



Annual Report 2025

BOLD HOPE

FOR ALL CHILDREN

2025

You are journeying with children in some of the most vulnerable places in the world. Across rural communities, crowded urban settlements, and regions shaken by crisis, your support allows us to stand present for children with real, life-changing solutions.

Because of you, communities are strengthened, families recover from disaster, and children are protected, educated, and equipped for life. Together with our staff, partners, and communities, you are helping to create a world where every child thrives and realises their full potential.



811,666

people in 15 countries benefitted through our **Child Sponsorship** programme.

TRANSFORM RURAL COMMUNITIES

6,469 children and adults in Vietnam participated in community-based behaviour change activities on hygiene and sanitation practices including household waste management and safe water treatment and storage, helping families nurture healthier homes and reduce the risk of disease.

438 children and adults in hard-to-reach communities in Timor-Leste accessed essential healthcare through World Vision's support in identifying underserved areas and facilitating access to these services.

82 people in Myanmar received livelihood loans totalling to S\$64,768, improving access to financial resources and enabling families to start or grow small businesses and build more resilient household incomes.



65,945

children received **education** and life skills training for a brighter future.



162,878

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



205,029

children and adults gained access to **clean water**, as well as improved sanitation and hygiene.



1,279,040

children **protected** against violence, neglect, and abuse.



415,247

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



1,163,850

children and adults were protected before, during, and after **disasters**.

PHILANTHROPIC PROJECTS

767 households and farmers from Ethiopia and the Philippines strengthened their agricultural skills and livelihoods through targeted training in improved fruit and vegetable production, abaca cultivation, and product development – helping to enhance efficiency, product quality, and to create climate-resilient livelihoods.

28 classrooms across 8 schools in Nepal were upgraded with Himalayan bamboo/rattan panels and Polyfloss insulation packets, creating climate-friendly and safe learning environments for children.

37,000 abaca seedlings were planted across private farms, communal plots, and public areas in the Philippines, promoting wider adoption of sustainable natural resource management practices and generating additional livelihood income.

TACKLE URBAN POVERTY

97,937 children and adults in Vietnam were protected against dengue fever and other preventable diseases through the installation of handwashing facilities, improved hygiene amenities, and public health education on disease prevention.

28,460 youths and parents/caregivers in the Philippines benefitted from nutrition, education, and child protection programmes.

9,511 people in the slums of Cambodia benefitted from livelihood training and community mobilisation initiatives that strengthened child protection and improved the hygiene of their living environments.

CRISIS & DISASTER RESPONSE

144,000 people in Iraq gained access to safe drinking water through repaired water systems and treated drinking water.

102,100 people in Sudan and South Sudan received clean water, health care, nutrition, and life-saving treatment supplies including zinc, IV fluids, and protective equipment to protect communities from the deadly Cholera outbreak.

11,400 children under five in Somalia were screened for malnutrition.

200 families in Syria received food vouchers, helping them afford nutritious meals amid rising food prices.

WE ARE WORLD VISION

World Vision is a Christian humanitarian aid, development, and advocacy organisation, working to end extreme poverty and injustice – one child, one family, one community at a time. We are a global movement of donors, community members, leaders, and staff working together to care for the world's most vulnerable children. We refuse to accept poverty and injustice as the end of the story. We respond to the world's most urgent needs, confronting root causes with an unshakable faith that refuses to give up on children.

Our Vision

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.

Where they flourish in a world where the treasure of our hearts and the measure of our wealth is the happiness and well-being of all children.



CHAIRMAN'S MESSAGE

Dear Friends and Supporters,

The year 2025 has been marked by continued volatility and uncertainty, shaped by unresolved conflicts, growing climate crises, and a contraction in global support for humanitarian aid. Yet, in the midst of these challenges, we have drawn great strength from your steadfast partnership, compassion, and enduring belief in our vision for every child to live life in all its fullness.

This year was a significant milestone for our global family, as World Vision International marked its 75th anniversary. Throughout that time, our organisation has stood in the breach with the world's neediest communities – responding to disasters, tackling poverty, and championing the dignity of children regardless of race, language or religion. This enduring legacy is sustained by your trust and partnership in work that continues to transform lives across generations.

We also marked the 20th anniversary of the Indian Ocean tsunami, remembering lives lost, communities forever changed, and the extraordinary rebuilding journey that followed. World Vision helped with the restoration of the lives of more than 1.1 million people. Two decades on, the lessons remain clear: resilience and capability must be built before crisis strikes; and recovery must restore not only infrastructure, but also dignity and hope.

The year was again shaped by the tragic fragility of peace in our world. In war-torn regions, stop-start ceasefires brought moments of relief, only to be overshadowed by renewed uncertainty. For children caught in conflict, instability is not an abstract concept – it disrupts schooling, fractures families, and erodes a sense of safety. Through our field teams and partners, we continued to support children and families with food assistance, psychosocial care, education, and child protection services, standing with them even when peace feels uncertain.

Natural disasters demanded swift action. The Myanmar earthquake brought widespread destruction and loss. Within hours, World Vision teams mobilised emergency relief, providing essentials such as clean water, food, shelter materials, and support for traumatised children. With Typhoon Yagi, Singaporeans gave generously to help affected communities rebuild homes and restore livelihoods. Your compassion translated into tangible hope.

Amid these crises, there were achievements worth celebrating. World Vision Singapore received our first

Charity Transparency Award, affirming our commitment to accountability, good governance, and faithful stewardship.

The strong participation in our inaugural Global 6K for Water was very encouraging. Each step clocked represented solidarity with children who walk long distances daily for water. Together, we helped bring life-giving clean water closer to home for many families.

In all we do, we are guided by the call in Matthew 5:14-16 to be the light of the world and to have our works point to God. In times marked by disaster, conflict, and uncertainty, your partnership shines brightly – illuminating pathways of hope for children and communities.

Thank you for standing with us. May we continue to reflect that light in the year ahead.

“You are the light of the world. A town built on a hill cannot be hidden. Neither do people light a lamp and put it under a bowl. Instead they put it on its stand, and it gives light to everyone in the house. In the same way, let your light shine before others, that they may see your good deeds and glorify your Father in heaven.” (Matthew 5:14-16)

With gratitude,

Aaron Boey

Chairman
Advisory Council
World Vision Singapore



Aaron (in orange) interacting with the children from our Sambour Area Development Programme in Cambodia.

In FY25, World Vision Singapore reached*

5,902,695 people,
including **2,157,759** children

across Asia, Africa, the Middle East, Latin America, and Eastern Europe through through development, relief and recovery work that enables access to health and nutrition, clean water and sanitation, education, economic livelihood, and child protection.

- 28** Countries
- 20** Area Development Programmes
- 8** Transform Rural Communities Projects
- 10** Philanthropic Projects
- 7** Tackle Urban Poverty Projects
- 32** Crisis & Disaster Response Projects

MIDDLE EAST & EASTERN EUROPE

- Iraq**
- Build an Inclusive Future Through Protecting and Empowering Children in Tooz
 - Improving the Lives of Vulnerable Populations through Climate-Resilient and Sustainable Integrated Programming (Nexus Accelerator Fund**)
- Lebanon**
- Lebanon Conflict Crisis Emergency Response
 - Strengthening Education, Child Protection, and Capacitation of Businesses (Nexus Accelerator Fund**)
- Syria**
- Strengthening Resilience through Restored Livelihoods and Access to Health and Nutrition Services (Nexus Accelerator Fund**)
- Ukraine**
- Winterisation for Child-Friendly Spaces
- West Bank**
- South Hebron Area Development Programme

* 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.

** The Nexus Accelerator Fund is a multi-annual commitment of funding to selected countries of fragile context that integrates humanitarian, development, and peacebuilding efforts. This approach helps address immediate needs and address root causes of crises while working toward long-term, transformative change, allowing World Vision to improve its ability to respond effectively to crises and build resilience for the future.

