

ANNUAL REPORT 2021

Deepening Our Commitment to the Most Vulnerable

Our Global Impact

DEEPENING OUR COMMITMENT TO THE MOST VULNERABLE

We remain committed to meeting families' needs on many levels at once, despite the challenges and limits the pandemic presented. We adapted our work in every area, helping children remain healthy, nourished, educated, and protected during extraordinary times.

Because of you and generous supporters like you:



455,088

Girls and boys **protected** against violence, neglect, and abuse.



78,170

People gained access to **clean water** as well as improved sanitation and hygiene.



95,937

People received **education** and life skills for a brighter future.



449,199

People received **health and nutrition** support to tackle hunger, malnutrition, and wasting.



98,081

Children and adults received **livelihood** and financial services for increased and sustainable incomes.



47,847,566

People protected before, during, and after **disasters**.

Children in the Villages



484,182

people in **14 countries** benefitted through our child sponsorship programme.

6,547

children in **5 countries** enjoy a safe and conducive learning environment through school constructions and scholarships.

13,163

people in **4 countries** have safe drinking water and improved sanitation, keeping them safe from diseases.

3,789

women in **Myanmar and Vietnam** empowered through microloans to improve their livelihoods.

Children in the Cities



2,336

women and children in **Kolkata, India**, empowered to prevent second-generation prostitution.

730

children in **Dhaka, Bangladesh**, protected from child labour and have improved nutrition.

28,716

people in the slums of **Mandaue, Philippines**, benefitted from development aid.

Children in Crisis



321,227

people in **Syria** received protection and health services.

630,489

people in **Afghanistan** benefitted from health, education, and water and sanitation support.

5,738

people facing in-country conflict in **Ethiopia** received emergency aid.

46,095

people in **Myanmar and the Philippines** empowered to build a future through health, water, child protection, and education interventions.

14,476

Rohingya refugees in **Bangladesh** engaged to prevent malnutrition in pregnant women and children.

Children of Climate Change



40,469

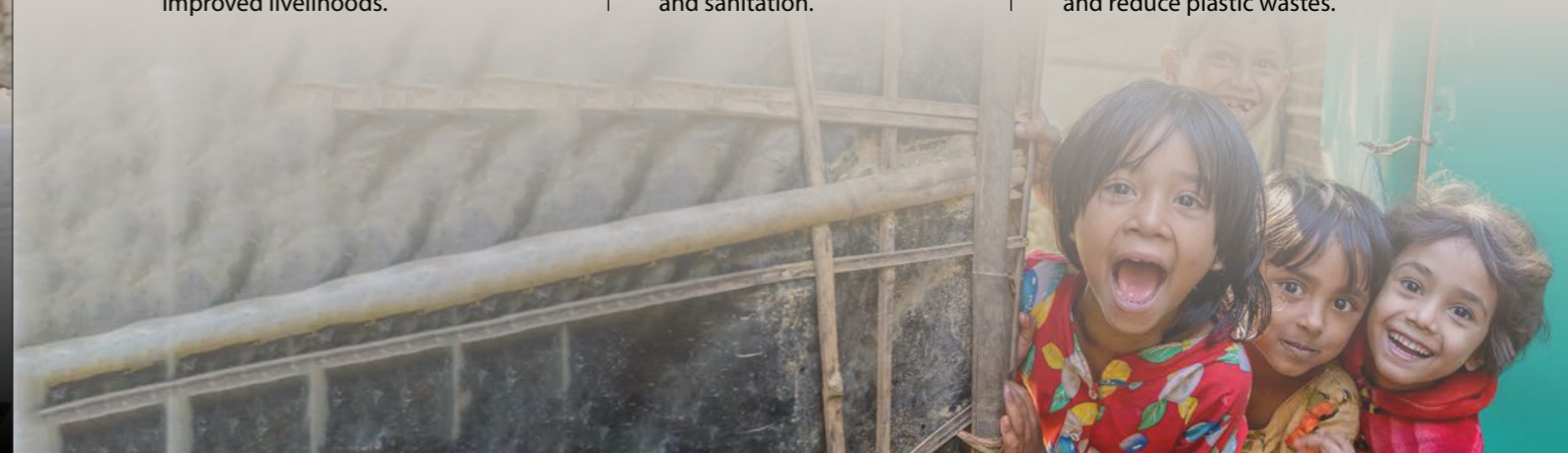
people in the **Philippines** benefitted from environmental protection and improved livelihoods.

4,188

people in **Mongolia** have clean and sustainable water and sanitation.

50,000

abaca trees planted in the **Philippines** to protect watersheds and reduce plastic wastes.



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Chairman's Message

IMPACTING THE WORLD'S MOST VULNERABLE CHILDREN: More Needs To Be Done

If 2020 is remembered for the staggering global effect of the COVID-19 pandemic, then 2021 is one that is shaped and hit by 3-Cs, namely, **COVID-19**, **Conflict** and **Climate**. These have disproportionately impacted the children we serve, increasing their vulnerability.

COVID-19 continues its toll even as vaccines arrive amidst mutations of the virus. World Vision is on the ground, bringing arms to needles, encouraging and educating communities to be vaccinated, working with community and faith leaders to dispel myths, and supporting the COVAX initiative, a global vaccination campaign aimed at an equitable allocation of vaccines around the world.

As governments and health authorities introduce numerous COVID-19 restrictions to keep cases low and citizens safe, we continue to monitor the situation on the ground around the world, pivoting our programming to ensure that children and families remain safe with access to basic services. 484,182 people across 14 countries have benefitted through our child sponsorship programme, thanks to donors like you.

With your support, we responded quickly to the devastating impact of the second COVID-19 wave in countries like India and Nepal through the provision of items such as oxygen concentrators, beds, PPE sets, among others.

Conflict, especially now in places like Ukraine, continue to set back the development and humanitarian work World Vision has been doing on the ground all these years. The world continues to reel from the ongoing developments of the February Myanmar coup and the takeover of Afghanistan by the Taliban in August the same year, resulting in thousands being displaced - children and families on the move and whose lives have been changed in an instant. We continue to respond and provide relief support in countries like Myanmar, Afghanistan, and Syria as they face protracted crises. Even now, we are working hard to soften the humanitarian disaster arising from conflict in Ukraine.

Last but not least, 2021 also marked a year where extreme weather dominated the news. **Climate** change and its effects have resulted in unpredictable and increased frequency of disasters. From typhoons and floods to droughts, the only certainty that the people living in these disaster-prone areas have is that it will happen...again. In all these disasters, it is children who suffer the most. They need our love and protection.



Your support in 2021 have allowed us to respond quickly and provide relief to the survivors of typhoons Molave, Goni, and Vamco in the Philippines and Vietnam as well as those affected by droughts and locusts invasions in Zambia, Angola, and Somalia. It also allowed us to extend our reach to build resilience and sustainability through the abaca value chain project in the Philippines and clean and sustainable water project in Mongolia.

As I reflect on these world events and how each of you, our supporters and sponsors, have stood alongside us to be channels of hope for the lost, the least, the last, and the little, I am extremely grateful and humbled by your commitment and your trust, which is never taken for granted. In FY2021, we were able to reach 1,611,332 people, including 705,562 children, across Asia, Africa and the Middle East, with our development work, improving the lives of the children and their communities.

On behalf of all of us here at World Vision Singapore, I thank you for your generosity, your prayers, and your words of encouragement. Because of you, we continue to strive for the goal and vision that every child, no matter where they are in the world, deserves to experience life in all its fullness. Our prayer is for every heart to have the will to make it so.

“He who is generous will be blessed,
For he gives some of his food to the poor.”
PROVERBS 22:9

Lau Peet Meng
Chairman
Advisory Council
World Vision Singapore



We Are World Vision

World Vision is a global community of millions of people working together to change the lives of vulnerable children.

We live in a world that is constantly threatened by natural disasters, fragility, displacement, violence, and more. By 2030, we expect that a higher percentage of the most vulnerable children will live in fragile contexts. With careful planning, we will continue to realign our geographic presence to channel more resources into these areas.

OUR VISION STATEMENT

Our **vision** for every child, life in all its fullness.

Our **prayer** for every heart, the will to make it so.

OUR APPROACH

Faithful messengers of God's love

Trusted partners in lasting change

Powerful motivators of caring

Courageous promoters of justice and peace

Inspiring models of co-operation

OUR FUTURE

- ♥ We look forward to a world where every child experiences life in all its fullness.
- ♥ Where they are protected, cared for, and given the opportunities to become all that they are meant to be.
- ♥ Where they grow strong in communities free of need and full of promise.
- ♥ Where families are valued, creation preserved, and the most vulnerable live in security and confidence.
- ♥ Where they become responsible citizens of well-led nations. Where peace and justice reign and all have the right to contribute.



