donations received during the year but not yet transferred or spent locally are reported as “Liabilities from funds for sponsorship projects, development cooperation projects, etc., yet to be used as assigned” and amount to 23.1m euros. The 3.4m euro increase is attributable to the slightly higher project volume and to effects of the COVID-19 pandemic, which caused delays in the implementation of projects.

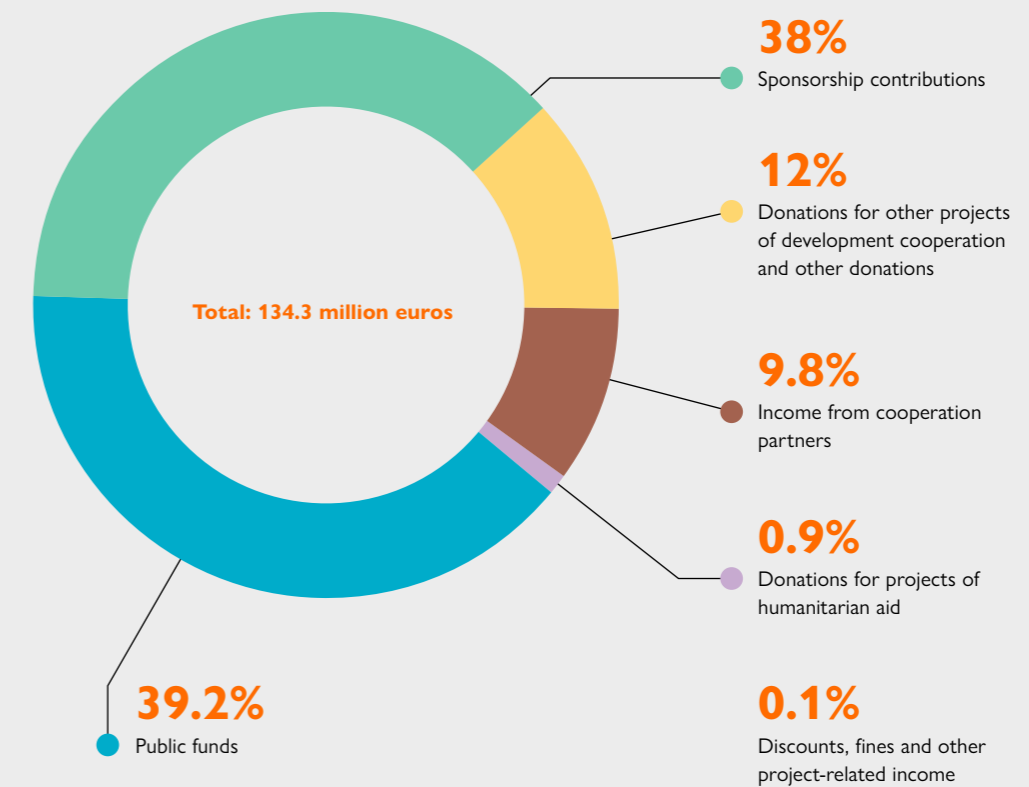
### C. Provisions

The provisions amount to 1.6m euros. Other provisions (1.5m euros) were made for future personnel expenses (e.g. leave entitlements, overtime), costs in connection with the audit of the annual financial statements and invoices not yet received on the balance sheet date.

### D. Liabilities

This balance sheet item mainly includes liabilities to related aid organizations (5.7m euros), which consist of liabilities from prepayments for projects by other non-governmental organizations and cooperation partners (4.7m euros) and pending transfers of funds to the project countries for which the project offices have already made advance payments (1.0m euros). It also includes liabilities to the public sector from project grants (EUR 8.3 million) received by the organization prior to the balance sheet date but not yet transferred to the recipient. On the balance sheet date, the association also had trade liabilities of 1.9m euros and other liabilities amounting to 0.4m euros.

## Income by source of funds, project-related activities



## Notes to the Profit and Loss Account

### A note regarding comparisons with other organizations

A comparison with the published figures of other non-profit organizations is difficult to draw as different accounting methods are used and the non-profit sector lacks uniform organizational structures. While other organizations delegate project control/management and the use of funds to their overseas partners, World Vision monitors and manages projects through its own specialized department in Germany. The expenses for the above activities are incurred in Germany, which means that comparisons regarding the operating efficiency of various organizations should take all project-related expenses into consideration—domestically as well as internationally.

The percentage of the various expense categories (project support, etc.), in accordance with the DZI guidelines, refers to the total expenses of the German organization. The comparability of these numbers with those of differently structured organizations is therefore limited.

### Source of income

For this fiscal year, World Vision Germany had a total income of 135m euros (cf. total income on page 57).

#### I. Donations, similar income and grants received during the fiscal year

In the fiscal year 2020, project-related income increased by approx. 0.2m euros over the previous year to a total of 134.3m euros.

Sponsorship contributions totaled 51.3 million euros, of which 51.0m euros were received in the

form of donations and 0.3m euros from cooperation partners. They continue to represent a very significant source of income and dropped slightly by 0.3m euros against the previous year.

Donations for other development cooperation projects and other donations in the amount of 16.1m euros (previous year: 14.1m euros) mainly refer to project-related donations (additional donations from sponsors, dedicated donations, contributions from philanthropists) and donations for fragile contexts (CHILDHOOD RESCUERS). In addition, the organization received 13k euros from fines in the current fiscal year, plus other income in the amount of 39k euros.

Private donations for humanitarian aid projects amounted to 1.3m euros and, thus, were slightly below the previous year's figure of 1.7m euros. This income is mainly dependent on the occurrence of disasters and therefore is volatile in nature. In 2020, this income item was composed mainly of donations for the COVID-19 pandemic (0.9m euros), for general disaster relief (0.2m euros), and for the global refugee crisis (0.2m euros).

Public grants dropped by 4% to 52.7m in 2020. More information on the various public donors is provided in the "Publicly funded projects" section on page 34.

Income from cooperation partners increased by 1.7m euros to 13.2m euros compared to the 2019 fiscal year and resulted in particular from our cooperation with the German Relief Coalition (Aktion Deutschland Hilft).

Within the scope of our cooperation with businesses, the following cooperation partners, among others, have supported our work: PM International, fashy, MICON, Fonds Finanz, Grafik Werkstatt, JEMAKO International, Hydroflex, Ecosia and Rossmann/Reckitt Benckiser. Support was provided in the form of sponsorship contributions, project-related donations and royalties for the licensing of the World Vision logo. Insofar as companies reference the cooperation with World Vision Germany for commercial purposes, their business partners and customers are informed transparently and visibly, prior to making a decision, about the specific extent to which World Vision Germany will benefit financially from the sales proceeds or cooperation.