AFRICA & LATIN AMERICA

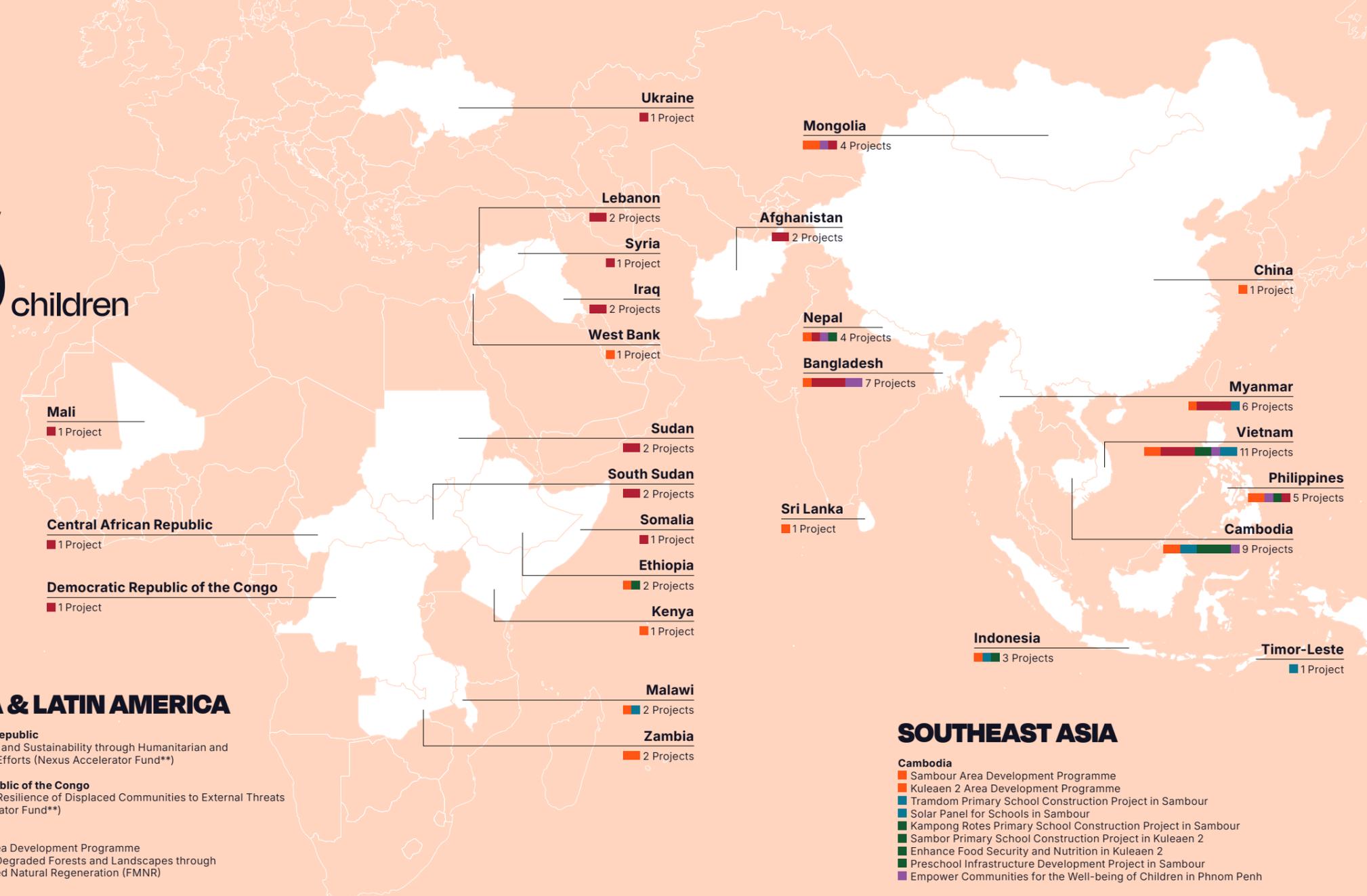
- Central African Republic**
- Fostering Unity and Sustainability through Humanitarian and Peacebuilding Efforts (Nexus Accelerator Fund**)
- Democratic Republic of the Congo**
- Strengthening Resilience of Displaced Communities to External Threats (Nexus Accelerator Fund**)
- Ethiopia**
- Yaya Gulele Area Development Programme
 - Restoration of Degraded Forests and Landscapes through Farmer Managed Natural Regeneration (FMNR)
- Kenya**
- Funyula Area Development Programme
- Malawi**
- Mpalo Area Development Programme
 - Water, Sanitation and Hygiene Infrastructure Development
- Mali**
- Building Community Resilience through Food Security, Livelihoods, and Water, Sanitation and Hygiene (Nexus Accelerator Fund**)
- Somalia**
- Enhancing Resilience and Well-being of Conflict- and Climate-Affected Populations (Nexus Accelerator Fund**)
- Sudan**
- Enhancing Access to Food Security, Livelihoods, and Disaster Preparedness (Nexus Accelerator Fund**)
 - Hunger Response Famine Prevention Project
- South Sudan**
- Strengthening Community-Based Child Protection and Access to Health and Nutrition (Nexus Accelerator Fund**)
 - Enhancing Food Access and Nutrition Outcomes in Juba
- Venezuela**
- Building Resilient Schools: Education Continuity and School Feeding Support (Nexus Accelerator Fund**)
- Zambia**
- Musosolokwe Area Development Programme
 - Sioma Area Development Programme

SOUTH & EAST ASIA

- Afghanistan**
- Restoring Lives: Post-Earthquake Recovery for Affected Communities (Nexus Accelerator Fund**)
 - Transforming Lives of Street Working Children in Ghor
- Bangladesh**
- Wazirpur Area Development Programme
 - Improve Nutrition and Protection of Rohingya Refugees in Bhasan Char
 - Hot Meals Distribution for Newly Relocated Rohingya Refugees
 - Enhancing Disaster Risk Reduction Capacity of Flood Affected Communities
 - Facilitating Learning & Optimal WASH Services for Bhasan Char Camp
 - Learning Roots Centre as Protection Against Gangs in Urban Slums
 - Community Engagement to Reduce Child Labour and Support Street Children in Dhaka
- China**
- Suichuan Area Development Programme
- Mongolia**
- Dornod Area Development Programme
 - Selenge Area Development Programme
 - Innovative Ger for Improved Living Conditions
 - Steppe Fire Emergency Response
- Nepal**
- Sindhuli East Area Development Programme
 - Nepal Floods and Landslides Response
 - Protect Children from Child Labour in Kathmandu and Lalitpur Metropolitan Cities
 - Plastic Insulating Polyfloss for Economic Roofing Project in Kailali
- Sri Lanka**
- Lindula Area Development Programme

SOUTHEAST ASIA

- Cambodia**
- Sambour Area Development Programme
 - Kuleaen 2 Area Development Programme
 - Trandom Primary School Construction Project in Sambour
 - Solar Panel for Schools in Sambour
 - Kampong Rotes Primary School Construction Project in Sambour
 - Sambor Primary School Construction Project in Kuleaen 2
 - Enhance Food Security and Nutrition in Kuleaen 2
 - Preschool Infrastructure Development Project in Sambour
 - Empower Communities for the Well-being of Children in Phnom Penh
- Indonesia**
- Ende Area Development Programme
 - Child Marriage Prevention
 - Supporting Early Education and Development Success in Papua
- Myanmar**
- Taikkyi Area Development Programme
 - Typhoon Yagi Emergency Response
 - Myanmar Earthquake Response
 - Myanmar Earthquake Recovery Response
 - VisionFund Myanmar Earthquake Recovery Lending Project
 - Providing Livelihood Support in Taikkyi
- Philippines**
- Antique 3 Area Development Programme
 - Bohol 5 Area Development Programme
 - Urban Development in Mandaue City
 - Environmentally Responsible Abaca Value Chain Support in North Cotabato
 - Strengthening Communities for Child Well-being in Mindanao (Fragile Context Programme)
- Timor-Leste**
- Better Health and Nutrition for Mothers and Children in Oecusse
- Vietnam**
- Son Tra Area Development Programme
 - Muong Cha 2 Area Development Programme
 - Safe Foundations: Rebuilding Homes for Children After Typhoon Yagi
 - Typhoon Yagi Emergency Response
 - Community Typhoon Evacuation Shelters in Son Tra
 - Community Typhoon Evacuation Shelters in Quan Hoa
 - Solar Power Solution for Schools in Huong Hoa
 - Regreening Communities in Dien Bien
 - Water, Sanitation and Hygiene in District 4, Ho Chi Minh City
 - Water, Sanitation and Hygiene For All: Empowering Communities in Nam Giang
 - Improved Livelihood Through Microfinance in Quan Son





CHILD SPONSORSHIP

Rural poverty remains a key focus of our work. Through community-focused programmes supported by Child Sponsorship, we partner with families and communities to uplift the lives of children in rural areas. By strengthening local systems and structures, we enable children to be healthy, well-nourished, educated, and protected, laying the foundation for a brighter and more resilient future.

 Education

 Health & Nutrition

 Child Protection

 Clean Water & Sanitation

 Economic Livelihood

 Climate Resilience & Disaster Risk Reduction

Impact of Child Sponsorship in Southeast Asia:

268,222

people reached

100,095

children reached



4,394 children in Cambodia, Myanmar, and the Philippines were supported with early learning and literacy interventions, including reading activities to strengthen literacy skills and catch-up programmes for out-of-school children, building strong foundations for lifelong learning.



1,404 parents and caregivers in Indonesia, Myanmar, and Vietnam were trained in positive parenting and caregiving that equipped them with non-violent discipline methods and nurturing approaches, to create safe, loving, and protective home environments for children.



1,185 parents of Grades 1 to 3 students in Cambodia, Myanmar, and the Philippines were trained to conduct fun and practical literacy activities at home to support their children's reading skills development.



5,304 children and their parents in Cambodia, Indonesia, the Philippines, and Vietnam participated in personal development activities focused on values, caring for others, building positive relationships, and strengthening family bonds.



2,198 children under age 5 in Cambodia and Myanmar received health check-ups from community health workers, enabling early detection of health issues and ensuring necessary treatment.



5,995 people in Cambodia, Indonesia, and Myanmar learnt good hygiene habits, including how to wash their hands and keep clean, protecting them and their families from diseases.



2,205 youth and adults in Cambodia, the Philippines, and Vietnam participated in integrated economic empowerment and skills development programmes, strengthening their business, vocational, and technical competencies, enhancing their livelihood opportunities and improving their household economic resilience.



25 villages in Cambodia and Indonesia now have proper sanitation facilities, including toilets, reducing open defecation practices and preventing the spread of diseases.

“My family was very poor. I did not have sufficient study materials and could not study well. Without a bicycle, it was very tiring to walk 1.5 km to school every day. Due to a lack of school supplies and learning support, I wanted to drop out of school. But after World Vision started working in my village, my education improved a lot. Every weekend, I attend the reading camp sessions. At home, my family encouraged me to learn. World Vision also provided me with writing books, stationery, and even a bicycle! This encouraged me to study harder. With the new storybooks World Vision provided to my school, I can read during breaktime and during reading sessions. I go to school regularly now and study hard. When I grow up, I want to become a teacher.”

— Liza, 11 years old, from Sambour Area Development Programme, Cambodia | Sponsored Child of Tricia

Impact of Child Sponsorship in South & East Asia:

274,468

people reached

117,554

children reached



5,725 children under age 5 in Bangladesh received health check-ups from community health workers, enabling early detection of health issues and ensuring necessary treatment.



4,944 people in Bangladesh strengthened their hygiene and sanitation knowledge and practices through training, enhancing disease prevention within families and communities.



942 young people in Bangladesh and Nepal received supplements or seeds to grow nutritious food that keep them healthy.



1,749 more people in Sri Lanka have access to clean drinking water, reducing the risk of waterborne diseases among children and families.



595 children aged 3 to 6 in Bangladesh received preschool education, laying the foundation for learning development and readiness in primary school.



2,021 parents, caregivers, and faith leaders in Bangladesh, Mongolia, and Sri Lanka participated in positive parenting training workshops and initiatives that equipped them with non-violent discipline methods, reducing the occurrence of harmful local practices to better protect children.



396 individuals and families in Mongolia, Nepal, and Sri Lanka participated in economic skills and livelihood training that built their confidence and empowered them to increase self-reliance and expand income opportunities.

“I live with my parents and two older sisters. My parents worked as daily wage labourers, so our income was unstable. We often struggled to meet our basic needs. My sisters and I sometimes had to miss school because we could not afford school supplies, uniforms, or transport. I lacked confidence and worried about my future because of our financial situation. When World Vision staff visited our home, they learnt that my parents were interested in agriculture but lacked the resources to farm effectively. They provided my parents with farming equipment, which significantly improved our productivity, efficiency, and family income. Today, our lives are much better. My parents have a stable income, I can attend school regularly, and I feel healthier and more confident. I am very thankful to World Vision for giving me hope and a clear path forward. I now dream of becoming a teacher to help other children learn and grow, just as I was supported.”