Our Global Reach*

GOING FURTHER TO REACH THE MOST VULNERABLE

In FY2021, World Vision Singapore reached **1,611,332 people, including 705,562 children** across Asia, Africa, and the Middle East through development work in health and nutrition, clean water and sanitation, education, economic livelihood, child protection, and more. Globally, World Vision Singapore also reached **47,847,566 people in disaster zones**.*

19 COUNTRIES

- 14 Area Programmes
- 14 Projects in the Villages
- 6 Projects in the Cities
- 7 Projects in Crisis Zones
- 2 Projects in Climate Change-affected Areas
- 12 Disaster Responses

AFRICA

Angola

- Child Protection in Cunene
- Improving Food Security and Nutrition

Ethiopia

- Yaya Gulele Area Programme
- Bachoo School Construction
- Rapid Support for Humanitarian Response in Tigray

Somalia

- Somalia Locust Emergency Response

Zambia

- Musosolokwe Area Programme
- Boreholes for Clean Drinking Water
- Livelihood Resilience Strengthening

MIDDLE EAST & CARIBBEAN

Afghanistan

- Let Girls Thrive
- Promoting Protection and Prosperity Among Vulnerable Communities
- Fragile Context Programme in Afghanistan

Haiti

- Haiti Earthquake Emergency Response

Syria

- Emergency Health and Protection Services in North-West Syria

West Bank

- South Hebron Area Programme

SOUTH & EAST ASIA

Bangladesh

- Wazirpur Area Programme
- Comprehensive Child Nutrition Care
- Community Level Engagement and Assistance to Reduce Child Labour
- Prevention of Malnutrition in Rohingya Refugee Crisis

China

- Yaozhou Area Programme
- Supporting Early Education Development

India

- Adolescent Girls as Agents of Change (Nursing Education)
- Kolkata Prevent Second-Generation Prostitution and Rehabilitate Survivors
- India COVID-19 Response
- COVID-19 Orphan Response

Mongolia

- Selenge Area Programme
- University Scholarship Project
- Green for Good Integrated Water and Sanitation Hub

Nepal

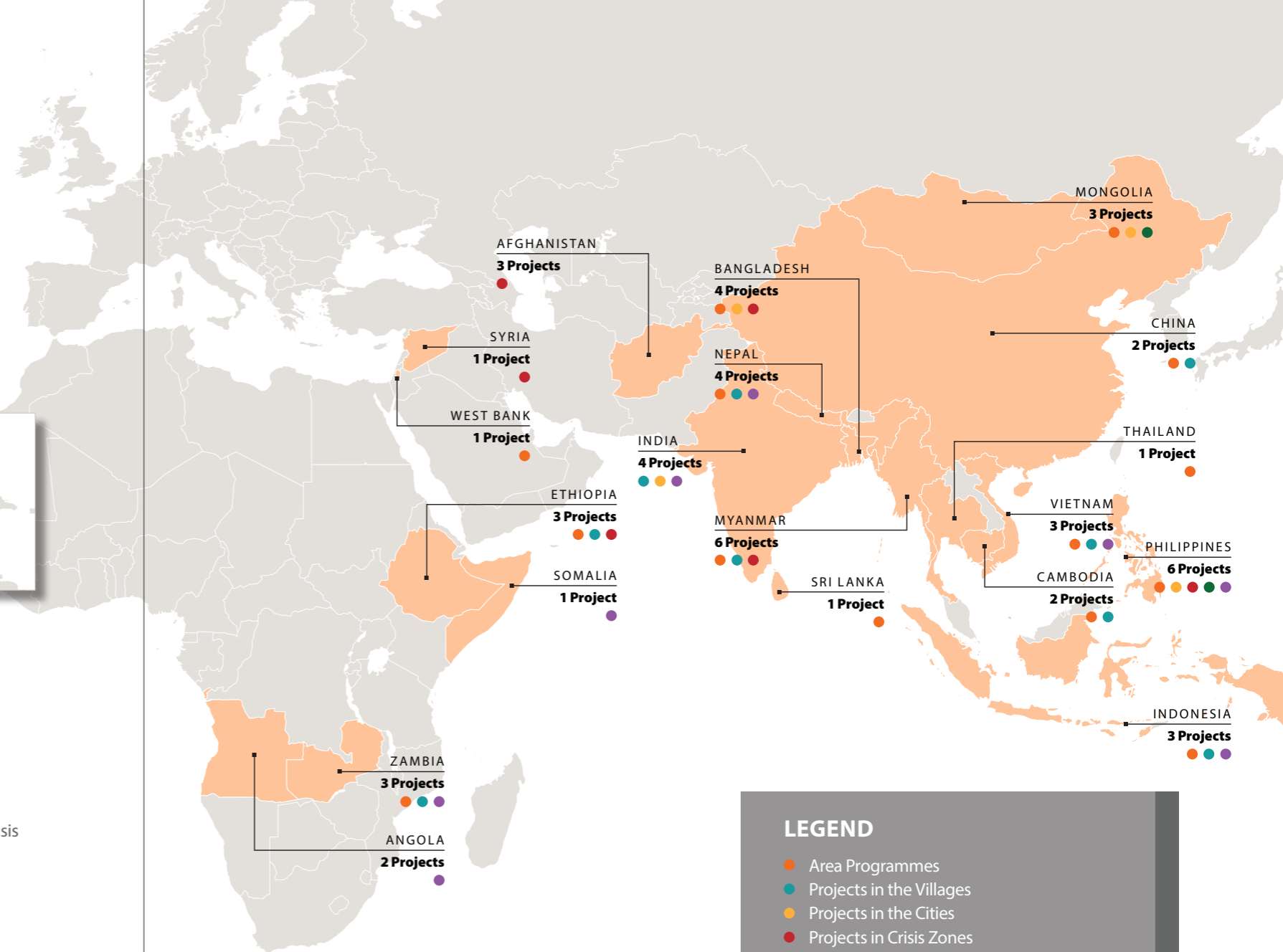
- Sindhuli East Area Programme
- Stand Up for Girls' Menstrual Hygiene Management in Sindhuli
- Maternal Child Health and Nutrition in Sarlahi
- Nepal COVID-19 Response

Sri Lanka

- Lindula Area Programme



HAITI
1 Project



SOUTHEAST ASIA

Cambodia

- Kirivong Area Programme
- Kirivong WASH Improvement

Indonesia

- Ende Area Programme
- Water Is Near in Ende
- Food Security for COVID-19 Recovery in Ternate

Myanmar

- Taikkyi Area Programme
- Brighter Futures Scholarship in Taikkyi
- Livelihood Empowerment through Microfinance in Taikkyi
- Sar Hpyu Su Kyi ECCD Infrastructure Development
- Tin Taw Yoe ECCD Infrastructure Development
- Rakhine Area Rehabilitation Programme

LEGEND

- Area Programmes
- Projects in the Villages
- Projects in the Cities
- Projects in Crisis Zones
- Projects in Climate Change-affected Areas
- Disaster Responses

Philippines

- Antique Area Programme
- Urban Development in Mandaue City
- Fragile Context Programme in Mindanao
- Environmentally Responsible Abaca Value Chain Support
- Typhoons Molave, Goni, and Vamco Emergency Response
- Philippines COVID-19 Response

Thailand

- Bo Kluea Area Programme

Vietnam

- Son Tra Area Programme
- Social and Livelihood Empowerment Through Sustainable Financial Services in Tien Lu
- Typhoons Molave, Goni, and Vamco Emergency Response

* World Vision Singapore's reach includes children and families who benefitted directly from World Vision's interventions, as well as people in their wider community who were impacted by the positive ripple effects of our interventions.

Children in the Villages

Through child sponsorship, we continue to meet families' needs on many levels at once, despite the challenges and limits the pandemic has presented. We pivoted and adapted our work in every area, responding quickly and helping children remain healthy, nourished, educated, and protected during extraordinary times.

In FY2021, we have empowered and equipped **484,182 girls and boys, their families, and community members** in **14 countries** across Asia, Africa, and the Middle East to experience life in all its fullness and build resilience against pandemics and natural disasters.



HIGHLIGHTS OF CHILD SPONSORSHIP IN

Southeast Asia



VIETNAM

Son Tra

MYANMAR

Taikkyi

CAMBODIA

Krivong

INDONESIA

Ende

PHILIPPINES

Antique



183,364
People Reached



58,327
Children Reached

13,212

handwashing supplies

(e.g. soap, detergent, and buckets) distributed to protect children and their families from COVID-19 in Cambodia, Indonesia, and Vietnam.

12,652

people received **emergency food aid** and cash vouchers to tide through food insecurity due to COVID-19 in Cambodia, Myanmar, and Vietnam.

4,532

highly vulnerable children received **education support** such as school supplies, bags, uniforms, or assistive devices like wheelchairs, in Indonesia and the Philippines.

2,020

caregivers and children benefitted from mental **health support** programmes to cope with stress related to political and social instability in Myanmar.

1,389

parents, caregivers, and teachers trained in programmes on positive parenting, teaching techniques, and **child protection** to create safe, nurturing and non-violent homes and school environments for children in Cambodia, Indonesia, the Philippines, and Vietnam.

“

I believe that I will have more support for my schooling from my parents as they can earn more money from pig raising and selling vegetables. I am happy and love to participate in World Vision's activities. One day, I want to be a good boy who can help my village's development.

— **Mg Phyto (in checkered pants), from Taikkyi, Myanmar** Sponsored Child of Ms Ye



South & East Asia



119,324
People Reached

45,325
Children Reached

4,602

community members, including children, trained in **child protection** (e.g. speaking out against harmful attitudes and practices) to help end violence against children in the community, in Bangladesh, Mongolia, and Sri Lanka.

3,470

community members and medical staff received personal protective equipment like soap, hygiene kits, and gloves, to help protect them and their families from **COVID-19**, in Bangladesh, Mongolia, and Sri Lanka.

1,768

more people have **clean water** less than 30 minutes from home, helping to free women and girls from the time spent gathering water in Sri Lanka.

760

parents and caregivers taught fun ways to support their young children to learn and grow at home through **early education** training and literacy programme in Bangladesh and Nepal.

1,868

adults and children learned how to prepare for and **cope with disasters** if they occur, helping to keep children and families safe in Mongolia and Nepal.

“

Our houses did not have proper roofing, we found it very difficult to live during the rainy seasons as water fell inside the house. Now, with the help of World Vision, we received proper roofing.

— Kavisha (in red), 11, from Lindula, Sri Lanka **Sponsored Child of Ms Chuah**



Middle East & Africa



134,990
People Reached

65,500
Children Reached

10,000

face masks, 2,451 cleaning kits, 2,042 handwashing supplies, and 296 hygiene kits distributed to hospitals, health workers, and community members to **protect against COVID-19** in West Bank.

19,860

children, parents, and caregivers provided with **education kits** to support learning from home during the COVID-19 pandemic in Ethiopia and Zambia.

3,622

adults and children received essential drugs to **combat diseases** like malaria that are prevalent in the community in Zambia.

3,349

households have improved access to basic **water and sanitation facilities** from the construction of latrines in their own homes in Ethiopia and Zambia.

2,842

children received birth certificates so they can access government services such as education and healthcare and **protect them** from early marriage and child labour in Ethiopia.

“

I am so thankful to World Vision for the support it has rendered to us by giving to our school and reading camp enough reading materials. I am happy I can read fluently.