#### II. Income from asset management

Income from asset management (0.3m euros) mainly relates to income from sponsoring agreements (0.1m euros) and interest income as well as income from financial assets (0.2m euros).

#### III. Income from economic activity

Income from economic activity refers to payments received for IT support services provided to smaller European World Vision partner offices, for which the organization received reimbursements in the amount of 0.3m euros to cover personnel expenses and costs of materials in the 2020 fiscal year. In addition, some sponsoring agreements are also included in this item (0.1m euros).

## Income in fiscal years 2020 and 2019

(all amounts in euros)

Project-related activities	FY 2020		FY 2019	
	Amounts	Percent	Amounts	Percent
Sponsorship contributions	50,995,678	38%	51,595,623	38.5%
Donations for other development cooperation projects/other donations	16,099,707	12%	14,055,859	10.4%
Donations for projects of humanitarian aid	1,283,400	0.9%	1,699,613	1.3%
<b>Total donations</b>	<b>68,378,785</b>	<b>50.9%</b>	<b>67,351,095</b>	<b>50.2%</b>
Public grants	52,658,375	39.2%	55,116,748	41.1%
Income from cooperation partners	13,237,023	9.9%	11,512,584	8.6%
Contributions from fines	12,800	0.0%	61,000	0.0%
Other project-related income	39,324	0.0%	96,581	0.1%
<b>Total project-related income</b>	<b>134,326,307</b>	<b>100.0%</b>	<b>134,138,008</b>	<b>100.0%</b>
Utilization of funds from the previous year	23,384,642		21,645,637	
Funds of the fiscal year not yet spent	26,555,517		23,384,642	
<b>Total project-related income</b>	<b>131,155,432</b>		<b>132,399,003</b>	
<b>Non-project-related activities</b>				
Dedicated activity	65		3,701	
Asset management	262,129		353,337	
Business operations	428,158		379,615	
<b>Total income</b>	<b>131,845,784</b>		<b>133,135,656</b>	
<b>Total income of the fiscal year*</b>	<b>135,016,659</b>		<b>134,874,661</b>	

Income received from private donors (Total of donations + contributions from fines)	68,391,585		67,412,095	
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\* Total income in the fiscal year = total income from project-related activities + dedicated activity + asset management + economic activity



## Notes to the Use of Funds

World Vision Germany's total expenses in the 2020 fiscal year amount to 131.3m euros.

I. The **project expenses** represent the largest item with a volume of 112.7m euros and make up 86.2% of total expenses in the non-profit segment.

a) 106,3m euros go directly to the funding of projects. The amount is composed of the following:

- Transfers of income from private donations: (incl. cooperations): 57.2m euros and transfers of public grants received: 49.1m euros.

More information on the funding public donors and the project countries is provided on pages 34 et seqq. (ÖMI) and page 18 et seq. (table of countries).

Transfer payment volumes are adjusted to the current situation in a project country and to the status of a project. Budget planning as well as the related transferred funds are predominantly in US dollars. Hedging transactions are used to hedge a large share of scheduled transfers of funds sourced from private donors to counteract exchange rate risks.

b) Project support includes the supervision of projects from Germany as well as the related upstream and downstream activities. The expenses amounted to 4.7m euros in the 2020 fiscal year.

c) Campaigns, education and information events are organized in line with the organization's bylaws and serve to create awareness for development policy issues among the public. The association organizes parliamentary evenings on development cooperation topics and implements in campaigns and exhibitions. This type of activity is an independent statutory goal of the organization. 1.6m euros were spent for this purpose in the 2020 fiscal year.

II. The **expenses for administrative, support and management activities** in the amount of 18.1m euros correspond to 13.8% of the total expenditure and are adequate according to DZI guidelines. Of this amount, advertising and general public

relations expenses were 15.0m euros. The amount is broken down as follows:

- Donor acquisition cost: 12.1m euros (9.3% of total expenses).
- Sponsor and donor support: 2.9m euros (2.2% of total expenses).

In assessing the proportionality of advertising expenses, it is important to keep in mind that these expenses serve the sole purpose of raising funds. They are not used to obtain grants from public donors or transfers from other NGOs.

For World Vision Germany, this ratio (the so-called "advertising cost ratio" as per DZI guidelines) is 17.1% on a three-year average (previous year 16.1%).

Administrative expenses (c) relate to the organization as a whole and serve to ensure the basic functioning of operations and operational processes. At 3.1m euros, this corresponds to 2.3% of total expenses.

### Personnel expenses

Personnel expenses for wages and salaries as well as incidental wage costs were 10.4m euros. The organization had an average of 169 full-time equivalents (FTE), of which 65% were women and 35% men. 47% of all leadership positions at World Vision were held by women during the reporting period. The weekly working time per FTE was 40 hours.

In the past fiscal year, the two members of the Executive Board, Christoph Waffenschmidt and Christoph Hilligen, were employed full-time. Ms. Anja Siegemund had been appointed to serve as a substitute third member of the Executive Board until November 21, 2019. The total remuneration of the Executive Board (annual gross salaries plus all fringe benefits) for this period was 355k euros. Salaries are not published by recipient for data protection reasons.

Employees of World Vision Germany are generally remunerated based on the German Civil Service Collective Agreement (TVÖD = Tarifvertrag für den öffentlichen Dienst). In the 2020 fiscal year, the gross annual salaries (per FTE) including 13th-month pay were as follows:

## Use of funds in fiscal years 2020 and 2019

(all amounts in euros)

	FY 2020		FY 2019	
	Amounts	Percent	Amounts	Percent
<b>I. Project expenses</b>				
a) Project funding	106,318,964	81.3%	108,597,636	81.8%
b) Project support	4,721,802	3.6%	4,548,881	3.4%
c) Statutory campaigns, education and public relations	1,637,489	1.3%	1,774,084	1.3%
<b>Sub-total:</b>	<b>112,678,255</b>	<b>86.2%</b>	<b>114,920,602</b>	<b>86.6%</b>
<b>II. Expenses for administrative, support and management activities</b>				
A) Advertising and general public relations	12,121,934	9.3%	11,729,671	8.8%
b) Sponsor and donor support	2,888,237	2.2%	3,085,184	2.4%
c) Administration	3,103,148	2.3%	2,943,392	2.2%
<b>Sub-total:</b>	<b>18,113,319</b>	<b>13.8%</b>	<b>17,758,246</b>	<b>13.4%</b>
<b>Total expenses, project-related activities</b>	<b>130,791,574</b>	<b>100.0%</b>	<b>132,678,847</b>	<b>100.0%</b>
<b>III. Other expenses, non-project-related</b>	<b>554,210</b>		<b>452,808</b>	
<b>Total expenses</b>	<b>131,345,784</b>		<b>133,131,656</b>	
<b>Addition to/withdrawal from reserves (acc. to P&amp;L)</b>				
Withdrawals from reserves	100,000		100,000	
Additions to reserves and assigned capital	600,000		104,000	
<b>Total after addition to/withdrawal from</b>	<b>131,845,784</b>		<b>133,135,656</b>	

- Senior director and department manager: 59–92k euros.
- Team leaders and experts: 36–67k euros
- Assistants and clerks: 32–53k euros.