— Keerthika, 15 years old, from Lindula Area Development Programme, Sri Lanka | Sponsored Child of Song Lin

Impact of Child Sponsorship in Africa & Middle East:

268,976

people reached

148,342

children reached



2,847 children under age 5 in Malawi received health check-ups from community health workers, enabling early detection of health issues and ensuring necessary treatment.



15 young people in Malawi received supplements or seeds to grow nutritious food to keep them healthy.



371 parents and caregivers in Ethiopia and West Bank participated in parenting and early childhood education training, strengthening their knowledge on child health, protection, and home-based learning to create a more supportive environment for children to grow and develop.



8,287 families in Ethiopia, Kenya, and Zambia had toilets in their homes, protecting more children from diarrhea and diseases.



58 new hand-pump wells were constructed in Malawi and Zambia, providing more children and their families with access to clean water.



4,482 girls and boys in Malawi participated in personal development activities that nurtured values like caring for others, self-worth, healthy decision-making, and positive relationships.



120 parents and caregivers in Malawi and West Bank were trained in positive parenting skills and non-violent discipline methods, protecting girls and boys from physical and emotional abuse.



“I used to be very shy and avoided being around other children. At school, I sat alone during breaks and watched others play because I was afraid they might laugh at me. I did not know how to express my feelings or share my thoughts, and I often felt sad and lonely because I wanted to belong but did not know how. Makani Life Skills Club, an after-school programme supported by World Vision gave me a safe space to learn and play. The facilitators were kind and patient, encouraging me through small steps and reminding me that every effort was something to be proud of. Through games, art, and group activities, I learnt about respect, kindness, teamwork, and how to understand my feelings. With World Vision’s support, I learnt to express myself, listen to others, and believe in myself. Now, I am no longer shy, I enjoy spending time with my friends, and my teachers and parents say they are proud of me.”

— Ameera, 10 years old, from South Hebron Area Development Programme, West Bank

TRANSFORM RURAL COMMUNITIES

Child Sponsorship forms the bedrock of World Vision's transformational development work in rural communities through Area Development Programmes. In some communities, additional targeted support is needed to accelerate progress beyond the focus sector priorities at their current stage of development.

In other contexts where Child Sponsorship-supported Area Development Programmes have not been rolled out, World Vision delivers targeted supplementary projects to uplift the lives of children and families in vulnerable communities. Across both approaches, interventions in health and nutrition, education, water, sanitation and hygiene, and economic livelihoods and microfinance strengthen community resilience while enabling sustainable, long-term transformation.



In FY25, we reached*

87,571 people

through supplementary projects that accelerated development and uplifted lives in the villages.

* 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.



Lita reading in the new classroom at Tramdom Primary School.

 Cambodia

RETURNING TO SCHOOL AND RESTORING HOPE FOR THE FUTURE

Lita, a 13-year-old student at Tramdom Primary School in Cambodia lives with his parents and four siblings in a house that is three kilometres away from his school. He only started Grade 1 when he was 10 years old: “At that time, I couldn’t read and write well. After completing Grade 1, I couldn’t continue to Grade 2 because my school had only one classroom and only offered Grade 1.”

“So, my siblings and I had to leave school and follow our parents to work. We worked on cassava and cashew plantations to help earn money for our family. But when the new school building, with four classrooms, was built with the support from World Vision, the

school offered Grade 2 classes! My parents allowed my siblings and me to return to school.”

“Now, I am studying in Grade 2. We are so excited and grateful to World Vision and the donors for this clean and beautiful building. Every day I go to school with my siblings. I enjoy learning and playing with my friends. My favourite subject is Mathematics, and now I can read consonants, vowels, and words. In my free time, I help my parents with cooking, take care of my younger siblings, and do my homework. In the future, I want to become a doctor. I will study hard and do my best to achieve my dream because I want to help people stay healthy.”

Impact of Transform Rural Communities in FY25:



382 parents and caregivers from Timor-Leste were equipped with practical skills in nutrition, hygiene, and positive parenting, through Parent Clubs and National Nutrition Week activities, to strengthen children’s health and reduce malnutrition rates.



5,711 children and adults in Malawi and Vietnam benefitted from improved water and sanitation infrastructure (WASH) in schools and communities through the construction of water systems, latrines, handwashing stations, treatment systems, and distribution of water tanks.



Parents participating in health and nutrition sessions to reduce malnutrition rates in Timor-Leste.



6 cooking demonstrations were conducted for parents in Timor-Leste to enhance their knowledge and skills in preparing nutritious meals for children using local ingredients, while actively engaging male caregivers to take on shared caregiving responsibilities.



77 teachers in Malawi and Vietnam were trained in Children’s Hygiene and Sanitation models, to improve hygiene practices and reduce the risk of diseases.



New handwashing station installed in a school in Nam Giang, Vietnam.



92 children from Cambodia now have access to education from pre-school to Grade 6 through the construction of a new four-classroom school building.



82 adults attended financial literacy training sessions in Myanmar to learn about debt management, responsible loan use, and household budgeting.

PHILANTHROPIC PROJECTS

Philanthropic projects address complex and wide-reaching needs within vulnerable communities. Through strategic donor partnerships, these projects enable targeted and responsive interventions that drive sustainable change in communities facing distinct challenges.



In FY25, we reached*

423,236 people

through our philanthropic projects, enabling more resilient and sustainable futures.

* 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.



Abaca fiber harvested by Rowie.

📍 Philippines

ROWIE'S JOURNEY TO SUSTAINABLE FARMING AND IMPROVED LIVELIHOOD

Rowie, a 36-year-old mother of three, used to struggle to provide for her family. She and her husband worked hard on their small farm, growing rubber and bananas, but their income was never enough. Sometimes, they even had to borrow from neighbours just to get by.

Everything changed when they joined climate-smart abaca production training supported by World Vision. Rowie learnt something life-changing: caring for the environment is key to protecting their livelihood.

Through the programme, she received abaca seedlings, hands-on training, and support

from local partners, and adopted intercropping practices on her farm, combining rubber, banana, fruit trees, and abaca.

After nearly two years of careful work, Rowie harvested 65 kilogrammes of abaca fiber – earning about US\$70 (S\$92.40) in additional income. “I’m happy it adds to our income,” she shares. “Now I can buy what my children need.”

Rowie is now growing abaca sustainably in her community. Instead of cutting trees for charcoal, families are planting diverse crops together, protecting the land while boosting their income.

Impact of Philanthropic Projects in FY25:



278 children in Cambodia are now able to study in more conducive and safer learning environments through the construction or renovation of three schools, which were newly equipped with sanitation and hygiene facilities.



695 educators and parents in Papua received training and workshops on early childhood development modules, home-based learning activities, and storytelling skills, enabling children to have access to early literacy and learning opportunities.



Children studying in the new classroom building of Kampong Rotes School in Cambodia.



1,360 workdays were created in Nepal for marginalised individuals to produce Himalayan bamboo/rattan panels and Polyfloss insulation packets, creating new livelihood opportunities.



1,288 households in Cambodia, Ethiopia, and Vietnam improved their livelihoods through agricultural inputs and technical support for home gardening. They were also provided with Energy Efficient Cookstoves (EECs) and clean energy training, helping to reduce fuel scarcity and indoor pollution while creating a healthier environment for families.



1,946 people in Nepal and Vietnam were educated on environmental sustainability, green energy, and plastic waste management, encouraging sustainable lifestyles and responsible recycling habits to reduce the impact of waste pollution in their living environment.



1,437 local leaders and farmers in Cambodia, Ethiopia, the Philippines, and Vietnam participated in climate-smart and sustainable land management training. This included intercropping techniques, climate-smart agriculture, land restoration, natural resource management, and landscape planning, in alignment with local climate contexts to increase agricultural productivity while ensuring environmental sustainability.



2,124 hectares of degraded land in Ethiopia and Vietnam were restored through greening initiatives using Farmer Managed Natural Regeneration (FMNR), enrichment planting techniques and the Regreening Communities (RGC) model, enhancing ecosystem restoration and landscape resilience, as well as providing a source of livelihood for families.

TACKLE URBAN POVERTY

Cities promise opportunity but for many children living in underserved and overcrowded urban communities, basic needs are still out of reach. World Vision works alongside these communities to address the risks of children exploitation to child labour and the lack of access to basic services such as education and healthcare by creating opportunities for children to grow up safe, healthy, and equipped for life.



In FY25, we reached*

178,350 people

strengthening the support around children so they can learn, stay safe, and have a fair chance in life.

* 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.



Lila received a sewing machine through the training programme supported by World Vision to start her tailoring shop.

📍 Bangladesh

TAILORING A BETTER FUTURE

Lila, a 27-year-old mother, dreams of a better future for her three daughters. Growing up in hardship, she left school after Grade 5 and was married off young. Her husband works as a driver and is the sole breadwinner for their family; life is a daily effort to stretch their limited income.

Lila longed to give all her daughters the education she never had. With limited means and a toddler still in her arms, she could only afford to send one child to school. While her eldest, Afrin, continued her studies, her second daughter, Asiya, stayed home.

In December 2024, Asiya participated in a World Vision community programme that provided catch-up classes to enable her to

return to mainstream school. As part of the community programme, Lila also participated in skills development training in tailoring. Her income quickly grew from 700 taka (\$7) in the first month to 2,000–3,000 taka (\$20–31) monthly. With her earnings, Lila is saving to open a small tailoring shop and support her children’s education. “My dream is to enrol Asiya in school and start my own tailoring business,” she says.

Today, both her daughters are learning, and Lila is building her income stitch by stitch. What once felt out of reach is slowly becoming possible. For Lila, the sewing machine is more than a tool; it helps stitch together the future she wants for her children.

Impact of Tackle Urban Poverty in FY25:



375 children from Bangladesh, Nepal, and the Philippines received education support, including school supplies, literacy and numeracy enhancement programmes, helping them strengthen foundational skills and catch up academically.



18,359 children and adults in Vietnam benefitted from improved water, sanitation, and hygiene facilities in schools and communities, including renovated toilets, handwashing facilities, and proper waste disposal systems.



1,851 children, adolescents, caregivers, and community stakeholders across Bangladesh, Nepal, and the Philippines were reached through coordinated awareness and advocacy initiatives, promoting child rights, child protection, and child well-being.



418 individuals from Bangladesh, Nepal, and the Philippines including parents, adolescents, youth, and women from vulnerable households were supported through integrated livelihood support, skills development, and financial literacy training to strengthen household resilience and create pathways to decent livelihoods.



623 children and caregivers in the Philippines were given integrated nutrition and caregiving support, including feeding sessions and home gardening training and tools to strengthen childcare practices and improve access to nutritious food at home.