— Faith, 12, from Musosolokwe, Zambia **Sponsored Child of Ms Soon**



The Journey of Transformation through Child Sponsorship

When we have evidence that once impoverished communities are equipped to lead themselves to greater heights, we know that our work is done and we can leave the community strong. We can tell by the intangible – a child's smile, or the spark in their eyes – and the tangible – fulfilment of development indicators. This year, we say a bittersweet goodbye to the children and families from Yaozhou, China and Bo Kluea, Thailand.

31,400 lives changed in Yaozhou, China

HOW THE JOURNEY BEGAN

Yaozhou Area Programme started its work in April 2014. At that time, many children in the community did not have access to clean drinking water, resulting in poor health. Children were not able to receive a good education because of poor teaching infrastructure and teaching quality. There were also potential hazards in children's living environment in the community so the safe growth of children could not be guaranteed.

In 2012, Yaozhou's per capita income was about S\$2.35 a day, lower than the average income in Shaanxi Province, which was about S\$3.30.



LIVES CHANGED, COMMUNITIES TRANSFORMED

World Vision implemented key development interventions targeting the main challenges identified. Here are some of our key impacts:

8 schools, **3,000 children** benefitted from access to **clean drinking water**.

11 child protection services/facilities have improved, helping to **keep more children safe** from violence, neglect, and abuse.

4,570 highly vulnerable children received **education support** such as school supplies, bags, uniforms, or assistive devices like wheelchairs.

School infrastructure improved with child-friendly classrooms and trained teachers.



A FAMILY WITH A FUTURE

Long* and his sister struggled to keep clean and make sense of each day without their mother in their lives. The two siblings were left neglected. Without nurturing, the children were also withdrawn, had an extreme fear of others, and could not communicate well.

World Vision worked with volunteer undergraduates to rebuild the children's lives, starting with simple daily activities of personal hygiene and care, and moving on to counselling and addressing unreasonable fears. With mediation and education, their father also found new ways of disciplining his children without threatening them.

"I am very happy now. I have made a few friends and I am accepted and not lonely anymore", says Long.

* Name changed to protect privacy

15,104 lives changed in Bo Kluea, Thailand

HOW THE JOURNEY BEGAN

World Vision began working in Bo Kluea in October 2008. Most villages were located in remote areas, with 40% on mountainous terrain, making farming difficult. Living conditions were difficult as families had insufficient and unstable income, limited access to clean water sources, and children lacked access to quality education opportunities. On top of that, the community was largely unaware of preventive healthcare for their children along

with a lack of accessibility to healthcare services provided by the government.

When World Vision first intervened in 2008, 90% of villagers were living below the poverty line.



LIVES CHANGED, COMMUNITIES TRANSFORMED

World Vision implemented key development interventions targeting the main challenges identified. Here are some of our key impacts:

86.47% of primary school children passed the **literacy skills standard**.

1,700 people benefitted from **technical skills training** on supplementary occupations.

1,240 people benefitted from **learning camps**.



1,270 youths received occupational and **life skills training**.

30 villages have access to **clean and sufficient water** for daily consumption.

I CAN PURSUE MY DREAMS

Pattharawadee, nicknamed Taengmo, grew up in a household of five consisting of her maternal grandparents, father, and mother. Her family's income was unstable, without any supplementary work to generate earnings. Her family tried to build their house by themselves because they could not afford to hire others to do so.

The family participated in World Vision's Model Family Project. They received support for breeding pigs, frogs, and catfishes. They were able to raise 45 chickens, with five of them being egg-laying ones, enabling them to generate an income while securing a sustainable food source, at the same time. Taengmo's education was also supported by World Vision to lighten the load of expenses on her parents.

"I am grateful for the sponsors and their consistent assistance. I will pay attention in class so that I can pursue my dreams of becoming a teacher in the future. Thank you!" Taengmo expressed in gratitude.



Today, two billion people live in countries deeply affected by fragility, conflict, and violence. Countries affected by fragility are some of the most dangerous places in the world to be a child. In such places, situations can change quickly, frequently, and often in an instant. Children live on a knife-edge and suffer extreme levels of abuse, exploitation, deprivation, and violence, often for generations.

A World Where I Am Safe and Free From Fear



FY2021 saw an increased fragility in many of the world's most dangerous places. Accordingly, we made a conscientious effort to pivot our existing projects and increase our commitment in Afghanistan towards an emergency response, while expanding our footprint to serve the most vulnerable - Rakhine in Myanmar, Tigray in Ethiopia and Mindanao in Philippines. Concurrently, we continued to deepen our work with vulnerable and displaced communities in Syria and Rohingya refugee camps in Bangladesh to ensure a sustained impact. All in all, we reached **1,018,025** people in FY2021, helping them to survive, recover, and build a future amidst ongoing crises.

TOTAL PROGRESS

LIVES IMPACTED

GOAL BY 2023*

1,000,000

LIVES IMPACTED

1,033,025

* Cumulative total number of unique individuals reached from FY2020, after accounting for duplicates arising from multi-year projects.

HIGHLIGHTS OF

Children in Crisis Transformed by You

SURVIVE: Providing life-saving needs like food and clean water

4 community child-friendly spaces have been set up in Marawi, Philippines, giving children safe spaces to play, learn and recover from trauma.

285 displaced households in Northern Ethiopia received non-food item (NFI) kits which included blankets, bed mats, mosquito nets, washbasins, soap, and water purification tablets.

3,820 people from Myanmar protected from the spread of COVID-19 through the distribution of hygiene kits and the setup of handwashing facilities.

“

I am so glad to get some non-food items support. The NFI items had been our prevailing problem during our stay in the Internally Displaced Person (IDP) camp, causing intolerable difficulties in our life.

— Mulu, 28, and her son were displaced from their home in March 2021 after conflict broke out in Northern Ethiopia



RECOVER: Helping families to adapt and build resilience

312,817 people in Syria received medical attention via primary and secondary healthcare services as well as medical mobile units.

22,941 women, infants, and children in Afghanistan received medical aid at Naw Abad community health centre after 4 professional health workers were recruited.

1,066 mothers in the Rohingya refugee camps learned to cook nutritious meals and maintain proper hygiene when preparing meals for their children.

BUILD A FUTURE: Advocating for lasting peace

1,663 out-of-school children in Mindanao, Philippines, have improved learning as the Alternative Learning System (ALS) programmes in their communities were supported with digital audio-visual equipment (e.g. printers, portable speakers, projectors, etc.).

1,406 households in Rakhine, Myanmar received assistance to start vegetable farming at home. This reduces their food expenditure, increases their household income, and improves their children's nutrition.

300 adolescent girls from Afghanistan can now read, write, and have vocational skills after taking lessons at 10 Accelerated Learning Centres.



Adelah* after her cleft lip surgery

ALIVE AND NO LONGER MALNOURISHED

Adelah*, 2, was born with a cleft lip and palate. Two years ago, her family fled from Badghis to an Internally Displaced Population (IDP) settlement in Herat, Afghanistan.

“The baby could not breastfeed. Milk was coming out of her mouth. Everyone said that she would not live long,” shared her mother, Medina.

As part of its programme to protect the well-being of the vulnerable communities in Herat, World Vision supported Adelah's surgery to cure her. Now, she can eat easily. Her malnutrition was also controlled.

“I am very happy that my child has been treated. When no one helped, World Vision did. If they did not support us, maybe my child would have died, or lived with this problem for the rest of her life,” said Medina.

* Name changed to protect privacy

More than half of the world's population live in cities. As the urban population grows, so does the number of urban poor children. They are often deprived of basic rights of survival, development and protection due to added financial, social and political barriers in the cities. As a result, they fall prey to diseases, exploitation such as child labour and child trafficking, as well as abuse and an uneducated future.

A World Where I Am No Longer Invisible in Society



World Vision is committed to creating just and inclusive cities where children can thrive in safe, healthy, and prosperous environments. In FY2021, we continued to deepen our impact in Dhaka, Bangladesh, by working with existing communities to reduce child labour and improve child nutrition. Simultaneously, we also expanded our geographical reach, taking on new projects to improve lives of slum dwellers in Mandaue, Philippines, and prevent second-generation prostitution in Kolkata, India. All in all, we reached **34,072** underserved urban dwellers in FY2021, helping them to be well-nourished, educated, and empowered to live a safe and productive life.

TOTAL PROGRESS

LIVES IMPACTED

35,802

GOAL BY 2023*

65,000

LIVES IMPACTED

* Cumulative total number of unique individuals reached from FY2020, after accounting for duplicates arising from multi-year projects.

HIGHLIGHTS OF

Children in the Cities Transformed by You

EQUIP: Providing access to health & nutrition services

132

malnourished children under age 5 from Mandaue, Philippines, benefitted from feeding initiatives, vitamin supplementation, child nutrition education for caregivers, and regular growth monitoring – 64% of the children have gained weight and improved health.

88

struggling families in Kolkata, India, received emergency food aid to help them tide through the loss of livelihood and food scarcity caused by the pandemic.

“

Two of my children are enrolled in this nutrition program and I can really see the changes after attending many sessions. They already gained weight and their appetite has improved. At home, they're no longer picky with vegetables.

— Junita, 43, a participant of World Vision's Urban Nutrition Hub (UNH) sessions which teach mothers how to prepare meals and breastfeed their children, amongst other initiatives



PROTECT: Ensuring safe and protected environments free from violence, exploitation, and abuse

At least 113

children living in brothels in Kolkata, India, have a safe space for learning, nutritious meals, and psychosocial support through the operation of 3 Drop-in Centres in 3 red-light areas.

40

families (including mothers in prostitution and their partners) from red-light areas in Kolkata, India, strengthened relations and protection of their children via Celebrating Families workshops.

463

children and 250 parents from slums in Mandaue, Philippines, are better aware of children rights and proper reporting avenues for child protection issues.

EMPOWER: Creating enabling environments for education, employment, and productivity

100

parents/caregivers of child labourers benefitted from Livelihood Skill Development and Income Generation Approach support, to increase household income and reduce need for child labour.