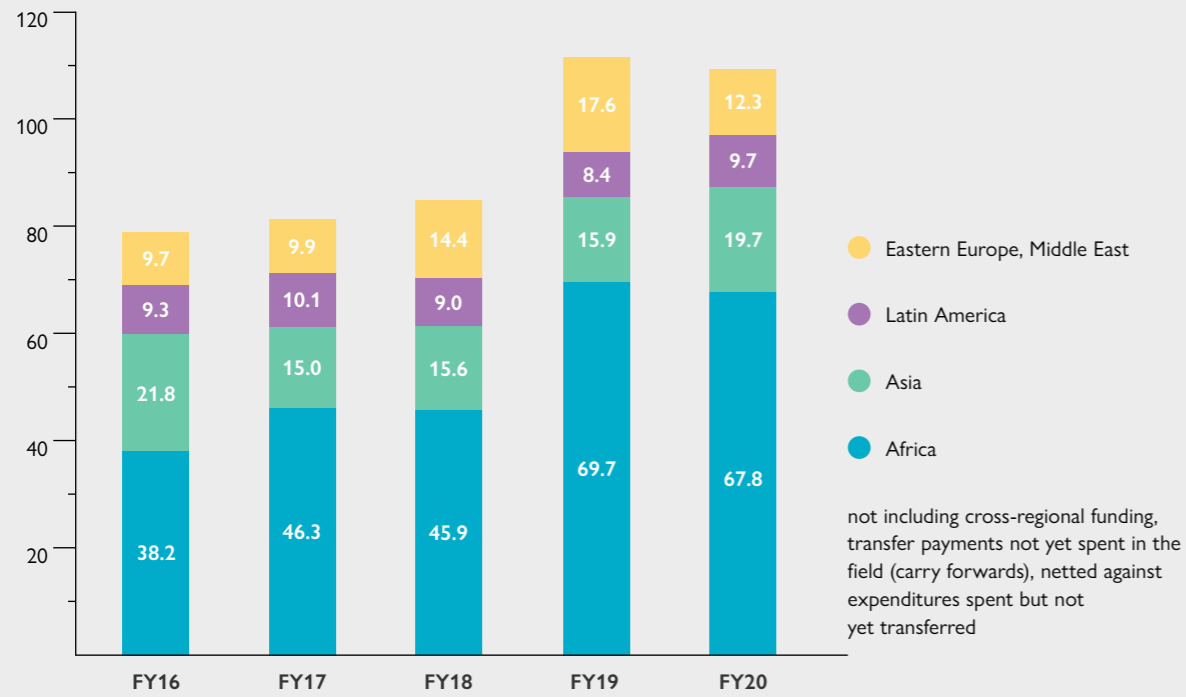
### Income of the year and reserves

The income of the 2020 fiscal year (net Profit/loss of the year of the year plus withdrawals from reserves) in the amount of 600k euros was transferred to the reserves.

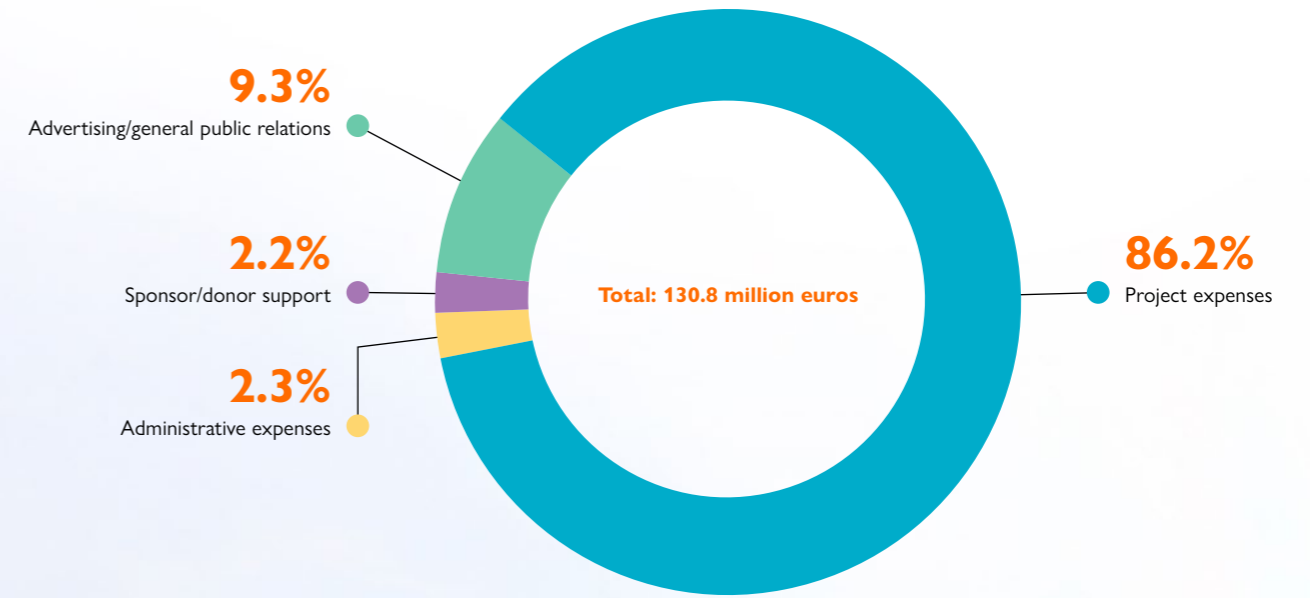


### Project funding by region, FY 2016–2020

(in million euros)