201 children engaged in child labour or working/living on the streets in Bangladesh and Nepal were identified and supported through child protection and basic care services, including the provision of hygiene kits and government-led case management support to help them access food and education.



26 families identified as homeless, single-parent, or disaster-affected in Mongolia received innovative gers (traditional Mongolian dwellings) equipped with cooking, heating, and insulation systems, along with handwashing stations.



Children participating in literacy, numeracy, and life skills programmes in the Philippines that strengthen learning and build confidence.



Children attending catch-up classes in Bangladesh which help to reduce child labour and street children.

CRISIS & DISASTER RESPONSE

In a world facing growing conflict, deepening crises, and more frequent climate disasters, World Vision works across its global network to deliver life-saving relief, recovery support, and protection for children and families in the world's most fragile areas.



In FY25, we reached*

4,401,872 people

by helping them survive, recover,
and build a future.

* 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.

Impact of Natural Disasters and Conflict Crises Response in FY25:

MYANMAR EARTHQUAKE

458,216 people received life-saving assistance, including essential food items, clean water, sanitation, and hygiene support.

93,433 people were provided with essential household support, through non-food item distributions and multi-purpose cash assistance.

5,309 recovery loans totaling US\$1,493,306 (S\$1,922,780) were disbursed to help families rebuild homes, restart businesses, and restore livelihoods, benefitting 4,550 children.



Children and families displaced by the Myanmar earthquake are provided with shelter kits.

TYPHOON YAGI IN MYANMAR AND VIETNAM

14,330 people received basic hygiene items and access to water services, ensuring their health and dignity during the emergency.

17,815 people received food assistance through food kits, provided either via multi-purpose cash assistance or as direct distribution of essential food items.

12,573 people benefitted from multi-purpose cash assistance helping families cover urgent needs such as medical care, school fees, and home repairs.



Children and families receiving food kits and basic hygiene items in the aftermath of Typhoon Yagi.

NEPAL FLOODS AND LANDSLIDES

6,269 people received livelihood support, including livestock such as goats and pigs for income generation, and cash-for-work opportunities where community members restored infrastructure such as irrigation canals, walls, and roads.

1,895 children benefitted from educational support through refurbished Early Childhood Development centres, school libraries and education kits, helping restore safe learning environments and mitigate disaster-related trauma.

1,764 households received food support, either through cash vouchers or food packages containing rice, lentils, sugar, salt, and oil, helping to prevent starvation and malnutrition.



“I stood on the dam and watched the water fill my house in an instant. We had to spend the night on the dam and later move to our neighbour’s house. All our food, clothes, and even my books were swept away – even the red skirt I loved. Since then, we have received food, tarpaulins, mosquito nets, blankets, and other essentials. We were finally able to return home, and recently received soaps, towels, combs, nail cutters, and sanitary pads, which were very helpful.”

— Kajal, 11 years old, a survivor of the Nepal floods

BANGLADESH FLOOD-AFFECTED COMMUNITIES

6 solar-powered deep tube wells were installed in schools that also serve as flood shelters, providing 6,000 people with reliable access to safe water during floods, reducing waterborne diseases like diarrhea, and improving the health and safety of the most vulnerable communities.

17 vulnerable households now have raised homestead plinths to keep families livestock and crops safe during floods. 170 Koroch and Hijal trees were also planted around the households to reduce the flood impact and strengthen long-term flood resilience.

LEBANON CONFLICT CRISIS

Over **367,000 displaced people and refugees** received life-saving meals, including hot and cold meals, bread packs, ready-to-eat kits, and kitchen supplies with fresh produce.

94,240 displaced families received winter cash assistance and essential items such as blankets, mattresses, thermal clothing, and cooking supplies, improving living conditions during harsh weather.

105,232 internally displaced persons gained improved access to clean water and sanitation through water tanks, water trucking, and hygiene kits.

19,407 children and caregivers benefitted from child-friendly spaces, psychosocial support sessions, mobile mental health services, children's kits, and protection awareness initiatives, strengthening well-being, emotional resilience, and community capacities to safeguard children against violence, exploitation, and abuse.



4-year-old displaced Lamita benefitting from child-friendly activities to help overcome fear and trauma from the conflict crisis in Lebanon.

Impact of Protracted Crises Response in FY25:

STREET WORKING CHILDREN IN AFGHANISTAN

2,338 street-working children and their families received primary healthcare services at the project-renovated health clinic, fully equipped with the necessary facilities and supplies to diagnose and treat common health issues and injuries.

1,000 street children received remedial and catch-up education at the project's education centre, helping them bridge learning gaps, build essential skills, and regain access to structured, supportive learning.



Psychosocial support sessions for street working children in Ghor in Afghanistan.

INCLUSIVE EDUCATION IN IRAQ

321 conflict-affected students, including 46 children with disabilities, either completed or are currently enrolled in the Catch-up Programme, bridging learning gaps and improving literacy skills.

15 high- and medium-risk children with disabilities received assistive devices, psychosocial support, and ongoing follow-up to ensure their safety and well-being.

 Bangladesh

FROM DISPLACEMENT TO BUILDING SELF-SUFFICIENCY

Hazera's life was disrupted in 2017 when she was forced to leave behind her peaceful home in Myanmar. Over the years, her family moved between several camps, facing ongoing uncertainty before eventually resettling in Bhasan Char. Rebuilding life on the remote island of Bhasan Char came with many challenges, especially in securing food and income.

With support from World Vision, Hazera began cultivating a small vegetable garden, growing crops

such as moringa, papaya, and other vegetables. With training and basic inputs, what started as a means of survival soon became a steady source of nourishment for her children. Moringa, in particular, has enriched their family's diet with its rich nutritional value. Today, Hazera also sells surplus produce at the local market, earning a modest income of BDT 5,000 (\$52) per year. Through her garden, she is restoring stability and building a more hopeful and self-sufficient future for her family.



Hazera nurturing her garden.

ROHINGYA REFUGEES IN BHASAN CHAR, BANGLADESH

22,491 hot meals were distributed to relocated Rohingya refugees including hospital patients and food-insecure households on the remote silt island of Bhasan Char in the Bay of Bengal to meet their critical food and nutrition needs. Each meal had a balanced combination of rice, vegetables, and protein (beef/chicken) to provide approximately 2,100 kilocalories.

1,912 people gained access to clean water and sanitation through the operation and maintenance of 81 tube wells, 156 water tanks, 216 toilets, and 144 bathing cubicles, improving privacy, safety, and hygiene practices in the community.

Over 10,900 children now have safe and inclusive play spaces through the replacement, repair, and refurbishment of 137 child-friendly play structures across seven children's parks, supporting their mental well-being and development.

1,646 people from 402 vulnerable households gained access to diverse, nutritious foods through moringa cultivation, fish farming, and vegetable distribution, supported by a 75,000 ft² moringa and vegetable plantation established at the World Vision-supported Multipurpose Facilities Centre.

SOUTH SUDAN HUNGER CRISIS

655 people from vulnerable households received multi-purpose cash assistance and food e-vouchers to access nutritious food and purchase seeds and tools for kitchen gardens, improving their food access, dietary diversity, and household resilience.

130 caregivers and members of mother-led support groups received training in dietary diversity, early malnutrition screening, and household kitchen gardening, strengthening their knowledge of child, maternal and infant nutrition while improving family diets.

MINDANAO CONFLICT-DISPLACED COMMUNITIES

Over 16,500 children and youth received remedial education support, learner kits, and accelerated learning opportunities, helping out-of-school and at-risk learners return to education and remain engaged despite displacement, poverty, and instability.

Nearly 3,800 children and youth were reached through child protection activities and children's rights awareness sessions, with 40 high-risk cases identified and supported through structured case management.

168 individuals received vocational and financial literacy training to improve access to livelihood opportunities and strengthen their employability.

VULNERABLE CHILDREN IN SINGAPORE*

* Formerly known as One Life Fund.

Supporting Children in Out-of-Home Care in Singapore

World Vision Singapore works hand in hand with out-of-home care agencies and specialised learning support providers to facilitate access to essential Learning Support Programmes that would otherwise be financially out of reach for many of these children.

In 2025, **35 children** received targeted learning support.

Children supported as part of this programme have demonstrated measurable improvements in focus and self-belief. Equipped with stronger foundations and renewed confidence, they are better prepared to participate meaningfully in the formal education system and see themselves as capable learners with a future ahead.



Mike engaging in a weekly literacy session with his educational therapist.



📍 Singapore

MIKE'S JOURNEY

When Mike** joined the Main Literacy Programme (MLP) in Primary 3, learning felt overwhelming. He found it difficult to concentrate for long periods, and when frustration set in, it affected his ability to stay focused.

Through the weekly structured MLP sessions conducted by the Dyslexia Association of Singapore and funded by World Vision Singapore, Mike began rebuilding his foundations. With the support of his educational therapist, he learnt strategies to recognise words, read and spell with greater confidence. Guided

verbal exercises also helped him express his thoughts more clearly and manage his emotions more constructively.

Progress did not come overnight. Week after week, Mike returned with perseverance and a willingness to learn.

Now in Primary 5, Mike reads more fluently and speaks with greater assurance. His reading score has improved from 11 to 26, a reflection of steady progress and growing confidence.

With continued support, Mike is not only catching up in school but also discovering he is capable of more than he once believed.

** Name has been changed to protect the child's identity.

FAITH IN ACTION

Our faith is at the heart of why we serve. As a Christian humanitarian organisation, our faith calls us to love in tangible ways. It moves hearts to give, and it restores hope where it is most needed. Through partnership with churches and communities, faith becomes more than belief, it becomes action.

Restoring Hope through Empowered Worldview

In the urban communities of Phnom Penh, poverty is not only economic. Years of hardship have shaped beliefs that change is beyond reach. Through partnership with 21 local churches, the Empowered Worldview (EWV) behaviour change model is helping families rediscover their identity, build their self-esteem, and fulfil their God-given potential. Empowered Worldview is a biblically-based model developed by World Vision to address dependency mindsets and promote individual empowerment among people living in poverty. Trained facilitators walk closely with households, listening, guiding reflection, and restoring relationships. Faith and practical life skills come together as families begin to rebuild confidence, restore dignity, and have a vision for the future of their children.



33 youths developed personal life plans with practical steps toward their goals, supported by church leaders through coaching and entrepreneurship training, strengthening their confidence, decision making, and ownership of their future.



1,390 parents and caregivers were empowered with positive parenting practices, learning to provide improved care and safer home environments, benefitting 3,336 children.

