

OUR STRATEGY

2024 to 2027



**World Vision
Ireland**

Together we can protect vulnerable children

What is our strategy and why does it matter?

The world's children face incredible challenges.

Every day we make a lasting and important difference.

Established here in Ireland in 1983 we have been serving some of the world's poorest communities for over 40 years. We are very proud to be part of World Vision International, the world's largest global partnership focused on children.



Our strategy highlights the goals for World Vision Ireland between October 2023 and September 2027. We are deliberately very ambitious. This is because the needs of vulnerable children across the globe are so great.

We help children reach their full potential

Message From Our CEO

We work in some of the world's most challenging and fragile contexts. Led by the communities themselves, we collaborate with leaders and families to tackle root causes of poverty and injustice, build resilience and bring about sustainable transformation

We strategically engage with communities in long term sustainable development. We also effectively address emergency, rehabilitation and recovery needs.

I'm delighted to lead a very dynamic, capable and committed team. This team has been growing as our level of support has increased from across the country, including from the Irish Government.

We are very grateful for such vital and generous support. Without this we would not be so confident about raising our ambitions.

We believe that during this strategy period we will more than double the number of vulnerable girls, boys, women and men reached – from in excess of 2 million to over 5.5 million.



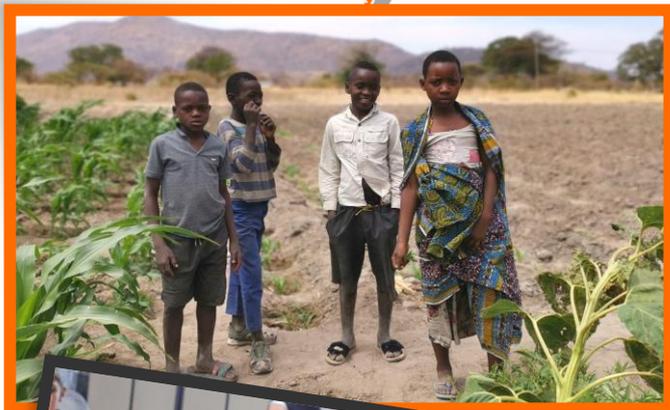
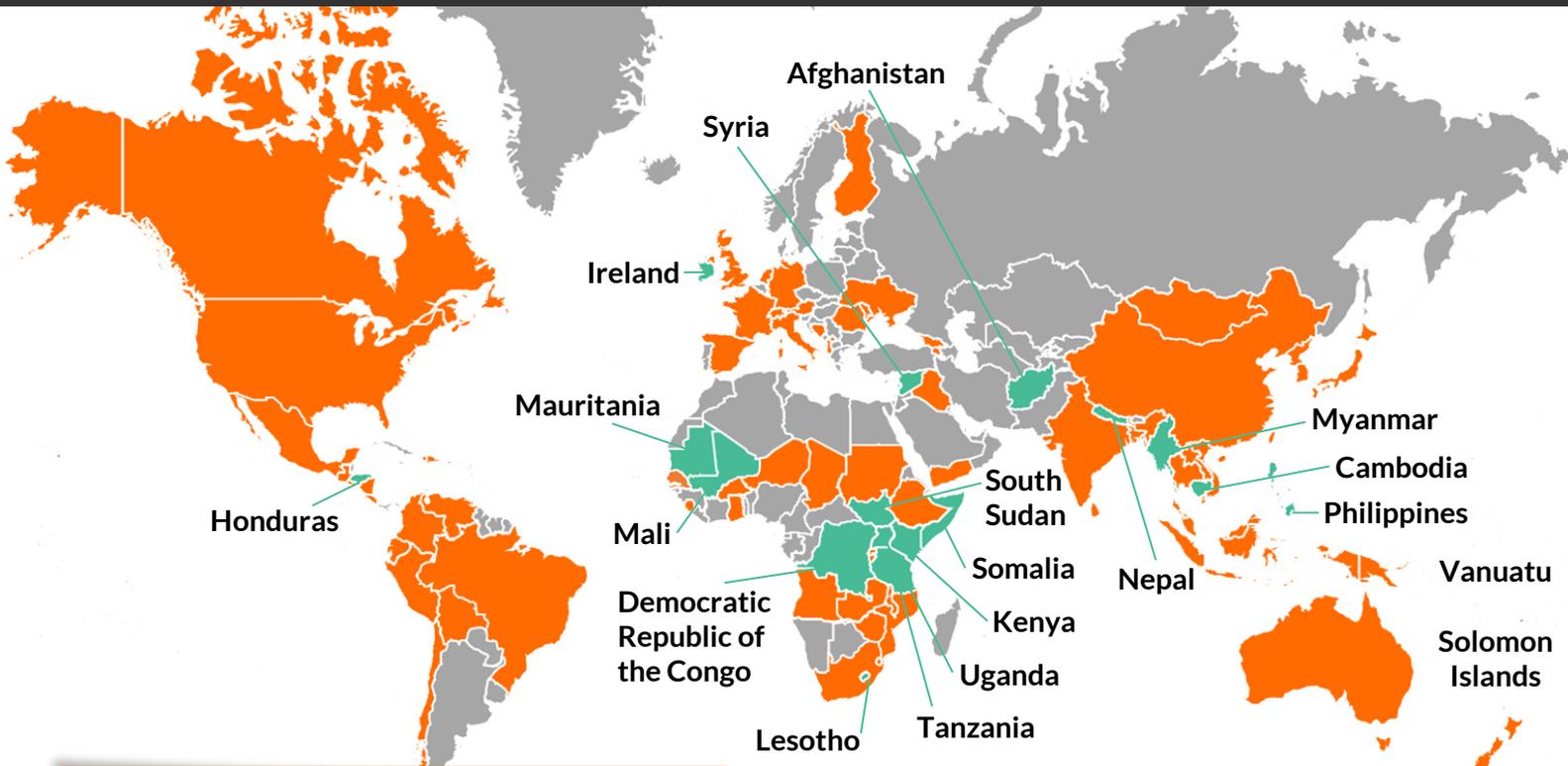
Gillian Barnett