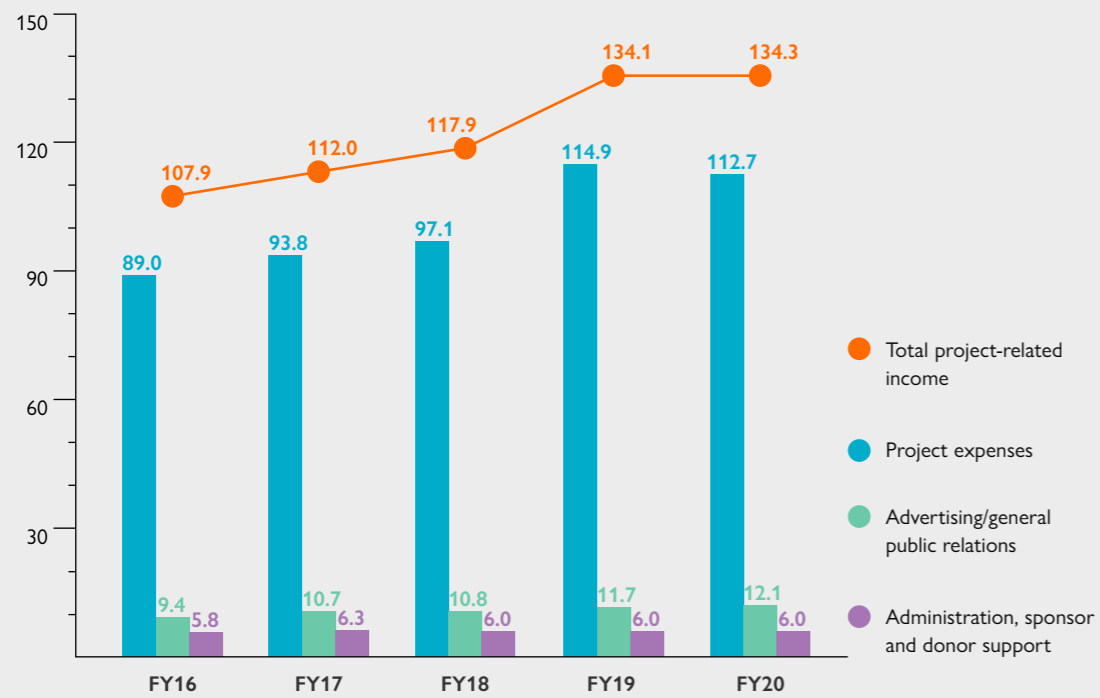


### Funds used for project-related activities in the 2020 fiscal year



### Expenses and income, project-related activities, FY 2016–2020

(in million euros)



## Presentation by Category

in euros in accordance with the requirement to account by segment of the German Council of Fundraising Organizations  
Period: 10/1/2019–09/30/2019

		Compliance with statutory goals/project-related activities										
Line	Description	P&L account, total	Direct activities			Indirect activities			Dedicated activity (including management)	Total, statutory activities	Asset management	Taxable economic activity
			Direct activities, project-related	Statutory education/public relations work	Subtotal, direct activities	Management, administration	Fundraising	Subtotal, indirect activities				
1.	Donations and similar income	131,116,107.91	131,116,107.91	—	131,116,107.91	—	—	—	—	131,116,107.91	—	—
	of which membership/sponsorship contributions	—	—	—	—	—	—	—	—	—	—	—
2.	Sales revenues (fees for services)	470,075.40	—	—	—	—	—	64.78	64.78	41,852.77	428,157.85	
3.	Increase/decrease in inventories of finished goods/services and work in progress	—	—	—	—	—	—	—	—	—	—	
4.	Own work capitalized	—	—	—	—	—	—	—	—	—	—	
5.	Contributions for the financing of current expenses	—	—	—	—	—	—	—	—	—	—	
6.	Other operating income	84,374.23	39,324.42	—	39,324.42	—	—	—	39,324.42	45,049.81	—	
	<b>Subtotal income</b>	<b>131,670,557.54</b>	<b>132,399,002.95</b>	<b>—</b>	<b>132,399,002.95</b>	<b>—</b>	<b>—</b>	<b>64.78</b>	<b>131,155,497.11</b>	<b>86,902.58</b>	<b>428,157.85</b>	
7.	Direct expenses for statutory purposes/project expenses	107,710,260.82	106,624,800.20	223,008.70	106,847,808.90	542,378.93	320,072.99	862,451.92	—	107,710,260.82	—	
8.	Cost of materials	—	—	—	—	—	—	—	—	—	—	
9.	Personnel expenses	10,437,484.73	3,445,325.27	1,039,552.04	4,484,877.31	2,000,089.30	3,889,518.12	5,889,607.42	—	10,374,484.73	63,000.00	
	<b>Subtotal expenses</b>	<b>118,147,745.55</b>	<b>110,070,125.47</b>	<b>1,262,560.74</b>	<b>111,332,686.21</b>	<b>2,542,468.23</b>	<b>4,209,591.11</b>	<b>6,752,059.34</b>	<b>—</b>	<b>118,084,745.55</b>	<b>63,000.00</b>	
10.	<b>Interim profit/loss 1</b>	<b>+13,522,811.99</b>	<b>+22,328,877.48</b>	<b>-1,262,560.74</b>	<b>+21,066,316.74</b>	<b>-2,542,468.23</b>	<b>-4,209,591.11</b>	<b>-6,752,059.34</b>	<b>+64.78</b>	<b>+13,070,751.56</b>	<b>+86,902.58</b>	<b>+365,157.85</b>
11.	Income from contributions to the financing of investments	—	—	—	—	—	—	—	—	—	—	
12.	Income from the reversal of special reserves/liabilities	—	—	—	—	—	—	—	—	—	—	
13.	Expenses from the addition to the special reserves/liabilities	—	—	—	—	—	—	—	—	—	—	
14.	Depreciation/amortization of intangible and tangible fixed assets	227,601.47	63,275.70	33,666.73	96,942.43	36,827.48	93,831.56	130,659.04	—	227,601.47	—	
15.	Other operating expenses	12,812,284.37	895,886.53	341,261.64	1,237,148.17	523,352.40	10,706,747.77	11,230,100.17	500.00	12,467,748.34	110,040.11	
16.	<b>Interim profit/loss 2</b>	<b>+482,926.15</b>	<b>+21,369,715.25</b>	<b>-1,637,489.11</b>	<b>+19,732,226.14</b>	<b>-3,102,648.11</b>	<b>-15,010,170.44</b>	<b>-18,112,818.55</b>	<b>-435.22</b>	<b>+375,401.75</b>	<b>-23,137.53</b>	<b>+130,661.93</b>
17.	Income from equity investments	—	—	—	—	—	—	—	—	—	—	
18.	Income from other securities and long-term loans	111,528.63	—	—	—	—	—	—	—	111,528.63	—	
19.	Other interest and similar income	63,697.98	—	—	—	—	—	—	—	63,697.98	—	
20.	Write-downs of long-term financial assets and of securities classified as current assets	105,537.32	—	—	—	—	—	—	—	105,537.32	—	
21.	Interest and similar expenses	11,478.31	11,478.31	—	11,478.31	—	—	—	—	11,478.31	—	
22.	Taxes on income	41,137.13	—	—	—	—	—	—	—	5,587.13	35,550.00	
23.	<b>Earnings after taxes</b>	<b>+500,000.00</b>	<b>+21,358,236.94</b>	<b>-1,637,489.11</b>	<b>+19,720,747.83</b>	<b>-3,102,648.11</b>	<b>-15,010,170.44</b>	<b>-18,112,818.55</b>	<b>-435.22</b>	<b>+363,923.44</b>	<b>-40,964.63</b>	<b>+95,111.93</b>
24.	Other taxes	—	—	—	—	—	—	—	—	—	—	
25.	<b>Profit/loss of the year</b>	<b>+500,000.00</b>	<b>+21,358,236.94</b>	<b>-1,637,489.11</b>	<b>+19,720,747.83</b>	<b>-3,102,648.11</b>	<b>-15,010,170.44</b>	<b>-18,112,818.55</b>	<b>-435.22</b>	<b>+363,923.44</b>	<b>-40,964.63</b>	<b>+95,111.93</b>