“Growing up in a poor community, I felt discouraged and lost. I struggled with my studies and often skipped school because I lacked the guidance I needed. Everything began to change when my parents attended the EWV training. As they embraced the lessons, our life at home transformed. They started to show more love and attention, encouraging me to focus on my education and my future. Beyond the emotional support, they learnt to manage our family finances and joined a savings group, which finally brought stability to our lives. Inspired by their change, I regained my confidence and now lead educational sessions for other children in my community. My mother has also become an EWV facilitator, sharing this journey of hope with other families.”

— Chhuong Noraksatya, 15 years old



A family taking part in Chosen® at Calvary Baptist Church.

Chosen® at Calvary Baptist Church

In partnership with Calvary Baptist Church, we introduced the Chosen® experience to the church congregation. This offered the congregation a meaningful opportunity to make a difference in the lives of vulnerable children. It also put into action Christ’s call to care for “the least of these” (Matthew 25:40) by compassion, and dignity to those in need. Through this initiative, children from our Area Development Programme in Sambour, Cambodia were given the opportunity to experience the love of Christ expressed through the care and commitment of their sponsors.

PROMISE KEPT THROUGH PARTNERSHIPS

We are grateful to our dedicated corporate partners who journeyed with us in FY25, helping to bring hope and a brighter future to the children and communities we serve. As we look ahead, we invite more companies to partner with us in this shared mission to create lasting impact and transform lives together.



Crocodile Foundation Ltd

Restoring Lives Impacted by Myanmar Earthquake



Families in Myanmar receiving life-saving aid after the earthquake, with support from Crocodile Foundation.

In response to the March 2025 earthquake in Myanmar, **Crocodile Foundation** partnered with World Vision to support our emergency response for life-saving aid and recovery activities to reach 512,945 people including 163,201 impacted by the disaster. This life-saving aid included the provision of food, shelter, essential non-food items, clean water as well as recovery loans to enable families to rebuild their homes and livelihoods. Crocodile Foundation believes that timely action and collective partnership are essential in times of crisis to uplift the most vulnerable. Partnering with World Vision that has a long-standing and extensive humanitarian presence in Myanmar enabled the delivery of hope, protection, and practical support to families and children who need it most.

Helping Children and Families through Child Sponsorship



Germaine Chow, Benny Ong, Shawn Lee, and Ivan Cai Founders of I Quadrant presenting a cheque to World Vision Singapore CEO.

With like-minded values and vision to impact communities, **I Quadrant** partnered World Vision to support vulnerable children and families in Muong Cha in Vietnam, one of the country's poorest districts. Together with the members of the I Quadrant community, they sponsored 83 children in Muong Cha Area Development Programme to support the transformational development initiatives that provide access to education, clean water, nutrition, child protection and livelihood to the children they sponsor as well as the families and children in the community. I Quadrant believes in the importance of intentional investments that uplift communities and spark positive change that extends far beyond personal gain.

“Every step we take together has the potential to light the way for children and families in need, creating pathways to brighter futures.”

— Germaine Chow, Founder & CEO of I Quadrant

Empowering Communities with Water, Sanitation & Hygiene



The Jebsen & Jessen team with one of the latrines they built to empower families with sanitation and hygiene.

Jebsen & Jessen partnered with World Vision for their Meet a Need programme in 2025 to support impoverished families in Vietnam with access to clean water, sanitation, and hygiene. 20 dedicated volunteers came alongside the community in May to build latrines, install clean water pipes, and support village livelihood and cultural activities, sharing in the life of the local community. A total of 100 families now have safe latrines at home, and 1,409 people now have access to clean water through 2 community water collection points. Seeing their employees work hand in hand with the community in Vietnam has been deeply meaningful. This is the 20th year of Jebsen & Jessen's partnership with World Vision in supporting vulnerable children and families, enabling them to have sustainable livelihoods, healthier homes, and brighter futures.

Keep Turning the Page



Children in Cebu receiving the books donated by Marshall Cavendish Education.

Since 2023, **Marshall Cavendish Education (MCE)** has been supporting underserved children in Cebu, Philippines by donating more than 20,000 books to communities in need. In April 2025, MCE launched its CSR campaign, Turning the Page, a movement that aims to build a nation of learners by fostering literacy through shared learning and sustainable access to quality reading materials. Through this initiative, MCE donated over 13,000 books to communities across Cebu providing additional learning resources, for the creation of inclusive spaces where books can be read, shared, and passed on. By encouraging schools, communities, and homes to circulate learning materials, Turning the Page aims to build a continuous cycle of readers and ensure that knowledge reaches those who need it most.



Enhancing Food Security & Nutrition for the Most Vulnerable



Nefful International general managers distributing food essentials in Kuleaen, Cambodia.

In response to the urgent nutrition crisis in Kuleaen—one of Cambodia's poorest districts, where rates of stunting, wasting, and underweight among children under five remain alarmingly high—**Nefful International** funded a vital food security initiative to support the community. Through this programme, 85 vulnerable families (comprising 350 people including 170 children) received immediate food assistance, along with training on climate-smart farming and resources to establish their own home gardens, ensuring a sustainable source of nutrition and income for the long term. The initiative continues to make a lasting impact, benefitting the broader Kuleaen community of over 20,000 people through shared knowledge and collective learning.

“Through our strategic collaboration with World Vision, Nefful International remains committed to driving long-term, sustainable impact in the communities we serve. By making a difference, we strengthen resilience, restore dignity, and support communities in building a brighter and more sustainable future for generations to come, uniting people around the world to create meaningful and lasting change.”
— Shirley Ng, Managing Director of Nefful International



Milestones for Good



In February 2025, Silicon Connection also visited the preschool and brightened the children's day with games, gifts, and joy.

In celebration of their 25th anniversary, **Silicon Connection**—a dedicated corporate Child Sponsor supporting 27 children across 7 Area Development Programmes—funded the reconstruction of a preschool in Sambour, Cambodia. This initiative brought new life to a facility that had long been in disrepair, serving the Early Childhood Education needs of more than 1,330 community members in Voadthanak Village. The original preschool faced severe structural issues, including rotted wooden walls, broken doors and windows, and a damaged tile roof that had even collapsed once during class. Flooding was frequent during the rainy season, making the environment unsafe for learning. Thanks to Silicon Connection's support, the children of Voadthanak now have a safe, conducive, and joyful environment to learn and grow in.

“We are truly blessed and deeply honoured to play even a small part in supporting World Vision's mission and the hope it brings to communities around the world.” — Low Teck Ming, General Manager of Silicon Connection

SPONSORS COMMUNITY OUTREACH & ENGAGEMENT

Global 6K for Water 2025

A People Powered Movement to Bring Clean Water to Vulnerable Children

In 2025, World Vision Singapore launched its inaugural Global 6K for Water, a nationwide movement inviting individuals, families, and organisations to run, walk, or hike six kilometres for vulnerable children who journey that same distance every day just to collect water.

Together, the movement mobilised 2,232 participants, 230 teams, and 62 families with children to move in solidarity and rally support among their own communities. This Singapore virtual run/walk/hike movement raised S\$493,553, enabling sustainable access to clean water for 8,225 children across our Asia and Africa Area Development Programmes. These funds will support the construction of boreholes, water tanks, and piped water systems, bringing clean water closer to homes and schools.

Community Driven Momentum

Global 6K grew not only in scale, but in collective action. Community activations by our partners—the ASICS Running Club and The Outside Expeditions—brought together runners and hikers who transformed shared passions into meaningful impact. Corporates including Menarini Group, Motorola Solutions, and Vena Energy mobilised employees to advocate and fundraise, embedding purpose within workplace culture. Our goodwill ambassadors Felicia Chin, Belinda Lee, and Apple Hong also championed the cause by clocking the distance and being a voice for the children.

We are grateful to our sponsors: ASICS, United Airlines, Royal Caribbean, Mandai Rainforest Resort by Banyan Tree, Boarding Gate, Petite Menu at Aqueen Hotel Paya Lebar, and Ice Cool, whose support strengthened the fundraising movement.

A Celebration of Impact

The movement culminated in a Global 6K Celebration held on 22 November 2025, in commemoration of World Children's Day, bringing together participants and partners to witness the change they will make possible in the year ahead. A defining moment was hearing from Liness, a sponsored child from Musosolokwe, Zambia, representing communities that have gained access to clean water through World Vision's work. Her story bridged the generosity in Singapore with real lives being transformed across the world.

Global 6K for Water 2025 demonstrated what is possible when everyday people choose to act together. Six kilometres, multiplied across a nation, became more than distance. It set in motion clean water systems reaching homes, children returning to school and communities growing in resilience.



Ivan with his wife and children participating in Global 6K for Water.



ASICS Running Club partnering in Global 6K for Water through a dedicated community run at National Stadium.



The Outside community completing an 11-kilometre hike at MacRitchie Reservoir in support of Global 6K for Water.



Our goodwill ambassadors Felicia Chin, Belinda Lee, and Apple Hong showing their support at the Global 6K celebration event.

Family Day and Night of Hope

In conjunction with World Children's Day in November 2024, we organised Family Day as a platform for children and families to better understand the challenges faced by their peers around the world. Through interactive activities, participants stepped into the shoes of children experiencing limited access to clean water, education, nutrition, and child protection.

A highlight was the sharing by Narangoo, a sponsored child from Mongolia, who spoke about her journey and how World Vision has made a difference in her life. The experience fostered empathy and encouraged young hearts to consider how they can bring hope to others.

The events marking World Children's Day culminated in our Night of Hope, a dedicated evening gathering at Zion Bishan Bible-Presbyterian Church where Christians came together in prayer for the children and communities we serve. During the session, Narangoo shared her faith journey, offering a powerful testimony of resilience and transformation—creating a meaningful space for reflection, unity, and a renewed commitment to uphold children in prayer.



A child fetching water at our Family Day Activity.



Narangoo, sponsored child from Mongolia sharing how World Vision has transformed her life at our Night of Hope event.

Vision in Action: Bringing Hope for a Brighter New Year

In February, during the Chinese New Year season, we hosted a Vision in Action session for new partners and donors, featuring our goodwill ambassador, Apple Hong. Set in a season of renewal and generosity, the session highlighted the impact of our Child Sponsorship programme. Through her sharing, Apple reflected on the transformation she has witnessed in the lives of her sponsored children in Mongolia and Myanmar, inviting participants to join a community of sponsors bringing hope to vulnerable children and communities.



Vision in Action session featuring Apple Hong, World Vision goodwill ambassador.