80

vulnerable youths in Dhaka, Bangladesh, empowered through vocational and technical skills training (e.g. beautician and mobile phone servicing) for better and safer employment, while 80 children completed non-formal education and are back in schools.

More than 112

children in the slums of Mandaue, Philippines, are improving their literacy through mentored reading sessions and the launch of a mobile community library.



Johura selling cloths

A FAMILY SAVED

Johura, 36, lives in a slum in Maniknagar, Bangladesh, with her husband, 8-year-old son Ibrahim, and in-laws. She worked as a maid and her husband, a bus helper. Their income was insufficient to meet the family's needs. Ibrahim had to stop school to sell homecooked meals in the slum which earned them only around \$2.30 daily.

World Vision helped Ibrahim enroll in non-formal education to fight against child labour. He grew to read and write well. Through Income Generation Activities, Johura was trained in financial literacy and provided with saris to sell. As she managed to sell them all, she purchased more with the profits earned. Over time, she could save \$515 monthly and obtained a contract with wholesale sellers to purchase for resale. As Johura is now able to support her family financially, Ibrahim no longer needs to work. She hopes to enroll Ibrahim in school this year.

From droughts to flash floods, failing crops, and increased disease, the earth's climate is changing. For the first time, a global generation of children will grow up in a world made far more dangerous and uncertain as a result of a changing climate and degraded environment. When climate change devastates that environment, we suffer on every level. And no one pays a higher price than those who've done the least to cause this global problem – the poor.

A World Where I Do Not Fear Nature and Nature Does Not Fear Me

In FY2021, World Vision remained committed to protecting our Earth today for our children's tomorrow. We continued to build on our past successes by expanding our sustainable water project to a new community in Mongolia, while venturing into a new initiative in the Philippines aimed at reducing plastic waste, improving the environment, and improving livelihoods. All in all, in FY2021, we have managed to protect the environment by reducing at least **300** tonnes of carbon dioxide and safeguard the futures of **44,657** people.

TOTAL PROGRESS

CARBON EMISSIONS REDUCED

5,700

FUTURES SAFEGUARDED

68,202

GOAL BY 2023*

15,000

TONNES OF CO₂ REDUCED

100,000

FUTURES SAFEGUARDED

* Cumulative total number of unique individuals reached from FY2020, after accounting for duplicates arising from multi-year projects.

HIGHLIGHTS OF

Children of Climate Change Transformed by You

MITIGATION: Reducing and preventing carbon emissions

50,000 

abaca seedlings planted in the Philippines to absorb carbon dioxide and reduce disaster risks like landslides and floods for 39,969 community members.

4,745 

kWh of electricity saved annually through a solar water kiosk in Mongolia, reducing 2,986 people's exposure to air pollution from the use of coal.

NATURAL RESOURCE MANAGEMENT: Protecting the natural environment

62 

farmers in the Philippines trained on environmentally responsible farming, putting a stop to harmful slash-and-burn practices and excessive chemical use.

180 

tons of greywater from latrines can be treated, recycled, and used in school gardens in Mongolia to provide 631 school children with nutritious meals.

“

With this water-efficient treatment in sparsely populated areas, we are working to supply vegetables for students' lunch needs, such as watering green areas and planting vegetables in greenhouses. By having these important new modern technologies, it has a big responsibility for us to train the children on climate change and how to protect our environment and we plan to include these kinds of topics as an extracurricular training subject.

— Lena, Principal of a school in Mongolia that received a Green for Good hub (a complex of facilities for sanitation, wells, and water reuse)



ADAPTION: Helping children and communities cope with the effects of climate change

45 

community members in the Philippines empowered to produce biodegradable products for supplementary income, increasing their ability to withstand disasters.

756 

community members in Mongolia have increased resilience to drought and harsh winters through trainings on climate-resilient water safety planning and practices.

1,202 

people in Mongolia have improved water and sanitation access through the construction of a solar water kiosk and an eco-friendly toilet.

LANDS AND LIVES TRANSFORMED

“When the banana plantation started to operate in some parts of our community, some farmers started cutting down trees. Our weather condition was greatly affected,” recalled Allan.

Allan hopes to reverse the environmental degradation caused by years of poor farming practices. Working with World Vision, indigenous farmers like him are actively planting abaca trees. Abaca farming reduces the disturbance of natural vegetation while these trees absorb carbon dioxide and prevent soil erosion, landslides, and floods. World Vision is also teaching them to make biodegradable products like hats, slippers, and placemats to reduce plastic pollution and provide additional income to the locals.

“It gives us inspiration and encouragement that abaca is useful to preserve our forest areas and provide income to families,” shared Allan.



Disaster resilience and response do not stop during a pandemic. More than ever, World Vision strives harder to help the most vulnerable suffering from crises within a crisis. In FY2021, World Vision Singapore reached 47,847,566 people by journeying with them before, during, and after disasters.

A World Where I Am Safe From Disaster



47,847,566
People Reached



CHILDREN AT THE FOREFRONT OF VACCINATION DRIVES IN INDIA

In Narla, the government health workers set up a COVID-19 vaccination centre in the community to educate the locals on its importance. Only a few came forward for vaccinations. World Vision's children club took it upon themselves to run a door-to-door vaccination drive. With placards and banners, they paraded the streets to raise awareness.

"Some believe that vaccination makes you sick. We tell them that is the only way to keep our families and surroundings safe. We encourage anyone above 18 years to get vaccinated," said Muskan, 10, who is part of a children's club.

The Community-Based Organization (CBO) and the community head have now come together to educate the whole community. As children could not be vaccinated, they are urging the adults to do so. Since then, there has been a steady rise in the number of people taking the vaccine.



Lives of People Affected by Disasters Transformed by You

GROWING RESILIENCE AGAINST DROUGHT IN AFRICA

14,980

people in Zambia received support to strengthen their livelihoods (e.g. dairy farming training, provision of goats and chickens, etc.) so that they have increased incomes to withstand disasters.

162,529

people in Angola benefitted from the establishment of a functional child protection referral system as well as livelihood and nutrition activities like drought-resistant seeds and school gardening, enabling them to better care for children during recurrent droughts.

PROVIDING RELIEF AROUND THE WORLD

96,649

people affected by the Haiti earthquake received emergency aid like hygiene kits, food vouchers, shelters, household item kits, and child-friendly spaces.

47,457,575

people affected by COVID-19 in India and Nepal benefitted from strengthened healthcare systems through the provision of items such as oxygen concentrators, beds, PPE sets, psychosocial support, and increased vaccination advocacy.

86,870

people in the Philippines and Vietnam affected by Typhoons Molave, Goni, and Vamco received immediate life-saving essentials such as food aid, blankets, and kitchen kits.

7,267

people in Somalia whose land was devastated by a locust plague benefitted from two months of unconditional cash transfers to improve their immediate access to food as well as locust prevention training and surveillance efforts to reduce the spread of the desert locust.



“

I am very happy to receive the gifts from World Vision. I got a new warm coat and school stationery to continue my study at school.

— **Trần, 9.** When Typhoon Molave struck, the floods swept away her austere house and destroyed her family's property and crops, leaving the family in an even more difficult situation

FACILITATING RECOVERY FROM COVID-19 IN ASIA

2,516

children in the Philippines received learning kits (including a mini radio, storybook, and pandemic card game) to facilitate home learning and promote education continuity for students.

15,700

most vulnerable people in India received food and non-food essentials such as rice, lentils, soap, and toothpaste, as well as assistance to restart livelihood activities.

3,480

people in Indonesia received food packages and livelihood support (e.g. sewing machines, banana seedlings, training on freshwater fish farming) to facilitate their recovery while 1 health centre had a rainwater reservoir installed to better serve the health needs of the community.



“

Super Mikmik says children should always wash their hands especially before and after eating.

— **Shine, 5,** from the Philippines who loves to read the stories and information cards that World Vision provides to the family at the height of the pandemic lockdown. The stories and information cards remind both children and adults to practice proper hygiene to avoid COVID-19

Youth & Schools worldvisionyouthsg

Supporting today's youth is the best chance to end poverty tomorrow. For this reason, public education remains a big part of what we do. World Vision is committed to partnering with schools and educators to raise awareness on the issues surrounding global poverty, so that our young people will become change agents in making poverty history!

 **2,683**
Youths Reached

2 Flagship Events

12 Schools Partnered

13 School Engagement Talks & Workshops

Flagship Event: 13-19 years old

 **490**
Participants

 **30 Hours'**
Worth of Challenges

30 HOUR FAMINE: #InYourHands

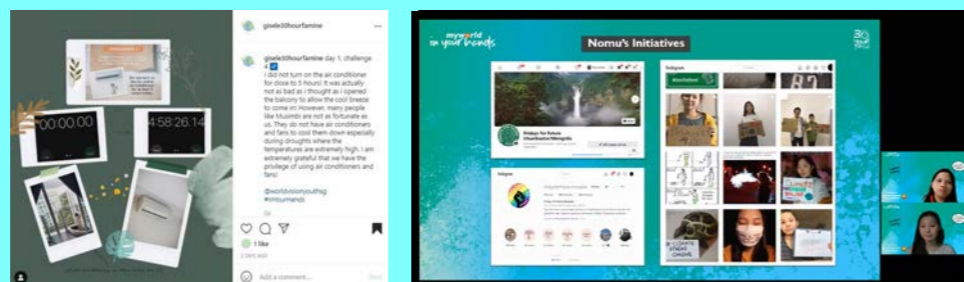
27-29 MAY 2021

In partnership with The Pokémon Company

Goal: ENABLE youth in Singapore to deepen their understanding of the human impact of climate change on poor and vulnerable children worldwide, as well as learn how to change their lifestyles to reduce their carbon footprint and how to rally family and friends to be part of the collective effort to mitigate climate change.



 **12,050**
Abaca trees
planted to support
sustainable eco-
friendly livelihoods
in the Philippines.



The programme combined digital engagement, experiential challenges involving different forms of fasting, a movie screening, and virtual interactions with young climate advocates from communities where World Vision works.