Summary											
Total income (euros)	131,845,784.15	132,399,002.95	0.00	132,399,002.95	0.00	0.00	0.00	64.78	131,155,497.11	262,129.19	428,157.85
Income (in percent)	100.00%	100.42%	0.00%	100.42%	0.00%	0.00%	0.00%	0.00%	100.42%	0.20%	0.32%
Total expenses (euros)	131,345,784.15	111,040,766.01	1,637,489.11	112,678,255.12	3,102,648.11	15,010,170.44	18,112,818.55	500.00	130,791,573.67	221,164.56	333,045.92
Total expenses (in percent)	100.00%	84.54%	1.25%	85.79%	2.36%	11.43%	13.79%	0.00038%	99.58%	0.17%	0.25%





## Membership in the German Council of Fundraising Organizations

World Vision Germany is a member of the German Council of Fundraising Organizations (Deutscher Spendenrat, DSR), which aims to uphold and promote ethical principles in fundraising for charitable purposes in Germany and to ensure the proper handling and management of donations through voluntary self-regulation. As a member of the German Council of Fundraising Organizations (DSR) we are required to subject ourselves to the following:

The German Council of Fundraising Organizations (DSR) performs an internal auditing and certification process through independent auditing firms. The certificate was awarded to us immediately after its first-time introduction and since then has been renewed each year for 2018–2020.

In addition, we confirm to the German Council of Fundraising Organizations (DSR) as part of our annual statement of voluntary commitment, among others, that we are a non-profit organization and that we comply with the statutory data protection regulations and consumer protection directives.

We furthermore commit to publishing our Annual Report no later than nine months after the end of our fiscal year. Our Annual Report provides truthful, transparent, understandable and comprehensive information. It contains an activity/project report on general framework conditions, services rendered, and describes developments as well as trends in our

organization's field of activity. Our annual financial statements (including management report) are audited. Our four-segment account is prepared in accordance with the requirements of the German Council of Fundraising Organizations, the applicable guidelines of the German Institute of Public Auditors (IDW) and the tax principles applicable to non-profit organizations.

We confirm that our organizational structures are designed to prevent potential conflicts of interest of those in charge and/or acting on behalf of the organization, and we have committed ourselves to disclosing essential contractual bases and affiliations under corporate law in our Annual Report. We refrain from advertising practices that violate common decency and honest practices. We do not recruit members or raise funds by means of providing gifts, benefits or promising benefits or by granting other benefits that are not directly related to the statutory purpose of our organization or that are disproportionately expensive. We do not sell, lease or exchange members' or donors' addresses and offer or pay commissions only in accordance with the framework of principles laid down by the German Council of Fundraising Organizations for soliciting donations.

We observe purpose restrictions by donors, explain how we handle project-linked donations, and refrain from forwarding donations to other organizations or, if donations are forwarded to other organizations, we inform about the respective donation amount.

## Audit Opinion



Excerpts from the audit opinion of the independent auditor

To World Vision Deutschland e. V., Friedrichsdorf

### Audit Opinions

We have audited the Annual Financial Statements of World Vision Deutschland e. V., Friedrichsdorf, comprising the balance sheet as at 30 September 2020 and the income statement for the business year from 1 October 2019 to 30 September 2020, and the notes to the financial statements, including a description of the accounting policies. We have also audited the management report of World Vision Deutschland e. V. for the financial year from 1 October 2019 to 30 September 2020.

In our opinion, based on the findings of our audit, the consolidated financial statements are

- the accompanying financial statements comply in all material respects with the provisions of German commercial law applicable to corporations; and
- presents fairly, in all material respects, the financial position of the Association as at 30 September 2020, and of its financial performance for the financial year from 1 October 2019 to 30 September 2020 in accordance with German principles of proper accounting, and- the accompanying management report presents fairly, in all material respects, the financial position of the Association. In all material respects, this management report is consistent with the Annual Financial Statements, complies with German legal requirements and accurately presents the opportunities and risks of future development.

In accordance with Section 322 para. 3 sentence 1 of the German Commercial Code (HGB), we declare that our audit has not led to any reservations concerning the correctness of the Annual Financial Statements and the management report.

Mainz, 11 February 2021

**KPMG AG**  
Auditing firm

Signed by  
Torsten Oskar Hauptmann  
on 15 February 2021

Hauptmann  
German Public Auditor

Signed by  
Martin Reichel  
on 15 February 2021

Reichel  
German Public Auditor

## Strategy and Outlook

In the 2021 fiscal year, we will be working on implementing our five-year strategy, while also keeping an eye on the further development of our strategy. Our ultimate goal is to sustainably support ten million children by the 2022 fiscal year. To achieve this goal, we intend to recruit even more sponsors for long-term regional development projects. We also intend to expand our work in the world's hot spots, where an increasing number of children suffer from acute poverty and are exposed to various forms of violence.

### Our program work

In 2021, we will place a special focus on new project proposals supported by major private and public donors in the field of humanitarian aid. Sustainability and impact monitoring are a crucial element and our commitment in this regard will continue to be reflected in regular analyses and systematic evaluations in the coming year. Our cooperation with local partner organizations will continue to gain in importance and we will expand training programs for civil society groups. Our approach aims at strengthening the capacities of local stakeholders and ensuring the sustainability of our tried-and-tested project models.

The number of projects and the scope of support will be expanded in unstable countries and fragile contexts, where children and their families are the most vulnerable. Against the backdrop of the refugee crises and global warming, we will expand our commitment in many African countries. We are expecting steady public funding from both Germany and the European Union. The financial volume will increase and so will the complexity of individual projects. The ongoing coronavirus pandemic and new humanitarian crises will continue to pose many challenges for us in 2021, while disaster preparedness and environmental protection will remain a crucial focus.