Child Sponsors' Trips

63 child sponsors journeyed with us to our Area Development Programmes in Cambodia, Mongolia, the Philippines, and Sri Lanka in FY25. Through these visits, sponsors not only witnessed firsthand the impact of their support and the progress within the communities, but also brought love, encouragement and care to their sponsored children and other children in the community, deepening the personal and meaningful connections at the heart of Child Sponsorship.



Child sponsors on trips with World Vision to bring love and care to children in our Area Development Programmes.

YOUTH AND SCHOOLS

4,805

Youth reached

21

Schools & Organisations Partnered

8

Service-Learning Projects (3 overseas, 5 online)

13

School Engagement Talks, Workshops & Booths

12

Youth Interns & Volunteers

Marquee event

30 Hour Famine

30 Hour Famine 2025: The Walk to Freedom invited youths to step into the realities faced by millions of displaced children and families forced to flee conflict. Held on 7 September 2025 at The Red Box, the event was organised in partnership with the National Youth Council (NYC), with NYC's Beyond Singapore Cluster serving as the core youth volunteer team. They led activity ideation, outreach and mentorship, shaping a meaningful and youth-driven experience.

Through interactive stations and guided reflection, participants encountered the

emotional and physical challenges of displacement. This year's more intimate format fostered honest conversations and deeper engagement. Eu-Lee Chng, Senior Programme Manager at World Vision USA, shared first-hand insights from displaced communities, challenging youths to move beyond awareness into action.

30 Hour Famine continues to inspire youths not only to understand global issues, but to stand in solidarity and become advocates for change.



Participants, volunteers, and World Vision staff at 30 Hour Famine 2025.

"What stayed with me most were lessons about resilience, patience, and survival. The small challenges we faced in a safe, controlled setting gave me just a glimpse of what displaced families live through every day - waiting in uncertainty, working under pressure, and carrying burdens much heavier than balloons or jerry cans. It made me reflect deeply on the privileges I often take for granted, like access to clean water, stable meals, and a secure home. More than just a challenge, the 30 Hour Famine was a transformative experience that opened my eyes to the strength of communities living through hardship. Their resilience and determination are humbling, and it reminded me of the importance of empathy and action."

— An Murakami, 18 years old, St Francis Methodist School (International)



Participants, speakers, and World Vision staff at Youth for Change Conference 2025.

Marquee event

Youth For Change Conference

The theme "The Unequal Plate" set the stage for World Vision Singapore's 9th Youth For Change Conference (YFCC), bringing together 56 youths from Cambodia, Indonesia, Korea, Malaysia, the Philippines, and Vietnam at the Singapore Institute of Management. United by a shared concern for global hunger, participants explored how inequality shapes access to food across communities.

Dr. Than Thi Ha, Global Strategy Director of World Vision Vietnam, delivered the keynote, offering insights into global hunger trends, the Sustainable Development Goals and practical interventions that strengthen food security at the community level. A Human Library session spotlighted youth initiatives across the region, including climate advocacy by World Vision Korea's Child Club, nutrition

gardens in Indonesia, and food redistribution by D2L.sg.

Participants also engaged in hands-on workshops on community intervention planning led by Sopharan Ny, Operations Director of World Vision Cambodia, alongside sessions on reducing food waste through eco enzymes by Terra.SG, and social entrepreneurship by D2L.sg.

A virtual visit to World Vision Timor-Leste provided insights into community nutrition projects. Ms. Mary Njeri, Global School Meals Director at World Vision International, closed with a powerful call to ensure every child has access to nutritious food. The conference empowered youths with knowledge, cross-country networking, and practical ways to drive change in their communities.

"The most impactful takeaway for me is that we must always be grateful that we have access to nutritious food, and that we as youths can play a part in contributing to the tackling of food insecurity and malnutrition, whether it is on a small or large scale."

— YFCC Participant

Service-Learning Expeditions

3 teams from Singapore Management University, Temasek Junior College, and the Halogen Foundation embarked on service-learning projects with World Vision in Cambodia and Vietnam, under Youth Corp Singapore's Youth Expedition Project.

They designed and facilitated workshops on English language skills, digital safeguarding, and career orientation, engaging directly with youths in the communities. Through close interaction with community members and field staff, participants gained deeper insight into the realities of humanitarian development work. The experience fostered cultural

understanding and a stronger appreciation of the social and economic contexts shaping lives in Cambodia and Vietnam.

5 teams from Republic Polytechnic connected virtually with youths supported by World Vision Philippines who are now pursuing their education through the Alternative Learning System after life adversities disrupted their schooling. The Singapore youths facilitated sessions on life skills, communication and career readiness, equipping their peers with practical tools and confidence for their education journey while building meaningful cross-border friendships.

"On the first session, I was a little nervous as it was my first time attending such a project, and my first time interacting with so many foreigners from Singapore. After the session, I realised I was enjoying it. I had so many things to learn, like how to use Canva and PowerPoint. It was so amazing. The games made us laugh and we were excited. Thank you for the opportunity and for having me and my classmates."

— Youth from Mandaue Area Development Programme who participated in an online service-learning program with Republic Polytechnic



Students engaging in games with children in Santuk Area Development Programme, Cambodia during a service-learning trip in partnership with Halogen Foundation.

School Engagements



A sharing on World Vision's child protection efforts for Nan Hua High School's National Youth Environment Conference

Through strong partnerships with youth agencies, schools, and educators, World Vision reached 4,805 secondary and tertiary students through in-person and online engagements.

Students were introduced to the realities faced by children living in poverty and how communities are responding to those needs. Beyond awareness, these sessions sparked reflection, empathy, and meaningful conversations about the role young people can play in creating change.

World Vision remains committed to nurturing a generation that sees, cares, and acts for a better world.

Interns & Volunteers

12 youth interns and volunteers joined World Vision Singapore this year, contributing their time, skills, and passion to support our work. From strengthening operations to supporting youth outreach efforts, they played a meaningful role in advancing our advocacy and humanitarian development initiatives.



Ruth (3rd from right) with World Vision Singapore staff.

"Interning at World Vision Singapore gave me hope. I had come from a place of helplessness, feeling like I could not do anything to help people in need. At World Vision, however, I got to explore different things I could be good at and see how those skills could be used to help children in need. I also got to work with people who shared a heart for children and communities around the world, and I feel blessed to have been a part of the light that they shone to the people they serve!"

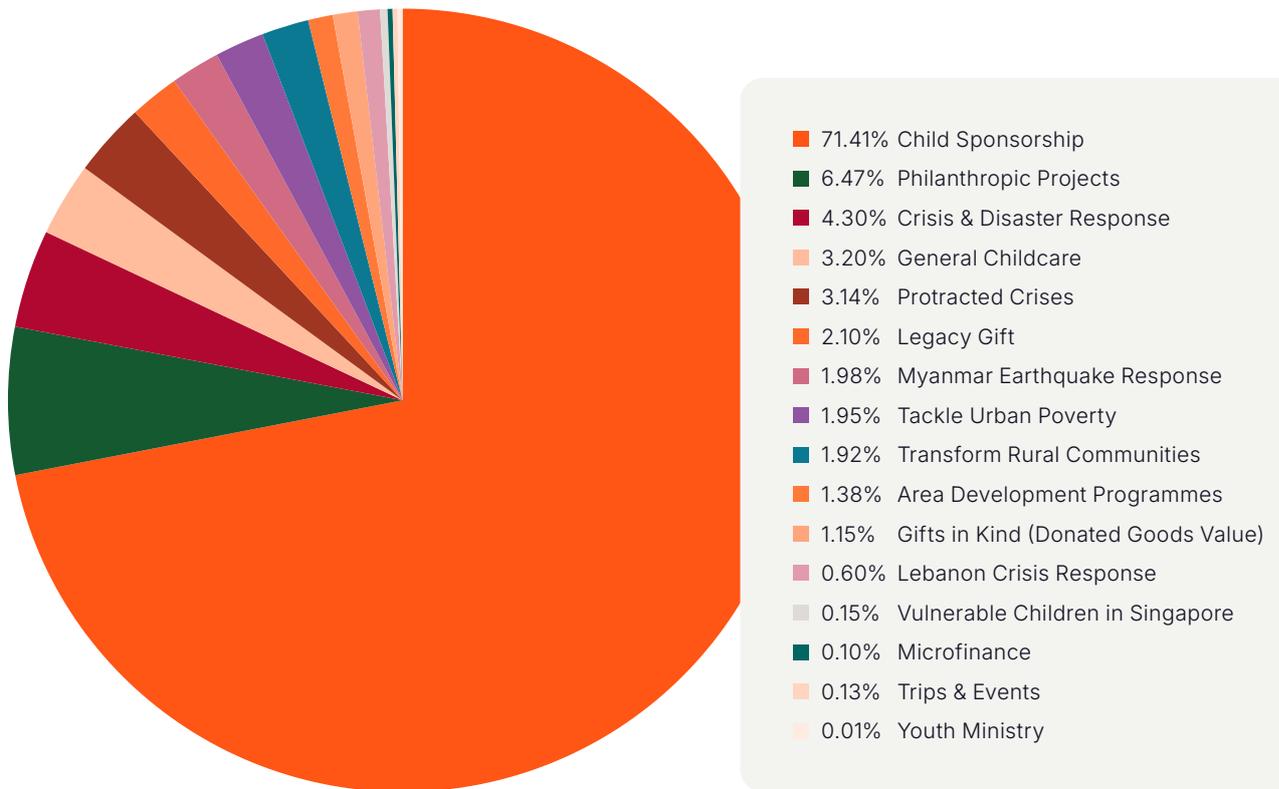
— Ruth, 22 years old, Supporter Engagement Intern

FINANCIAL ACCOUNTABILITY

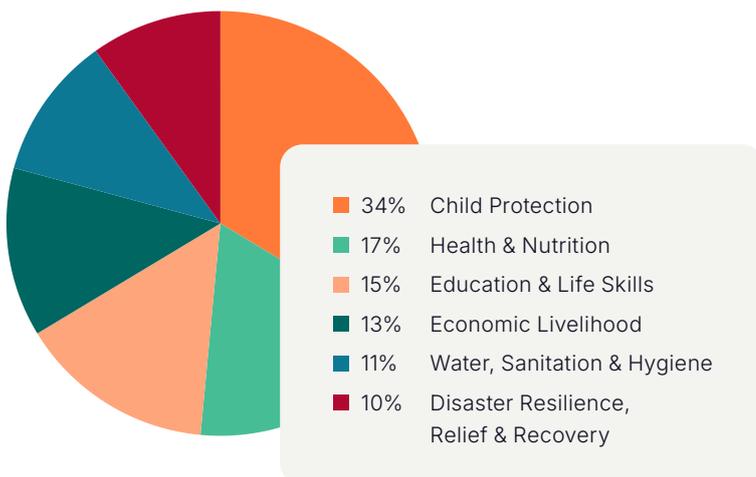
Thank you for helping to change the lives of vulnerable children, their families and their communities. We have kept our expenditure at 19.94% of total funds raised. This allowed us to channel 80.06% of funds raised to our transformational development projects, crisis and disaster responses.