“

From this event, I have learned a myriad of different things, such as the struggles of children and people in poor and vulnerable communities who get drastically affected by climate change that they likely have not contributed to that much in the first place. These everyday struggles opened my eyes to the reality that these children face, with insufficient water, electricity, and food. I understood how we as Singaporeans can take steps, no matter how seemingly small, to help these people and children slowly improve their circumstances by changing our lifestyles.

— Kavya, 18, Temasek Polytechnic

Flagship Events: 17-25 years old

 **143**
Participants

 **11**
Project Teams

PART 1 | YOUTH FOR CHANGE CONFERENCE (YFCC): Aftershocks

21-23 DECEMBER 2021

Goal: LEARN about relatively less well-known, but no less severe, secondary impacts of COVID-19 on vulnerable children and youth around the world.

**YOUTH
FOR CHANGE
CONFERENCE
2021**

CONFERENCE TOPICS INCLUDED:

- Acute needs in disaster zones and refugee settings
- Mental health
- Disruptions to education due to unequal access to technology for remote learning
- Aggravated child protection issues, such as child labour and child marriage



SPEAKER PROFILES:

World Vision field workers based in Australia, Bangladesh, Cambodia, the Philippines, Taiwan, and Vietnam.



(YFCC Speaker) Sarah Bearup



(YFCC Speaker) Julie Lee

PART 2 | YOUTH EXPEDITION PROJECT GOES ONLINE (YEP-GO)

FEBRUARY-MAY 2022

In partnership with Youth Corps Singapore

Goal: ACT on what was learned by working in teams to develop and implement a 20-hour programme of online educational sessions to empower children and youth whom World Vision serves in Cambodia, the Philippines, and Vietnam.

EXAMPLES OF TOPICS COVERED IN THESE PROJECTS:

- Computing skills
- Introductory English for locally relevant economic sectors
- Graphic design
- Social media advocacy
- Leadership skills

“

The most enriching part of the YFCC programme was definitely the sharing from community leaders and from the people working at World Vision, because I received a lot of information on many issues from Ground Zero where the help is rendered. I'm deeply moved by the stories from people from different countries and have been greatly inspired by what they have done for their respective communities.

— Benjamin, 17, St. Andrew's Junior College

Achieving More Together

Innovation does not happen in a vacuum. It takes a team of dedicated collaborators, working toward a meaningful goal, to effect change. In FY2021, we are grateful for the corporates and Christian communities in Singapore who provided us with the added resources to continue to make inroads to the most dire places. By embracing the strength of these partnerships, we can do more for the most vulnerable children.

Faith In Action

Living out our faith and calling with boldness and humility

THE FAST I CHOOSE



To help church ministry and discipleship groups in Singapore stay connected as a community when in-person activities were restricted during the pandemic, World Vision Singapore developed **The Fast I Choose**, a resource that combines digital engagement, daily sacrificial challenges, prayer, biblical reflection, and stories of vulnerable children from around the world in a week-long devotional experience.

The Fast I Choose can be undertaken safely and remotely, but also communally through digital interactivity, and is thus well suited for keeping church members engaged with their community of faith in the new normal. It takes its name from Isaiah 58, and invites participants to meditate on God's admonition about ensuring that our worship as Christians is not perfunctory, but rather marked by a genuine commitment to seek the just functioning of society.

The first run of **The Fast I Choose** was held with Bethesda Frankel Estate Church, where 80 members of the church's youth ministry community participated as part of their programme for Missions Month.

“

I think the experience was great and we would even consider making it a regular practice. Our youth applied their minds to it and definitely found it challenging. The leaders who followed through and gained from it have found this helpful too, as it lends credibility and deeper reflection to our role modelling and leadership in youth ministry.

— Jonathan Cho, Bethesda Frankel Estate Church

PRAYER CHANNEL



To help our supporters pray daily for the children whom we serve and for our field workers on the ground as they respond to ongoing humanitarian emergencies in different parts of the world, World Vision Singapore launched a **Prayer Channel on Telegram** on our annual Day of Prayer.

Subscribe to our Prayer Channel by scanning this QR code:



A Promise Kept Through Partnerships

While the global pandemic altered the way we do business, our mission never wavered. Together with caring donors and faithful partners, we kept our pledge to the world's most vulnerable children. We delivered lasting, life-changing impact under unprecedented circumstances.



NEFFUL'S GIFT OF KINDNESS

In 2021, Nefful International partnered World Vision in an effort to curb the COVID-19 pandemic spread through the distribution of face masks to children and families in Antique, Philippines. As COVID-19 continues to affect the world, negative impacts are amplified especially in the rural areas in the Philippines. Through this partnership, a total of 3,000 reusable cloth face masks were donated and distributed to the neediest within the community.



Watch Our Video



Nefful International is glad to support World Vision in the efforts to curb the COVID-19 pandemic spread through the distribution of face masks to beneficiaries in Antique community, Philippines. We hope to extend the love and care of all Nefful International partners and maximize the impact of support and hope to the society.

— Mr Yanagisawa Masaki, CEO of Nefful International



When COVID-19 ravaged India in 2021, bringing about record number of cases, ANZ supported World Vision's critical response effort by matching donations from employees around the world on a dollar-for-dollar basis up to S\$1 million. Additionally in Singapore, a crowdfunding campaign was launched on Giving.sg allowing ANZ Singapore employees to contribute towards this cause – raising more than S\$30,000. These funds raised by ANZ Singapore played a role in more than 47 million people in India receiving life-saving aid like oxygen concentrators, PPE kits, cots/beds, vaccine advocacy, and other essential non-medical supplies.



We are deeply appreciative of World Vision Singapore's work to support those in need at the most critical of times. ANZ have a significant presence in India, with many of our team directly impacted by the COVID-19 crisis so we are glad to be able to play a small part in supporting the unprecedented humanitarian effort that was required at the height of (the) pandemic there.

— Mr Vishnu Shahaney, ANZ Singapore Country Head & Head of South East Asia, India & Middle East



GOING FURTHER WITH WEB SYNERGIES

Millions of children are living in dangerous places that have been torn apart by long-term conflict and instability. In 2021, World Vision is grateful for the generous contributions of our corporate partner, Web Synergies, who have chosen to stand in the gap for children living in such places, who are often neglected and forgotten. Thanks to their firm support throughout the year, the urgent humanitarian needs of children in Syria and Afghanistan could be met, giving hope and saving countless lives.



We are glad to support World Vision in their work with regards to the disadvantaged and the needy in the war-torn areas of Syria and Afghanistan. It is part of our corporate mission to give a percentage of our profits away for charitable causes and while as an SME, we can only do so much, we would like to do our bit.

— Mr Gideon Lim, Founder and CEO, Web Synergies (S) Pte Ltd



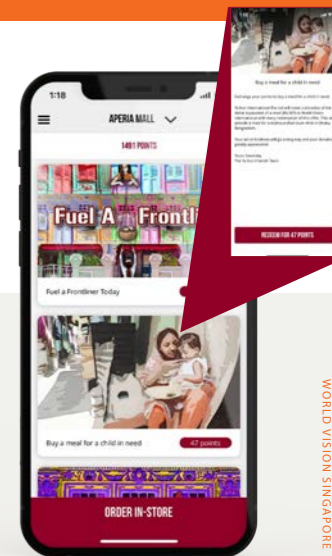
REDEMPTIONS FOR GOOD WITH YA KUN

In 2021, Ya Kun Kaya Toast forged a notable partnership with World Vision to make charity gifting easier for people from all walks of life. Through Ya Kun's Cherish App, their customers were able to exchange points to provide meals and more for malnourished children in Bangladesh, through World Vision's Comprehensive Child Nutrition Care Project in the slums of Dhaka city. Aside from nutritious food packs, the project provided nutrition education for parents and regular growth monitoring of the malnourished children.



Working with World Vision allowed us to bridge local customers to a global need and we are so glad to be able to partner with our customers and World Vision to make forward steps in tackling the issue of hunger.

— Mr Jesher Loi, Director of Branding and Market Development, Ya Kun



The Year Ahead

COVID-19, Climate, and Conflict have reframed the world as we know it. More than just headline news, these catastrophic global events have faces behind them. Specifically, the faces of children living in some of the world's poorest communities who are disproportionately impacted by its effects. In FY2022, we will seek to deepen our commitment to the most vulnerable girls and boys through five key areas.

1

NEW AREA PROGRAMMES TO REACH MORE VULNERABLE CHILDREN IN:

- Rural poor areas of Sambour, Cambodia.
- Left-behind children in Longxian, Yangxian, Suichuan, China.

3

CHILDREN IN CRISIS

Children living in dangerous places who are affected by conflict and/or protracted crises.

- Continued humanitarian aid and support for women and children in Afghanistan.
- Ongoing development and peace building work among the minority groups in Rakhine, Myanmar.

5

CLIMATE CHANGE AND DEVELOPMENT

- Addressing sustainable value chain intervention and impact in the Philippines, Vietnam, and Africa.

2

LOCAL PROGRAMMES INITIATION

To partner local foster agencies and support in-care foster children facing increased vulnerability as a result of prolonged COVID-19 years.

4

COVID-19 RECOVERY AND RESILIENCE FOCUS

- Helping communities recover and rebuild livelihoods through recovery lending and microfinance interventions.

Advisory Council

MARCUS FROST

REPRESENTATIVE OF WVI PRESIDENT

Marcus joined World Vision International in 2017 in a consulting role as part of the Strategy Realisation Office. Since then he has led different global functional teams and in 2019 Marcus was appointed Partnership Leader for Global Marketing and Communications. He also serves on the World Vision UK Board. Prior to joining World Vision, Marcus enjoyed a career in marketing and communications, working for global brands such as Ford Motor Company, Cable and Wireless, Motorola, Google and Lenovo.



LAU PEET MENG

CHAIRMAN

Peet Meng is a senior public servant who has served in the Singapore Police Force, the Ministry of Education and the Ministry of Foreign Affairs, where he served as Singapore's First Secretary to the United Nations in New York. He is a graduate of Yale University, and earned post-graduate degrees at the University of Cambridge and Stanford University. He is also a recent alumni of Harvard Business School.