### Our political work and research activities

The coronavirus pandemic will have a significant impact on our work in 2021. In April 2021, we presented a study to both political leaders and the media on the impact of the coronavirus pandemic on the educational situation of children in Germany and Ghana. As part of our campaign "Jeder Einzelne zählt, um Gewalt gegen Kinder zu beenden" (Let's join hands to end violence against children), we will continue to address the issue of "sexual violence against refugee children"

and will start a study on this topic in order to be able to present robust data. Our health work will focus on "global vaccine equality" following the development of a COVID-19 vaccine. The next election to the German Bundestag will be held in 2021. World Vision will use the election campaign to highlight the vulnerable position of children affected by armed conflict. We will focus on the conflict regions of Syria, Sudan and Iraq. As the Supply Chain Act is an important policy project in 2021, we will take the opportunity to highlight children's rights in particular.

### Financial Planning

The volume of donations is expected to increase in the 2021 fiscal year as a result of various strategic measures. An important goal is to stabilize sponsorship income at the current level and possibly increase it slightly. This income serves to continuously support our long-term regional development projects, which have a term of approximately 15 years, and, thus, ensures comprehensive, sustainable change. World Vision Germany expects public sponsors to continue to increase their contributions in the future. This also goes along with an increase in our co-financing contributions. An additional focus will therefore be on soliciting additional private donations for these and other purposes. We also want to involve even more people as "CHILDHOOD RESCUERS". These donations are used specifically to support projects in the world's poorest and most fragile regions to provide prospects for the children living there. As far as possible, cost increases will be offset by efficiency improvements.

## Budget plan for FY 2021–2023

(in million euros)

Earnings	FY 2021	FY 2022	FY 2023
Donations	72.5	73.4	74.5
Public grants	48.5	48.5	50.0
Income from cooperation partners	8.5	8.5	8.5
Other income	1.0	1.0	1.0
<b>Total income</b>	<b>130.5</b>	<b>131.4</b>	<b>134.0</b>

Expenses according to DZI criteria	FY 2021	FY 2022	FY 2023
Project funding	104.4	105.0	107.2
Project support	5.2	5.3	5.3
Statutory campaigns, education and public relations work	1.9	1.9	1.9
Advertising/general public relations	12.3	12.5	12.7
Sponsor & donor services	3.2	3.2	3.2
Administrative expenses	3.5	3.5	3.7
<b>Total expenses</b>	<b>130.5</b>	<b>131.4</b>	<b>134.0</b>





**Humanitarian Aid:**  
Immediate disaster response



**Political Work:**  
Lobbying for the poor



**Development cooperation:**  
Long-term and sustainable projects



## About World Vision

### Our Goals

World Vision Deutschland e. V. was established in 1979. Together with our partners in developing countries, we strive to sustainably overcome poverty, hunger and injustice (see also "Excerpt from bylaws" on the following page). In addition, World Vision's work is aimed at alleviating and preventing suffering in regions hit by crises. To reach these goals, World Vision is active in three areas: sustainable development cooperation, humanitarian aid and advocacy for development policies. We place a special focus on well-being and the healthy development of children in all areas of our work.

### Development Cooperation

Our development cooperation projects are designed to provide comprehensive and sustainable assistance aimed at enabling 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

### Humanitarian Aid Projects

Another priority for World Vision is to support disaster victims as well as refugees fleeing war and hunger. These projects are financed in part through individual donations, but the majority of the funding comes from cooperative efforts undertaken jointly with "Aktion Deutschland Hilft e.V." organization, the German Federal Foreign Office, the European Union, and the United Nations World Food Program.

### Political Work

The third area World Vision Germany is active in is development policy advocacy. Here, we wish to raise awareness for how political decisions in Germany and the plight of children worldwide are interconnected. In this way, we hold politicians in Germany and Europe accountable for considering the global context in their decisions.

### Christian Motivation

As Christians of different denominations, World Vision members 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 disenfranchised of this world.

### International Work Relations

World Vision International maintains official working relations with the World Health Organization (WHO) and with UNICEF, and has consultative status with the UN Refugee Agency (UNHCR) as well as 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 quality standards, voluntary commitments and memberships, go to pages 43 and 75.

## Notice of Exemption and Tax ID

World Vision 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 under Section 51 et seq. of the German Tax Code is dated April 23, 2020 (tax ID number 00325099188). The organization is registered in the Register of Associations with the Bad Homburg district court.

## Excerpt from the Bylaws

### §2 Mission of the Organization

#### 2.1

The organization pursues non-profit and charitable purposes exclusively and directly in accordance with the "Tax-privileged Purposes" section 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 foster a global 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 poverty-stricken regions of the world. The purpose of the statutes is realized in particular through worldwide child-focused development cooperation projects, humanitarian emergency aid, the sustainable integration of disadvantaged persons into the economy, advocacy work, technical and spiritual aid services, and the promotion of Christian values.

#### 2.3

In addition, the mission of the association is to raise monetary and non-monetary resources to promote the purposes specified in section 1 through a tax-privileged German organization, an entity of public law or a foreign entity. 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 entities of public law for the purposes specified in section 1, or by allowing such entities to use its premises for such purposes. In addition, the association may provide manpower to other people, companies, institutions or a public law entity for the above purposes.

#### 2.4

The association is a non-profit organization and does not primarily pursue own commercial purposes.



For a complete copy of its bylaws, please go to:

[worldvision.de/satzung](http://worldvision.de/satzung)

In addition to this annual report, the reports of previous years are also available online at: [worldvision.de/publikationen](http://worldvision.de/publikationen)

## Organization and Governance

### General Assembly

World Vision Germany (World Vision Deutschland e.V.) is a legally, organizationally and financially independent incorporated organization. The association is headquartered in Friedrichsdorf. In accordance with Sections 32 et seq. of the German Civil Code (BGB), the association is governed by the General Assembly, which convenes at least once a year and is headed by the Chairperson of the Supervisory Board. In FY 2020, one member left the association. Hence, World Vision has a total of 34 members as of September 30, 2020. Their responsibilities include the following: election of members to the Supervisory Board; acceptance of Annual Report; approval of the audited annual financial statements; decision on the inclusion and exclusion of members; amendments to the organization's bylaws; and approval of the actions of the Supervisory and Executive Boards. The Supervisory Board informs the organization's members at regular intervals about the work the organization has carried out and submits to them a copy of the Annual Report reviewed by the auditor in good time prior to the General Assembly. The organization's members work on a voluntary basis without receiving remuneration. However, documented expenses are reimbursed by the organization.

### Supervisory Board

In 2020, World Vision Germany's Supervisory Board had nine members. The members of the Supervisory Board—according to the bylaws at least 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 no more than twice. The term of office of Chairman Harald Dürr ended in 2020. The Supervisory Board elected Edgar Vieth as chair person and Maren Kockskämper vice chair of the Supervisory Board for the first time.