In FY25, with the support from our donors and sponsors, we raised a total of

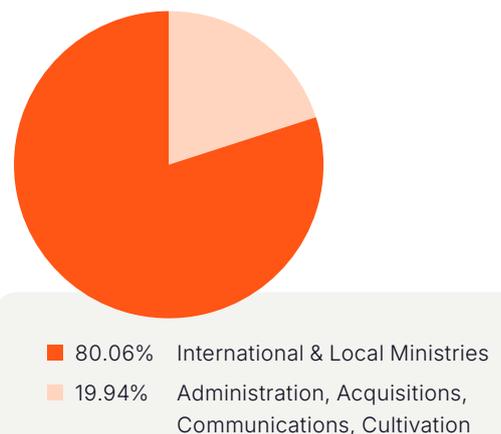
\$18,634,852



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.

LOOKING AHEAD

Bold Hope: Our Promise for Vulnerable Children

Today our world faces unprecedented needs. Food insecurity is on the rise, displacement is increasing, and protection risks are threatening and disrupting childhoods. Our work is under extraordinary pressure amid growing global instability and rapid technological change. But World Vision's mandate is clear.

We will meet the moment with urgency and boldness to bring life-changing impact to vulnerable children, in depth and at scale. With Christ at the centre and the child at the heart, together with our donors, we will continue to fulfil Our Promise.

In the coming year, World Vision Singapore will continue to anchor on Child Sponsorship to bring sustainable development that uplifts communities out of poverty, ensuring children experience life in its fullness and are not left behind. As we optimise our footprint, we will focus our efforts where needs are greatest and impact can be most transformative. We will also strengthen our collective impact through advocacy and philanthropic partnerships, mobilising greater support and shared responsibility for children. Through integrated interventions in education, livelihoods, child protection, and health, we envision communities where children are protected, families are empowered, and pathways out of poverty towards a hopeful and sustainable future are made possible.

At the same time, we remain ready to respond to the increasing intensity of climate-related disasters and conflict crises. By strengthening our emergency preparedness and response, we will deliver timely, life-saving support while walking alongside communities in their recovery, building resilience so they are better equipped to withstand future shocks.

Together with faithful donors, partners, and staff, we strive to embody the love of Christ in tangible ways, demonstrating that even the smallest acts of kindness can bring lasting transformation.

Our **Bold Hope** is inspired by Romans 15:13 – *“May the God of hope fill you with all joy and peace as you trust in him, so that you may overflow with hope by the power of the Holy Spirit.”*

ADVISORY COUNCIL



Marcus Frost • Representative of World Vision International (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 is currently the Chief Marketing and Communications Officer. 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.



Soon Sze Meng • Chairman

Sze Meng is the CEO of Sembcorp's carbon management business – GoNetZero™ leading and supporting customers' net-zero ambitions. He held senior leadership roles at JD.com, SingTel, PayPal, and Visa and was a consultant at McKinsey and Monitor Deloitte. He was a board member of Go Jek, Tiki, JD.ID, and JDL Express Indonesia. He serves as a Board Member of the Singapore Institute of Technology and Focus on the Family Singapore, and was a Board Member of SkillsFuture Singapore. He graduated from Stanford University and Kellogg School of Management, Northwestern University.



Aaron Boey* • Vice Chairman

Aaron was most recently Group CEO of Eu Yan Sang International, a leading Asian health and wellness company with roots in Traditional Chinese Medicine. Prior to that, he had built a career in brand management, marketing, retail, and general management with Levi Strauss, Philips Electronics, and Asia Pacific Breweries. Aaron actively serves on boards, having been on the board of the Singapore Tourism Board and chairing its Finance and Investment Committee. He is currently on the boards of the Singapore Management University Academy and the Jazz Association of Singapore.



Jacqueline Tan • Vice Chairman

Jacqueline is the CEO of Singapore Cruise Centre (SCC) which manages the terminals for international cruises as well as regional ferries. Prior to SCC, she held senior leadership appointments as Assistant Chief Executive of Sentosa Development Corporation (SDC), Deputy General Manager of Lucasfilm Singapore where she had oversight of the operations of the 520-strong Lucasfilm Studio and Chief Operating Officer at Economic Development Innovations Singapore (EDIS). She started her career at the Singapore Economic Development Board. Over her 14 years at EDB, she was based overseas in New York and Hong Kong.

* Appointed Chairman on 1 October 2025.



Lau Peet Meng • Member

Peet Meng is currently the Permanent Secretary of Transport Development in Singapore. He 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 an alumnus of Harvard Business School. Peet Meng is concurrently serving on the Board of Directors of World Vision International.



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.



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 the Chief Operating Officer at National Volunteer and Philanthropy Centre (NVPC). Prior to this, he was the Principal at Centre for Design, Insights, and Innovation at Great Eastern Singapore which applies design methods to uncover actionable consumer insights. He has also held senior management roles, including Assistant Chief Executive at the Singapore Tourism Board and Managing Director/Partner of The Idea Factory Singapore. Tony currently sits on the Advisory Committee of Ngee Ann Polytechnic's School of Humanities and Integrated Studies; he has previously served as a member of YMCA's Education Committee, and the Advisory Council of Child at Street 11. He is also a past member of the Board of Governors at the Singapore International Foundation.



Lena Teoh Chyin • Member

Lena Teoh is a veteran in the financial services industry with experience spanning corporate banking, and investment banking, and more than 20 years in asset management. Her most recent role was Chief Investment Officer of Prudential Assurance Singapore Pte Ltd. Prior to that, she spent 16 years at Credit Suisse AG, as CIO for the APAC Multi-asset Class, Asset Management Division as well as Regional Head of Asset Allocation. She is an advocate of sustainability, environment protection, climate change, social impact, and corporate governance.



Eleanor Seet • Member

Eleanor Seet is President and Head of Asia ex Japan for Amova Asset Management Asia Ltd. Active in the industry, she is Vice-Chairman and serves on the Executive Committee of the Investment Management Association of Singapore. She is a member of the Institute of Banking and Finance Standards Committee and Chair of the Fund Management Workgroup. Eleanor is also a board member of Affin Hwang Asset Management Berhad. In the education sphere, she serves as a board member of Singapore Institute of Management.

EXECUTIVE LEADERSHIP TEAM



Benjamin Tan • Chief Executive Officer

Benjamin's career spanned technology, aviation, and tourism. He was most recently Deputy CEO at Mandai Wildlife Group and founding CEO of the corporate venture Mandai Global. He was previously Senior Vice President at Qantas Airways, and has also held senior leadership positions at the Jetstar Group and Microsoft. He has lived and worked in Beijing and Tokyo, and is an alumni of Chicago Booth and National University of Singapore Business School.



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 multinational corporations, 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 Master in Business Administration from The Wharton School, University of Pennsylvania.



Jerome Yuen • Director, Resource Development & Acquisition

Jerome joined World Vision Singapore after a commercial career spanning 25 years in leadership roles at leading global companies, and followed by another decade of guiding local charities in Singapore. He previously served as CEO of Cycling Without Age Singapore and Executive Director of Club Rainbow Singapore. Jerome holds a Master of Technology and a Bachelor of Business Administration from the National University of Singapore.



Kyi Thwin Tun • Head, International Programmes

Kyi Thwin is a passionate community development and humanitarian practitioner with more than 25 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 degree majoring in English from Dagon University of Myanmar.



Adrian Ngooi • Head, Supporter Engagement

Adrian has over 28 years of corporate experience in IT, consulting and marketing execution industries. He served in various management, business development, account servicing and project management roles with regional/APAC customers/teams responsibilities. He has a Bachelor in Computer Engineering and Masters in Logistics Management from Nanyang Technological University. Adrian enjoys taking on challenges to continuously improve sponsors' experience with innovative solutions that result in impactful and meaningful engagement touchpoints.



Patricia Ng • Head, Marketing Communications & Public Relations

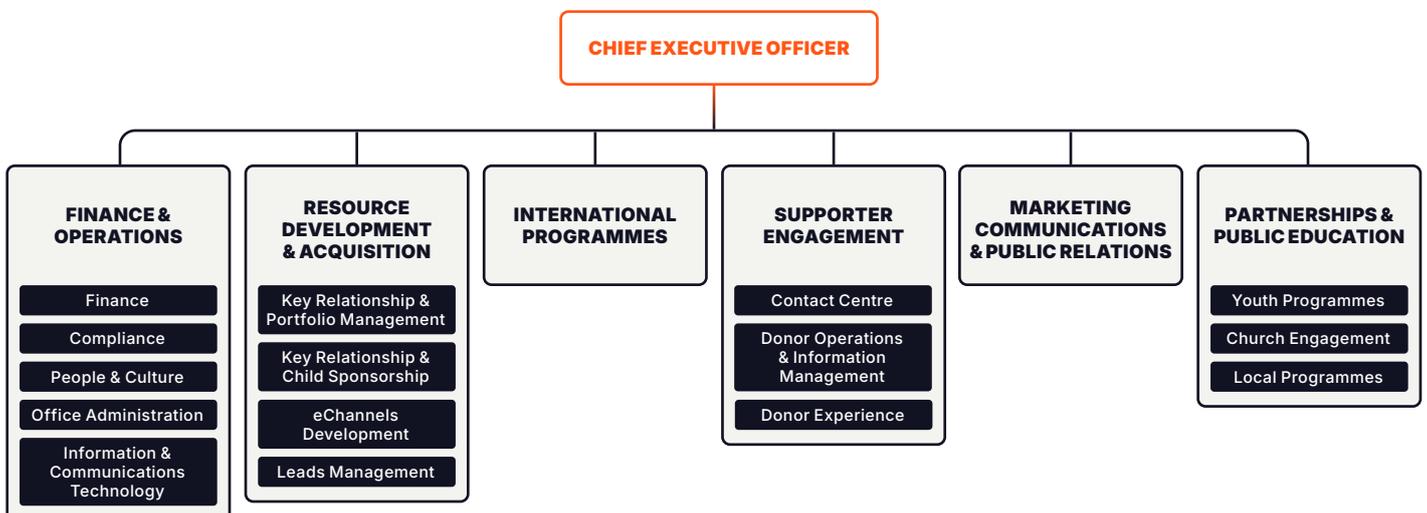
Patricia has more than 20 years experience in omni-channel marketing and corporate communications. Prior to joining World Vision Singapore, she has served in various roles across marketing, branding, public relations, and business development in the real estate retail industry. She has a Bachelor in Communication Studies from Nanyang Technological University and obtained her Master in Business Administration from National University of Singapore and Peking University.