MICHELLE CHEO

DEPUTY CHAIRMAN

Michelle is the Chief Executive Officer of Mewah International Inc. She joined the company in 2003 in the trading department and has been its Executive Director since 2010. Prior to that, Michelle worked with Exxon Mobil in Louisiana, United States of America, and Jurong Island, Singapore.



JACQUELINE TAN

MEMBER

Jacqueline is the Assistant Chief Executive of Sentosa Development Corporation (SDC) and oversees the Island Investment, Infrastructure and Island Operations Divisions (III) as well as Sentosa Cove Resort Management. She was most recently the Chief Operating Officer of the Economic Development Innovations Singapore (EDIS), a private consultancy with a focus on strategic advisory consulting services and township real estate development, with projects in Penang and Brazil. Prior to EDIS, she was the Deputy General Manager of Lucasfilm Singapore where she had oversight of the operations of the 520-strong Lucasfilm Studio in areas related to Operations and Administration.

KEVAN GOH

MEMBER

Kevan is a Partner at PricewaterhouseCoopers LLP. He has extensive experience in assurance and advisory roles, working with a wide range of clients across various industry sectors. In addition to audit and compliance, Kevan was also involved in projects such as initial public offerings, mergers and acquisitions, corporate governance, corporate restructuring and data & analytics.



LUCAS CHOW

MEMBER

Lucas brings extensive marketplace experience, having worked in Hewlett Packard for 20 years before assuming CEO appointments in SingTel Mobile, MediaCorp and Far East Orchard, a listed company of Far East Organization before his retirement. He is currently the Honorary Chairman of Salt Media and Entertainment, and is on the board of directors of Thirst Collective. He is also a committee member of Love Singapore.

NICHOLAS KHOO

MEMBER

Nicholas is a Director at Khoo Cap One Pte Ltd and was formerly a Director at Visa covering Asia Pacific and Japan for risk management in digital payments. Nicholas currently serves on one of the Trinity Annual Conference's Boards and holds positions in government and professional organisations. He has been awarded a Friend of the Ministry of Culture, Community and Youth as well as a friend of the Ministry of Social and Family Development.



SHARON LIM

MEMBER

Sharon is an advocate and solicitor of the Supreme Court of Singapore. She holds an MA from the University of Cambridge and an LLM from the University of California, Berkeley. Sharon has had more than 15 years experience as a district judge of the State and Family Courts, assistant registrar of the Supreme Court and State Counsel in the Attorney-General's Chambers. Since stopping work in 2015 to spend time with her family, Sharon continues to volunteer her legal services as an adjudicator at the Financial Industry Disputes Resolution Centre (FIDReC).

TONY LAI

MEMBER

Tony is a Principal at the Centre for Design, Insights and Innovation at Great Eastern Singapore which applies design methods to uncover actionable consumer insights. Prior to that, he has held numerous senior management roles as the Director for Brand, Recruitment and Marketing at the Singapore Institute of Management Pte Ltd, Chief Strategist at Singapore Management University, Chief Operating Officer at ARA Property Management, Assistant Chief Executive at the Singapore Tourism Board and Managing Director/Partner of The Idea Factory Singapore. In his contribution to the non-profit sector, he is currently a member of YMCA's Education Committee and previously a member of the Advisory Board for Child at Street 11 and a past member on the Board of Governors at the Singapore International Foundation.



LIEW HENG SAN

HONORARY ADVISOR

Heng San headed Singapore's Central Provident Fund as CEO before retiring in Jan 2011. He is currently on the Boards of the Singapore Bible College and AIA Singapore, and serves as Advisor to TJ Novo.

ANDREW GOH

HONORARY ADVISOR

Dr Andrew Goh is editor of IMPACT magazine. Among other voluntary involvement, he served on the Singapore Advisory Council of World Vision International and the Board of Halogen Young Leaders Foundation. He is a founding elder of Riverlife Church and earned his PhD from the Nanyang Technological University (NTU) in 2000.



Executive Leadership Team

LILIAN CHUNG

NATIONAL DIRECTOR

Lilian is deeply convicted that children, regardless of where they are born should have the opportunity to develop their God given potential. She has more than 25 years’ experience in the Information and Communication Technology industry and held various senior and regional leadership positions covering a spectrum of business, market development as well as integrated marketing roles. She graduated with a Bachelor of Arts and Social Sciences (Economics and Statistics) from the National University of Singapore.



JANE LIM

DIRECTOR, FINANCE & OPERATIONS

Jane joined World Vision Singapore in 2019, after serving in finance, strategic planning, corporate development as well as business management roles across MNCs, local companies as well as the startup community. She graduated from the National University of Singapore with a Bachelor of Law degree, and obtained her MBA from The Wharton School, University of Pennsylvania.



CAI CHENGJI

MANAGER, SUPPORTER ENGAGEMENT

Prior to joining World Vision, Chengji spent 10 years in the public service at Yellow Ribbon Singapore supporting the reintegration of ex-offenders. He has served in various roles across strategic planning, corporate communications, organizational development and business development. He has a Bachelor in Communication Studies from Nanyang Technological University. He serves as a deacon at Life Church & Missions Singapore.



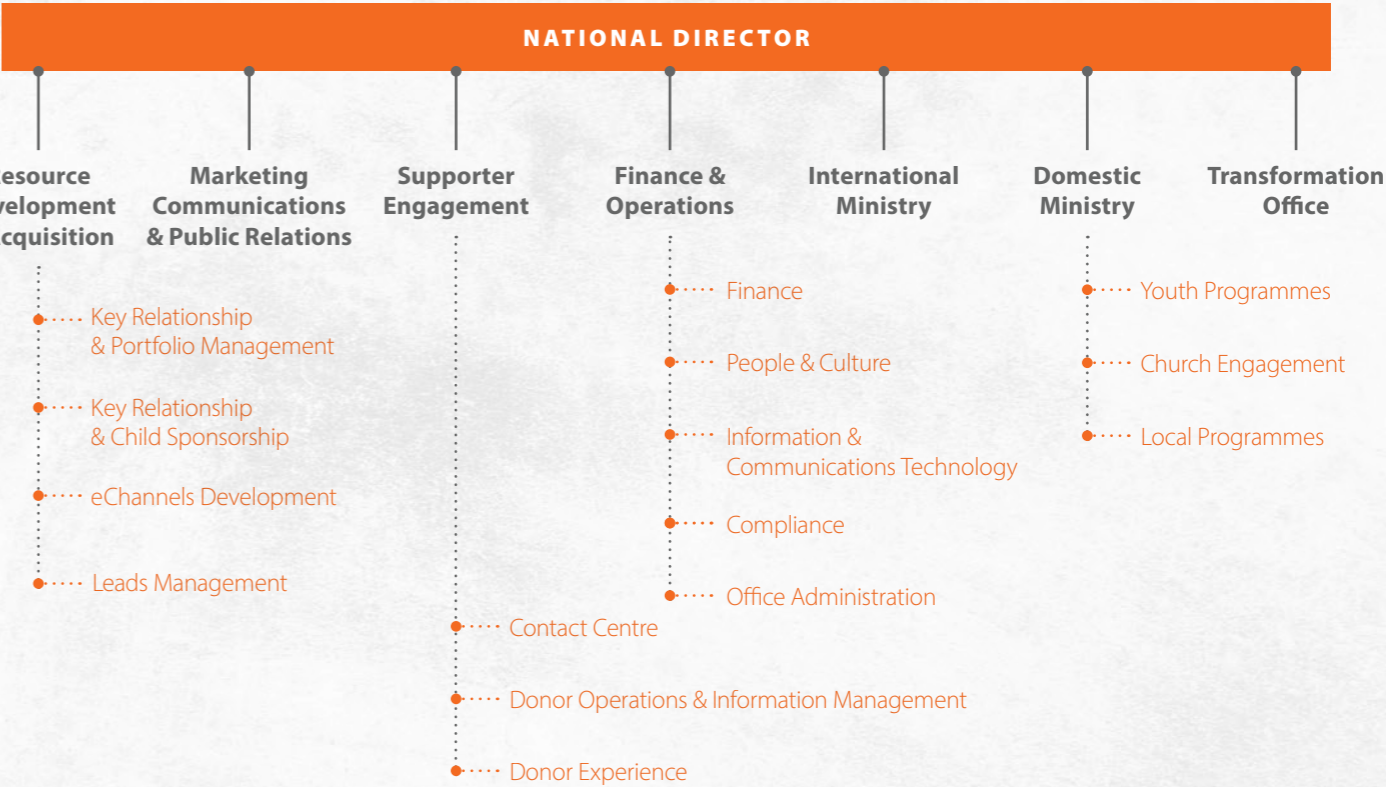
KYI THWIN TUN

MANAGER, INTERNATIONAL PROGRAMMES

Kyi Thwin is a passionate community development and humanitarian practitioner with more than 21 years of experience in various positions. Prior to joining World Vision Singapore, he served needy communities in different capacities; child sponsorship operations, grant management and acquisition, and emergency relief with World Vision Myanmar. He graduated with a Bachelor of Arts majoring in English from the Dagon University of Myanmar.



Organisational Chart



PATRICIA NG

MANAGER, MARKETING COMMUNICATIONS & PUBLIC RELATIONS

Patricia has more than 15 years experience in omni-channel marketing and corporate communications. Prior to joining World Vision, she has served in various roles across marketing, branding, public relations and business development in the real estate retail industry. She has a Bachelor in Communication Studies from Nanyang Technological University and obtained her MBA from National University of Singapore and Peking University.



SOH WEIJIE

MANAGER, LOCAL PROGRAMMES & TRANSFORMATION OFFICE

Weijie joined World Vision following stints in education and policy work. He has a keen interest in translating World Vision’s international expertise to needs in the local education, youth, and social service sectors, as well as the church in Singapore. He has a Bachelor of Arts degree majoring in English & Philosophy from the University of York.