The Supervisory Board is responsible for the following: preparing and convening of General Assemblies; implementation of the resolutions of the General Assembly; proposing new association members to the General Assembly; the strategic direction of the association; approval of the annual budget; monitoring of the management by the Executive Board and of the development of the organization; appointment and dismissal of Executive Board members; and appointment of members to the Board of Trustees. The Supervisory Board ensures that the association's members are duly informed of current developments within the organization and presents its activity report to the General Assembly at regular intervals.

The Supervisory Board convened four times in 2020. The members of the Supervisory Board work on a voluntary basis without receiving remuneration. However, documented expenses are reimbursed by the organization. The members of the association and of the Supervisory Board received a total of round about 6,200 euros for travel expenses (and for their work on the committees) during the reporting period. As in previous years, the chairperson of the Supervisory Board and the third-party ombudsperson received a volunteer's allowance of EUR 720 in accordance with the provisions of Section 3 No. 26a of the German Income Tax Act.

The Supervisory Board may appoint working committees or engage third-party experts to carry out its responsibilities. The members of the committees are volunteers and appointed by the Supervisory Board.

### Finance Committee

The Finance Committee deals with financial issues, such as financial development, discussion of the annual budget and the annual financial statements before they are presented to the General Assembly. In the 2020 fiscal year, the Finance Committee had three members: Dr. Rolf Scheffels, Jens Haas and Michael Scheidgen. The Finance Committee convened three times in the 2020 fiscal year.

### HR Committee

In the 2020 fiscal year, the HR Committee had two members: Edgar Vieth and Maren Kockskämper. The committee handles fundamental HR matters for the Executive Board as well as other HR issues, including regular HR discussions with the members of the Executive Board. The HR Committee convened four times in fiscal year 2020.

### Risk & Governance Committee

The Risk & Governance Committee discusses the Association's internal control and risk management system, receives information about existing risks of the association and further develops governance principles for the association. The Risk & Governance Committee had three members, Dr. Annette Messemer, Dr. Rolf Scheffels and Martin Scholich, and convened three times in the 2020 fiscal year.

### New members committee

The New Members Committee was established in 2020. It prepares the search for new members of our association and guides and supports their application process. The candidates selected by the Supervisory Board are proposed for election by the members

of the Association at the General Assembly. The New Members Committee was composed of Ariane Massmann and Madeleine Gummer von Mohl, and convened twice during the 2020 fiscal year.

### Executive Board

As in the previous year, the full-time Executive Board—consisting of no less than two members according to the bylaws—had two members during the 2020 fiscal year: Christoph Waffenschmidt (Chairman) and Christoph Hilligen. The Executive Board's responsibilities include the operational management of the association and its representation vis-a-vis third parties.

The Executive Board is responsible for all matters concerning the association, unless assigned to another body of the association under the bylaws. In particular, it is responsible for developing the association's goals as well as the strategies necessary to achieve them. In addition, the Executive Board's responsibilities include the following: providing regular reports on

the association's position to the Supervisory Board; implementing the resolutions of the General Assembly and the Supervisory Board; preparing the budget and the annual report. The Executive Board forms the connecting link to the Supervisory Board and participates in its meetings without, however, having voting rights.

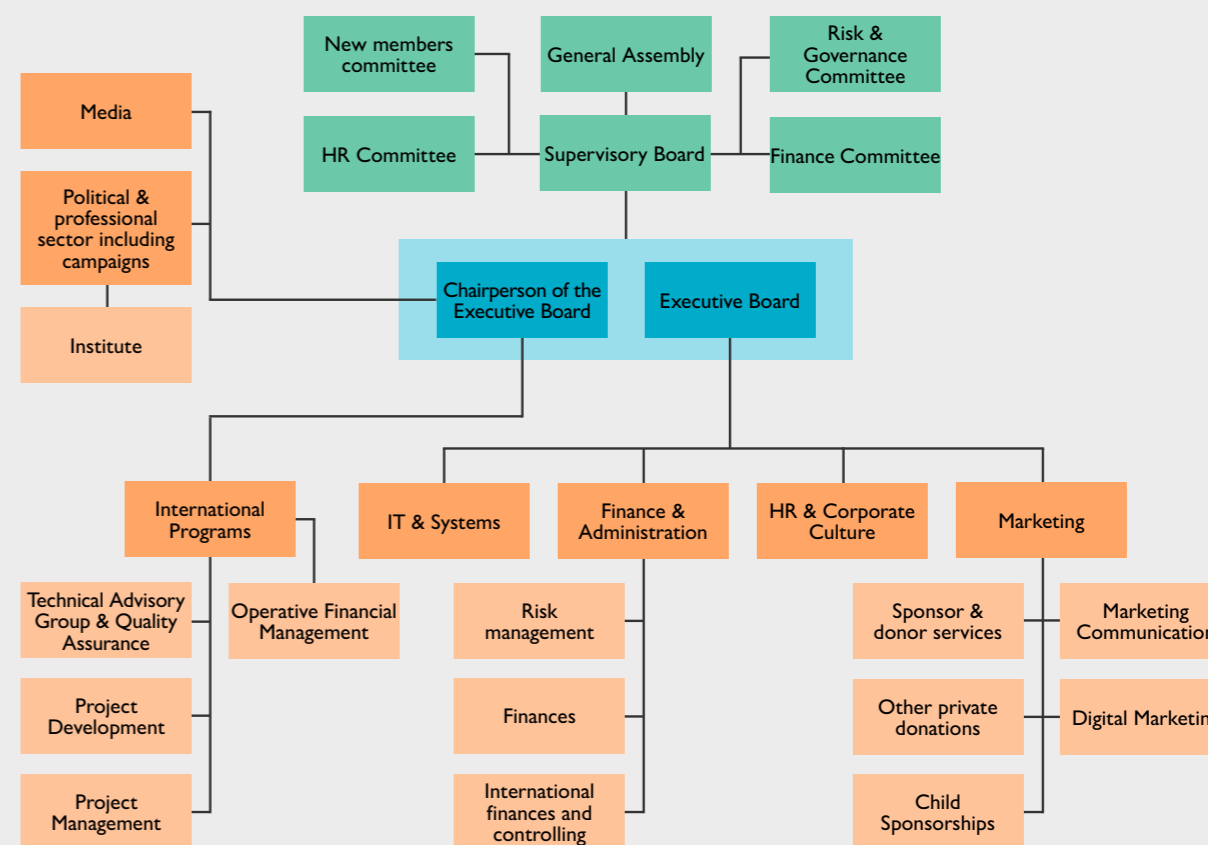
### Board of Trustees

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 matters of concern of World Vision Germany and volunteer to advocate on behalf of World Vision in public life. The Board of Trustees had 18 members as at the end of the 2020 fiscal year.