Valerie Tan • Head, Partnerships & Public Education

For twenty years, Valerie has worked in cross-cultural settings to uplift marginalized communities. She believes that with equal opportunity, every child has the potential to be a change maker. Now back in Singapore, she continues her mission to tackle poverty and social injustice, doing her part to see, for every child, life in all its fullness. Valerie earned her Master of Management in NonProfit Organisations from Biola University and her Bachelor in Ministry from TCA College.

Organisational Chart



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 Representative of 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 Number: 0377

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

Chief Executive Officer (Singapore Branch): Mr Benjamin Tan (appointed on 1 July 2023)

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

Director, Resource Development: Mr Jerome Yuen (appointed on 18 June 2024)

Independent Auditor: KPMG LLP

Bankers: DBS Bank and Standard Chartered Bank

Lawyers: Allen & Gledhill LLP

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 endorsement. 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 Governance Committee is tasked with the review process and recommendation of nominated candidates for Advisory Council member positions; the successful candidates are then elected on to the Council through a unanimous vote by its members at a convened meeting. Potential candidates are reviewed by the Governance 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 members 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 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 sessions conducted by the Executive Leadership Team and the World Vision Regional Governance Advisor.
4. The World Vision Partnership Governance organisation conducts an annual evaluation of the Council’s effectiveness covering areas such as Council 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 Chief Executive Officer (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 entity's controls, processes, key programmes and events through reports and information provided by its respective Committees and the Management.
11. In Financial Year 2025 (FY25), no Council member served for more than 9 consecutive years, except one member (Mr Lau Peet Meng) 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 FY25 on the following dates: 21 November 2024, 15 March 2025, 11 June 2025 and 10 September 2025.
13. Details of Council members and their appointment date, tenure and attendance at Advisory Council meetings for FY25 are as follows:

Name	Role	Advisory Council (AC) Member Since	Date of Last Appointment	Attendance over No. of AC meetings for FY25
Mr Marcus Frost	Representative for WVI	01/03/2021	01/03/2021	4/4
Mr Lau Peet Meng	Council Member	19/07/2012	WVI Board Member Since September 2020	2/4
Mr Soon Sze Meng	Chairman	01/01/2023	01/01/2023	3/4
Mr Aaron Boey	Vice Chairman w.e.f. 1 January 2024	01/04/2023	01/04/2023	4/4
Ms Jacqueline Tan	Vice Chairman w.e.f. 1 August 2024	01/01/2019	01/01/2025	3/4
Mr Kevan Goh	Council Member	03/01/2020	03/01/2023	4/4
Ms Sharon Lim	Council Member	03/01/2020	03/01/2023	3/4
Mr Tony Lai	Council Member	01/10/2021	01/10/2024	2/4
Ms Lena Teoh	Council Member	01/10/2023	01/10/2023	4/4
Ms Eleanor Seet	Council Member	01/10/2023	01/10/2023	4/4

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

Governance Committee

- Ensures a robust Advisory Council recruitment and succession plan as part of the mandate to ensure Council diversity, renewal and bench strength. The process is in place to ensure that suitable council candidates are identified and recommended to the Council in a timely manner. In addition, the Committee also supports the Chairman in the process of selection, recruitment and succession planning of the National Director/CEO. Aligned to this, this Committee can be sought to provide input into key positions of the management team.
- Supports the Chairman of the Advisory Council in providing leadership across Partnership and WVI-S governance matters including review of Partnership policies and its relevance to WVI-S, Council governance and effectiveness, so that the Council fulfils its oversight responsibilities for WVI-S's system of governance and supporting ongoing development of Council members for continuous improvement and assessment of the Council for performance and effectiveness as a whole.
- Ensures 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/CEO and all Heads of Department positions.

Audit and Risk Committee

- Assists the Advisory Council in its oversight responsibilities by ensuring integrity of statutory reporting, effectiveness of external audit, adequacy and effectiveness of management activities relating to financial/accounting and the organisation's risk management and control framework.

Resource Development Committee

- Provides leadership to the management team as they give insights into the giving landscape, marketing and eCommerce landscape and to advise the Advisory Council on fundraising priorities that support the charity's strategic plan and financial plan and obtain fiscal and other support for them (e.g. strategic partners).
- Acts as strong connectors for executive management to new major funding prospects and opportunities.

Local Ministry Committee

- Provides strategic advice and guidance to the Advisory Council and brings to the full Council any recommended programmes for action or decisions in the following areas:
 - Youth Ministry & Engagement
 - Faith & Church Engagement
 - Local Programmes (including capacity building for charity sector by WVI-S)

15. Refer to the Annual Report for the Organisation Chart (page 35) and details of Executive Leadership Team (page 34-35).

B. STRATEGIC DIRECTION AND PROGRAMME MANAGEMENT

1. The Advisory Council reviews and approves the vision and mission of the organisation through Advisory Council and its 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 organisation 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 organisation 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 Council Member or the CEO (i.e. Executive Director equivalent), and whose remuneration each exceeds S\$50,000 during the year.
4. The Governance Committee reviews and endorses documented human resource policies for staff.
5. There are HR policies and a HRIS system for regular supervision, appraisal and professional development of staff.
6. The Advisory Council, through the Governance 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.

Remuneration Band	FY25	FY24
S\$100,000 - S\$200,000	2	1
S\$200,000 - S\$300,000		1
S\$300,000 - S\$400,000	1	

8. Volunteers, either individuals or corporates, are partners in our fulfilment of programme requirements. In FY25, WVI-S did not engage any significant number of volunteers. The People & Culture team manages volunteer enquiries and matches programmes requirements with those of the volunteers.
9. New volunteers are briefed as required to abide by workplace policies including Child Safeguarding, and 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

1. 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.
2. Advisory Council members make annual declarations of actual or potential conflicts of interests to the Council.
3. 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

1. The Advisory Council, together with the Audit and Risk Committee, ensures internal control systems for financial matters are in place with documented procedures.
 - i. The Advisory Council reviews and endorses the annual budgets.
 - ii. 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.
 - iii. The financial records have been properly maintained and the financial statements give a true and fair view of the Organisation's operations and finances.
2. The organisation's Reserves Policy is to maintain an operating reserve of not more than 6 months of its annual operating expenditure as well as project commitments. 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.
3. Principal functions of the Audit and Risk Committee include:
 - i. Endorse and review the financial statements of WVI-S and its statement of financial position before their circulation to the Advisory Council and disclosure of these financial statements on the annual report;
 - ii. Assess the co-operation and assistance given by management to the external auditors of WVI-S;
 - iii. Assess the independence, objectivity and effectiveness of the external auditors of WVI-S;
 - iv. Review the annual financial performance once a year with the external auditors; and
 - v. Review risk management procedures and practices on all areas of operations including financial-related matters.
4. In FY25, WVI-S did not provide loans to any persons, establishments or related parties.

F. INVESTMENT GUIDELINES

1. WVI-S abides by the World Vision Partnership Investment Guidelines and adopts a conservative stance towards investing of reserves. In FY25, reserves set aside for investment were placed in fixed deposits.

G. CONDUCT OF FUNDRAISING ACTIVITIES

1. WVI-S has established guidelines for fundraising based on regulations and best practices set out by the Singapore Commissioner of Charities as well as the World Vision Partnership.
2. 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.
3. Donations collected are properly recorded in WVI Partnership's donor management system, and are promptly deposited.
4. The total fundraising expenses did not exceed 20% of the total receipts (World Vision Partnership policy guidance) from fundraising and sponsorships for FY25.
5. WVI-S did not engage the services of commercial fundraisers in FY25.

H. RISK MANAGEMENT AND INTERNAL CONTROLS

1. The Advisory Council and Audit and Risk Committee are assisted by the Executive Leadership Team to evaluate the adequacy and effectiveness of the organisation's risk management and internal control systems, including financial, operational, compliance and information technology controls.
2. The Audit and 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

1. 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.
2. 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.
3. The policy is to assist the Audit and 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

1. 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.
2. Principal Funding Sources – WVI-S's principal funding source is through private corporate and personal donors and being a foreign charity, is not a beneficiary of any local grants.
3. The organisation operates on premises at 6 Woodlands Square, #03-01 Woods Square Tower 2, Singapore 737737, which was donated by a third party, and is co-located with two other charities.
4. Related Party Transactions – There is no significant related party transaction during the financial year or in the 5 years preceding FY25, except for the provision of Information Technology services by another unit of World Vision International.

K. PUBLIC IMAGE

1. WVI-S accurately portrays its image to its 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 2024 TO 30 SEPTEMBER 2025

S/N	Code Guideline	Code ID	Response	Explanation
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance *Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for renomination and reappointment, at least once every three years.	2.5	Yes	
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being reappointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	

S/N	Code Guideline	Code ID	Response	Explanation
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being reappointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Partial Compliance	One member, by virtue of his Board role at World Vision International Board; this exception being in accordance with World Vision National Boards Policy
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting - refer to 2.9.b.</p>	2.9d	Yes	
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/ herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Yes	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	
Principle 4: The charity is well-managed and plans for the future.				
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).</p>	4.1a	Yes	
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Yes	

S/N	Code Guideline	Code ID	Response	Explanation
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer Management*; e. Finances; f. Information Technology (IT) including data privacy management and cybersecurity; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
30	The charity should disclose the following in its annual report a. Number of Board meetings in the year; and b. Each Board member's attendance	5.3	Yes	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding S\$100,000, in incremental bands of S\$100,000. Should any of the three highest paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than S\$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds S\$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of S\$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than S\$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	

* Please refer to Volunteer Management guidelines.

S/N	Code Guideline	Code ID	Response	Explanation
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
35	Implement a whistleblowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	
Principle 6 The charity communicates actively to instil public confidence.				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	

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📍 6 Woodlands Square, #03-01 Woods Square Tower 2, Singapore 737737

World Vision is a global Christian humanitarian organisation devoted to helping the most vulnerable children experience the fullness of life through tackling poverty and injustice. We serve all people, regardless of religion, ethnicity, or gender.

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