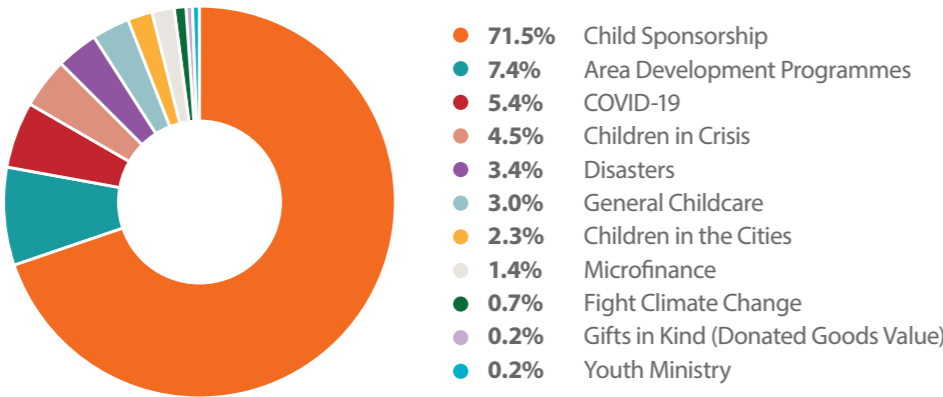
Financial Accountability

In FY2021, with the support from our donors and sponsors, we raised a total of S\$18,139,182.

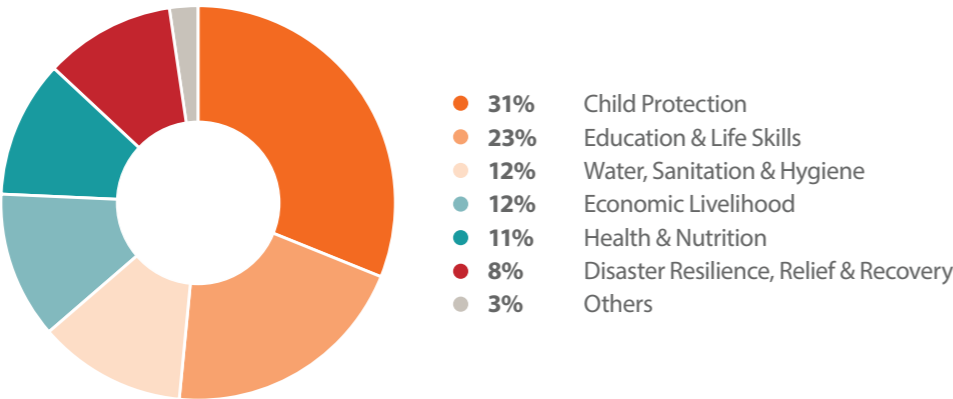
Because of your collective support, we were able to reach 1,611,332 people across Asia, Africa and the Middle East. Thank you for helping change the lives of the vulnerable children and their communities.

We have kept our expenditure low at 17.2% of total funds raised. This allowed us to channel as much as possible to our programmes and respond to much needed projects and disaster response programmes.

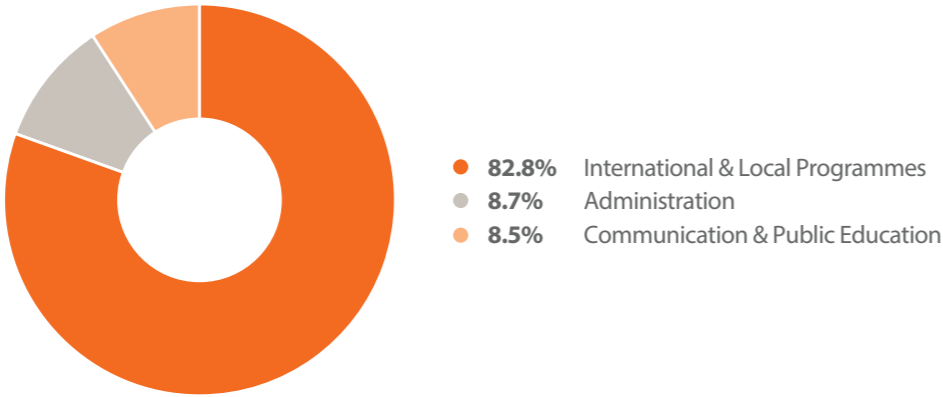
OUR INCOME (Oct 2020 – Sep 2021)



ALLOCATION OF DONATIONS FOR INTERNATIONAL PROGRAMMES



OUR EXPENDITURE*



* According to Singapore's charity regulations, the total expenses incurred due to fundraising appeals in a year must not exceed 30% of total donations collected.

Governance Disclosure & Transparency

World Vision International (Singapore) is a branch of World Vision International (“WVI”) and is a registered charity under the Singapore Charities Act 1982 (Cap 37). Since it is a branch of WVI, it is governed by WVI Partnership Bye-Laws, and has an Advisory Council, which also includes the Regional Leader, representing the WVI President, to provide oversight and guidance to the operations.

It operates under the purview of the Singapore Commission of Charities as a foreign charity with a permit to raise funds for foreign charitable purposes.

Unique Entity Number (UEN): S81FC3015E

Charity Registration No. : 0377

Registered Address: 6 Woodlands Square #03-01, Woods Square Tower 2, Singapore 737737

National Director : Ms Lilian Chung (appointed on 1 October 2017)

Director, Finance & Operations : Ms Jane Lim (appointed on 1 August 2019)

Director, Resource Development : Ms Fiona Soh (appointed on 16 July 2012)*

Independent Auditor: KPMG LLP

Bankers : DBS Bank & Standard Chartered Bank

Lawyers : Allen & Gledhill LLP

** Resigned w.e.f. 29 Oct 2021*

World Vision International, Singapore (“WVI -S”) is committed to maintaining a high standard of corporate governance in line with the principles set out in the Code of Governance for Charities and IPCs. The Advisory Council ensures that there is a process to identify, regularly monitor and review the charity’s key risks, including mitigating measures and controls for all key risks. This establishes and maintains a high standard of legal and ethical mode of operations to preserve the interests of all donors, beneficiaries and stakeholders.

A. ADVISORY COUNCIL AND EXECUTIVE MANAGEMENT

1. The Advisory Council assumes the overall responsibility for setting the direction and strategy of WVI-S to ensure proper stewardship and the fulfilment of its vision and mission. They provide guidance to the Executive Leadership Team who is delegated with day-to-day management and formulation of policies for the Advisory Council’s counsel and approval. The Advisory Council’s Committees are formed with specific functions to assist in the discharge of its duties. Each Committee comprises of members with the relevant skillsets and experience and operates within its terms of reference, which is approved by the Council.
2. The Nominating Committee is tasked with the review process and recommendation of nominated candidates for Advisory Council member positions; the successful candidates are then elected to the Council through a unanimous vote by its members at a convened meeting. Potential candidates are reviewed by the Nominating Committee with a pre-identified set of criteria, including competencies, skillsets and a diversity matrix.

The Council’s succession strategy includes: reviewing the qualification, experience, passion, commitment, potential contribution to the Council.

The Advisory Council’s meeting attendance are recorded and tracked. The Council conducts an annual self-assessment of its performance, including a discussion on diversity and range of skillsets required. Individual directors are provided opportunities to reflect on their contributions and provide feedback on future roles, training and improvement areas. Further a biennial evaluation of Council is also conducted, led by the World Vision (“WV”) Partnership Governance organisation.

3. All new Council members are given an induction session and materials which contain key organisational information and are required to attend a session conducted by the Executive Leadership Team & the WV Regional Governance Advisor.

4.

The World Vision Partnership’s Governance organisation conducts an annual evaluation of the Council’s effectiveness covering areas such as board composition, role clarity, information and communication, quality processes, risk and crisis management, Chair effectiveness, Council effectiveness, field engagement and relationships with management. The findings and recommendations are shared with the Council at a subsequent Council meeting.
5.

There are no Council members holding staff appointments.
6.

The Council members did not receive any remuneration from WVI-S during the Financial Year as members serve on the Council on a pro bono basis. As such, no Council member is involved in setting his or her own remuneration.
7.

There are no staff (employees) who are close members of the family of a Council member or the National Director (i.e. Executive Director equivalent) and whose remuneration exceeds S\$50,000 during the year.
8.

The Council meets regularly with a quorum of at least fifty percent of its members.
9.

Staff are not permitted to chair Council meetings or Committee meetings.
10.

The Council regularly reviews the charity’s controls, processes, key programmes and events through reports and information provided by its respective Committees and the Management.
11.

In Financial Year 2021 ("FY2021"), no Council member served for more than 9 consecutive years, except the Chairman of the Council who by virtue of his election to the World Vision International Board of Directors, continues to serve on the Advisory Council, as permitted by the World Vision Partnership’s Board Policy on National Boards & Advisory Councils.
12.

A total of 4 Council meetings were held in FY2021 on the following dates: 2 December 2020, 6 March 2021, 2 June 2021 and 1 September 2021.
13.

Details of Council members and their appointment date, tenure & attendance at Advisory Council meetings for FY2021 are as follows:

Name	Role	AC Member Since	Date of Last Appointment	Attendance Over No. of AC meetings for FY2021
Mr Marcus Frost	Representative for WVI	01/03/2021	01/03/2021	3/3
Mr Lau Peet Meng	Chairman w.e.f. 1 January 2020	19/07/2012	WVI Board Member Since September 2020	4/4
Ms Michelle Cheo	Deputy Chairman w.e.f. 1 January 2020	09/06/2015	09/06/2021	4/4
Mr Soon Sze Meng	Council Member	17/05/2013	17/05/2019	4/4
Mr Nicholas Khoo	Council Member	28/08/2014	28/08/2020	4/4
Ms Jacqueline Tan	Council Member	01/01/2019	01/01/2019	4/4
Ms Sharon Lim	Council Member	03/01/2020	03/01/2020	4/4
Mr Kevan Goh	Council Member	03/01/2020	03/01/2020	4/4
Mr Lucas Chow	Council Member	01/01/2021	01/01/2021	3/3

14. Terms of Reference of the Committees are as follows:

Nominating and People & Culture Committee

- Ensures a robust Advisory Council recruitment and succession plan including the process of nominating new council members & recommend for approval by the Council and implement a selection and screening process to ensure that suitable council candidates are identified and recommended to the Council in a timely manner.
- Ensuring WVI-S is designing, implementing, monitoring and evaluating staff welfare policies, and has in place adequate frameworks and systems for people management and assists the Advisory Council in establishment of remuneration policies and practices for the National Director and all Manager (HOD) level positions.