The Board of Trustees convenes twice a year. In its meetings, which are convened by the Executive Board, the Board of Trustees discusses general matters concerning the organization, and provides suggestions and recommendations (see also [worldvision.de/kuratorium](http://worldvision.de/kuratorium)).

## Organizational chart of World Vision Germany

Bodies and departments of the association (as at January 2021)



## World Vision International – Organization

World Vision Germany is part of the global World Vision partnership that is currently active in 100 countries (wvi.org). The different World Vision offices work together as partners in a network and as equals in the context of 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 a “peer review” monitoring process by other World Vision offices that each World Vision office is subject to on a regular basis.

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

### 20 Support Offices such as World Vision Germany

Direct collaboration with:



### Council

- supreme body of the World Vision partnership
- almost all World Vision offices are represented
- convenes every three years, most recently in 2019 in the Philippines
- analyzes World Vision's current challenges and superordinate strategies
- advises the International Supervisory Board

### International Supervisory Board

- convenes twice a year
- the current chair is Donna Shepherd from Australia
- appointment and dismissal of international management staff
- verification of compliance with the principles and guidelines of the World Vision partnership
- approval of the World Vision International budget
- makes fundamental strategic decisions for the World Vision partnership as a whole

### International Coordinating Office in London

- under the leadership of the president of the international World Vision partnership, Andrew Morley from the UK
- representative body of the World Vision partnership
- develops international quality standards for the organization's project work
- coordinates relief operations in humanitarian disasters
- organization of internal audits of country offices
- additional operating 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 (San José, Costa Rica)
- Middle East and Eastern Europe (Nicosia, Cyprus)
- responsible for supporting and managing country offices with regard to strategic alignment and compliance with international guidelines.

### 61 country offices

- located in the project countries
- close cooperation with local decision-makers and village communities
- approx. 95% local staff
- planning, implementation and evaluation of project activities
- reports regularly to the support offices on project progress and use of funds



## World Vision Foundation

The World Vision Foundation was established in 2009 by World Vision Germany, the foundation sponsor. It is recognized as an independent legal entity with offices in Friedrichsdorf. With the financial support from World Vision Germany e. V., it exclusively and directly pursues non-profit and charitable purposes. The Foundation has an Executive Board and a Board of Trustees. The Executive Board of the Foundation manages the business and its members are the same as those of World Vision Germany. The Foundation's Board of Trustees is appointed by the General Assembly of World Vision Germany and monitors the work of the Executive Board. The Foundation's Board of Trustees currently has three members. The World Vision Foundation may be sponsored by individuals or businesses. Together with the World Vision Foundation, committed people work together to sustainably lead vulnerable children out of poverty and towards a brighter future full of opportunities and perspectives.

## World Vision STIFTUNG

Foundation assets in euros as of	2020	2019
Foundation capital	100,000	100,000
Endowments	1,357,556	1,303,231
Endowment fund	590,700	529,243
Trust assets	683,767	674,494
Inheritances and estates	815,287	770,328
Other equity	863,792	763,729
<b>Total</b>	<b>4,411,102</b>	<b>4,141,025</b>

### Project example: Focus on agriculture

In 2018, the Schmidt family from Hamburg established their "Schmidt Family Stiftungsfonds" under the umbrella of the World Vision Foundation with the long-term goal of supporting people in poverty-stricken areas worldwide. The focus is on supporting agricultural projects as well as projects that contribute to food security. The Schmidt family also wants to support communities in learning how to be self-sufficient by growing their own food and doing so sustainably. To ensure that the funds are used as transparently as possible, the family wanted to support specific projects directly. In 2020 the "Schmidt Family Stiftungsfonds" joined forces with the "Rainbow Foundation Fund" of our founder Marion Schmid who was still looking for support for the "Drinking water for the people in Rukoma"

project. The "Schmidt Family Stiftungsfonds" also supports the "Support Zambia – Support the children" project of the international World Vision partnership. The five-year goal of this program is to help 15,000 people achieve economic independence and contribute to improving the livelihood for 90,000 people altogether. A farmer's income is expected to double from around US\$1.25 per day to at least US\$2.50 per day.

Information on the work of World Vision Foundation is available online at [worldvision-stiftung.de](http://worldvision-stiftung.de)

## Memberships

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



**Voluntary Organizations in Cooperation in Emergencies (VOICE)**  
A network of 86 European NGOs providing humanitarian aid. VOICE is an important point of contact for the EU regarding emergency assistance, reconstruction and disaster risk prevention.



**Aktion Deutschland Hilft (German Relief Coalition)**  
A number of German aid organizations have joined forces in this coalition to provide effective and coordinated humanitarian aid in disaster situations. Its patron is former German Federal President Horst Köhler.



**"Your voice against poverty" campaign (DSGA)**  
German platform of the Global Call to Action Against Poverty (GCAP), a global campaign of numerous organizations and individuals in more than 100 countries working to end poverty.



**Plattform Zivile Konfliktbearbeitung (Platform for Peaceful Conflict Management)**  
An open network aiming to promote peaceful conflict management consisting of individuals and NGOs who jointly work towards a more peaceful world. The platform is also part of an international community of civil society players.



**European Peacebuilding Liaison Office (EPLO)**  
Platform consisting of European NGOs, NGO networks and think tanks working in the areas of peace building 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.



**Deutsches Bündnis Kindersoldaten (German Coalition for Child Soldiers)**  
This NGO coalition publishes information on the difficult issue of child soldiers, engages in lobbying and calls for public action. It considers itself the German branch of the Coalition to Stop the Use of Child Soldiers.



**Global Partnership for the Prevention of Armed Conflict (GPPAC)**  
A global network of civic organizations committed to peace-building and conflict prevention.



**Globale Bildungskampagne (GBK) (Global Campaign for Education)**  
GBK is the German coalition of the Global Campaign for Education, a global network of NGOs and education unions. It supports the human right to education at the political level.



**National Coalition für die UN-Kinderrechtskonvention in Deutschland (NC) (National Coalition of the UN Convention on the Rights of the Child)**  
This coalition of more than 115 organizations and associations working throughout Germany is committed to ensuring that children's rights in Germany are fulfilled 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.



**Aktionsbündnis gegen AIDS (Alliance against AIDS)**  
This alliance represents over 100 NGOs involved in the fight against HIV and AIDS and more than 280 grassroots groups in Germany.



**VENRO Association of German Non-Governmental Organizations for Development and Humanitarian Aid**  
An association of approx. 120 NGOs involved in development cooperation, emergency aid and development education, public relations and lobbying work. Their goal is to stand up together against poverty, for human rights and the preservation of natural resources.



**Deutscher Spendenrat (German Council of Fundraising Organizations)**  
An umbrella organization of fundraising organizations (private and church-based institutions). Its members sign a declaration in which they commit to good organizational governance and transparency.



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



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



**World Vision**  
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