Audit & Risk and Governance Committee

- Assists the Advisory Council in its oversight responsibilities by ensuring integrity of statutory reporting, effectiveness of external audit, adequacy & effectiveness of management activities relating to financial/accounting and the charity's risk management and control framework.
- Supports the Chairman of the Advisory Council in ensuring Council effectiveness, so that the Council fulfils its oversight responsibilities for WV Singapore’s system of governance & supporting ongoing development of Council members for continuous improvement and assessment of the Council for performance and effectiveness as a whole, including a process for assessing the performance of committees of the Council.

Resource Development Committee

- Advising the Advisory Council on fundraising goals and priorities that support the charity’s strategic plan and financial plan and obtain fiscal and other support for them (e.g. strategic partners)
- Providing access for executive management to new major funding prospects

Local Ministry Committee

- Advising the Council and bring to the full Council any recommended programmes for action or decisions in the following areas
 - Youth Ministry & Engagement
 - Faith & Church Engagement
 - Local Programmes & Ministry (including capacity building for charity sector by WVI-S)

15. Please refer to the Annual Report for the Organisational Chart (Pg 35) and details of Executive Leadership Team (Pg 34).

B. STRATEGIC DIRECTION AND PROGRAMME MANAGEMENT

1. The Advisory Council reviews and approves the vision and mission of the organisation through Council and Committee meetings.
2. These are documented and communicated to its members through corporate and management meetings, and to the public through publicity materials such as the company website, annual report and community networking.
3. The Advisory Council reviews and endorses a strategic plan for the organisation to ensure that the activities are in line with its objectives.

C. HUMAN RESOURCE AND VOLUNTEER MANAGEMENT

1. The charity employs paid staff.
2. No staff is involved in setting his or her own remuneration.
3. There are no staff (employees) who are close members of the family of a Director or the CEO (i.e. Executive Director equivalent), and whose remuneration each exceeds S\$50,000 during the year.
4. The People & Culture Committee reviews and approves documented human resource policies for staff.
5. There are human resource policies and a human resource information system (HRIS) for regular supervision, appraisal and professional development of staff.
6. The Advisory Council, together with the P&C Committee, reviews recruitment and retention policies to ensure they are relevant to market conditions and overall organisational objectives.
7. The annual remuneration of the key management personnel whose salaries are S\$100,000 and above are as shown below. Key management personnel comprise of members of the Executive Leadership Team of the organisation.

REMUNERATION BAND	FY2021	FY2020
S\$100,000 - S\$200,000	2	2
S\$200,000 - S\$300,000	1	1

- Volunteers, either individuals or corporates, are key partners in our service delivery and fulfilment of programme requirements. However, in the FY2021, WVI-S did not engage any significant number of volunteers due to COVID-19 restrictions and default work from home requirements.

The People & Culture team manages volunteer enquiries and matches service users/programmes requirements with those of the volunteers.

- New volunteers are briefed as required to abide by workplace policies including Child Safeguarding to maintain confidentiality and comply with the Personal Data Protection Act 2012. Briefings and trainings are conducted for volunteers to ensure they are able to contribute effectively.

D. MANAGEMENT OF CONFLICT OF INTEREST

- There are documented procedures for Advisory Council members and staff to declare actual or potential conflicts of interests. Such instances may include business transactions or contracts that WVI-S enter into, dealings and collaborations with potential partners and contractual agreements with suppliers or other staff.
- Advisory Council members make annual declarations of actual or potential conflicts of interests to the Council.
- Advisory Council members abstain and do not vote or participate in decision-making on matters where they have a conflict of interest.

E. FINANCIAL MANAGEMENT AND INTERNAL CONTROL

- The Advisory Council, together with the Audit & Risk Committee, ensures internal control systems for financial matters are in place with documented procedures.
 - The Advisory Council reviews and approves the annual budgets.
 - Internal control policies and management review controls in key areas such as procurement, receipting, payment, delegation of authority and approval limits are practiced to ensure compliance and the key controls are reviewed regularly to ensure its effectiveness.
 - The financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances.
- The organisation's Reserves Policy is to maintain a reserve of not more than 6 months' of its annual operating expenditure. This reserve cap follows World Vision International Federated Partnership's Operating Policies. The details of restricted funds and their purpose are included in the Financial Statements.
- Principal functions of the Audit & Risk Committee include:
 - Approve and review the financial statements of WVI-S and its statement of financial position before their submission to the Advisory Council and disclosure of these financial statements on the annual report;
 - Assess the co-operation and assistance given by management to the external auditors of WVI-S;
 - Assess the independence, objectivity and effectiveness of the external auditors of WVI-S;
 - Review the annual financial performance once a year with the external auditors; and
 - Review risk management procedures and practices on all areas of operations (including financial-related matters).
- In FY2021, WVI-S did not provide loans to any persons, establishments or related parties.

F. INVESTMENT GUIDELINES

- WVI-S abides by the WV Partnership Investment Guidelines and adopts a conservative stance towards investing of reserves. In FY2021, reserves set aside for investment were placed in fixed deposits.

G. CONDUCT OF FUNDRAISING ACTIVITIES

- WVI-S has established guidelines for fundraising based on regulations and best practices set out by the Singapore Commission of Charities as well as the World Vision Partnership.

- Donor's intent with regards to funds received (donations) made for specific or identified designated purposes are strictly observed. Funds in designated accounts will be used for the sole intention of which the designated funds had been established. Any change of use of such funds will only be administered after attaining the consent of the donor who had stipulated the original intention of that donated sum.
- Donations collected are properly recorded in WV partnership-wide donor management system, and are promptly deposited.
- The total fundraising expenses did not exceed 20% of the total receipts (World Vision Partnership policy guidance) from fundraising and sponsorships for FY2021.
- WVI-S did not engage the services of commercial fundraisers in FY2021.

H. RISK MANAGEMENT AND INTERNAL CONTROLS

- The Advisory Council and Audit & Risk Committee are assisted by the Executive Leadership Team to evaluate the adequacy and effectiveness of the Company's risk management and internal control systems, including financial, operational, compliance and information technology controls.
- The Audit & Risk Committee oversees the risk management framework and guidelines of WVI-S. It is responsible for, among other things, reviewing WVI-S's policies, risk management framework, processes and procedures for identifying, measuring, reporting and mitigating key risks in WVI-S's programmes and operations. WVI-S's risk management framework and guidelines are also aligned to the World Vision Partnership guidelines and systems.

I. WHISTLE-BLOWING POLICY

- The Whistle-blowing Policy aims to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from victimisation for whistle-blowing in good faith.
- The policy covers issues of fraud, corruption, misappropriation, blackmail, bribery, failure to comply with legal/regulatory obligation, significant breach of policies or internal controls including breaches of codes of conduct, non-disclosure of conflict of interest or related-party transactions, endangerment of health and safety of an individual or concealment of any of the above.
- The policy is to assist the Audit & Risk Committee in managing allegations of fraud or other misconduct, disciplinary and any other actions that may be initiated following the completion of the investigations are fair and actions taken to correct the weakness in the existing system of internal process, where appropriate, in order to prevent recurrence.

J. DISCLOSURE AND TRANSPARENCY

- WVI-S makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial information, Advisory Council and executive management.
- The charity's principal funding source is through private corporate and personal donors and being a foreign charity, is not a beneficiary of any local grants.
- The charity operates on premises at 6 Woodlands Square #03-01 Woods Square (Tower 2) Singapore 737737, the premises being shared with two other charities, and was donated by a third party;
- Related Party Transactions

There is no significant related party transaction during the financial year or in the 5 years preceding FY2021, except for the provision of IT services by another unit of World Vision International.

K. PUBLIC IMAGE

- WVI-S accurately portrays its image to its members, donors and the public and has guidelines stipulated in its Corporate Communications policies on how mediums of communication are to be used and how stakeholders are to be engaged.

Governance Evaluation Checklist (Enhanced Tier) — 1 October 2020 to 30 September 2021

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
BOARD GOVERNANCE				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if “No”)		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.	1.1.7	Complied	
	If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.			
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
CONFLICT OF INTEREST				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
STRATEGIC PLANNING				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity’s activities are in line with the charity’s objectives.	3.2.2	Complied	
HUMAN RESOURCE AND VOLUNTEER ² MANAGEMENT				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if “No”)		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS				
16	There is a documented policy to seek the Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity’s core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity’s key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity’s plans and regularly monitors the charity’s expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if “No”)		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
FUNDRAISING PRACTICES				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if “No”)		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if “No”)		Yes	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
DISCLOSURE AND TRANSPARENCY				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)		No	
25	No governing board member is involved in setting his own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3		
	Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding S\$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.	8.4	Complied	
	The information relating to the remuneration of the staff must be presented in bands of S\$100,000. OR The charity discloses that none of its paid staff receives more than S\$100,000 each in annual remuneration.			
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding S\$50,000 during the financial year.	8.5	Complied	
	The information relating to the remuneration of the staff must be presented in bands of S\$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding S\$50,000 during the financial year.			
PUBLIC IMAGE				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Notes:

- ¹ Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.
- ² Volunteer: A person who willingly serves the charity without expectation of any remuneration.
- ³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —
(a) who may be expected to influence the Executive Head’s or governing board member’s (as the case may be) dealings with the charity; or
(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member’s dealings with the charity.
A close member of the family may include the following:
a. the child or spouse of the Executive Head or governing board member;
b. the stepchild of the Executive Head or governing board member;
c. the dependant of the Executive Head or governing board member.
d. the dependant of the Executive Head’s or governing board member’s spouse.
- ⁴ Executive Head: The most senior staff member in charge of the charity’s staff.

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World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and their communities worldwide to reach their full potential by tackling the causes of poverty and injustice. We serve all people regardless of religion, race, ethnicity or gender.

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