Where we work

We go where the need is greatest

The map below shows the countries that we operate in worldwide. The orange countries represent areas that the World Vision family work in, while the green areas are where we currently work.

Together we've impacted the lives of over 200 million vulnerable children by tackling the root causes of poverty.



Addressing Child Poverty:

Our strategy calls us to focus relentlessly on eradicating poverty in all its forms – in line with the goals of the Sustainable Development Agenda.

By putting the most vulnerable girls and boys first, we continue to realign our focus and footprint to reduce extreme vulnerability by: developing effective, relevant programming; deploying the right leadership, attitude, and capabilities; and allocating funds for greatest impact.

We are paying special attention to those who are often invisible because of gender inequality, social exclusion, or disabilities

The world we live in and how we work

What's happening in our world that matters to vulnerable children? And how do we respond as effectively as possible?

We live in a volatile time of change and uncertainty with 356 million children currently living in extreme poverty, forced to survive on less than \$1.90 per day. Hunger and food poverty are at an all-time high. At least 202 million children under 5 live in severe food poverty, which puts them at high risk of stunting, wasting and death. For the communities we work with, this can lead to acute hardships and high levels of child deprivation. Our approach to addressing child poverty is guided by our *Theory of Change*. This takes into account the realities faced by many of the world's most vulnerable communities and identifies a pathway to improved child wellbeing that allows us to have the biggest impact possible.

Contributing to international frameworks such as Agenda 2030, the Sustainable Development Goals, the Paris Climate Agreement, the Sendai Framework for Disaster Risk Reduction and the Addis Ababa Action Agenda and aligned to World Vision's global mission, we seek to contribute to the ***sustained well-being of children, especially the most vulnerable, marginalised and furthest behind.***

For the strategy lifetime we have set out ***four Goals*** that we will work towards. We will work to ensure that children are educated, empowered and protected, healthy and well-nourished and live in families and communities that are resilient. To achieve these, we will work across humanitarian, both acute and chronic, and developing contexts



partnering with children, families, and their communities, supporting them to identify and overcome obstacles that prevent them from living life in all its fullness. We recognise the need for agility and address the humanitarian – peace – development nexus, particularly in the most fragile contexts. We will also advocate for justice for children at community, national and international levels. Central to this will be amplifying the voice of children.

While sustained child well-being is the focus of our work it is not centred on children alone; children are addressed within their social, economic, and political contexts and together with families and communities. Within our approach to improving child wellbeing, we focus on ***four sectors*** – Child Protection, Health and Nutrition, Education and Livelihoods.

We have also identified a number of ***enabling conditions*** we see as necessary to achieving the sustained wellbeing of children and our programmatic goals.

Ensuring that women and girls are empowered both economically and socially, that communities are peaceful and free of conflict, that there are strong institutions and good governance will contribute to addressing the underlying causes of child poverty. We recognise that climate justice is essential for the achievement of a fairer and equitable world for current and future generations. Depending on the context and the work of partners and stakeholders we will develop programmes to support the delivery of these enabling conditions. This will be achieved by our programming work and advocacy at all levels.

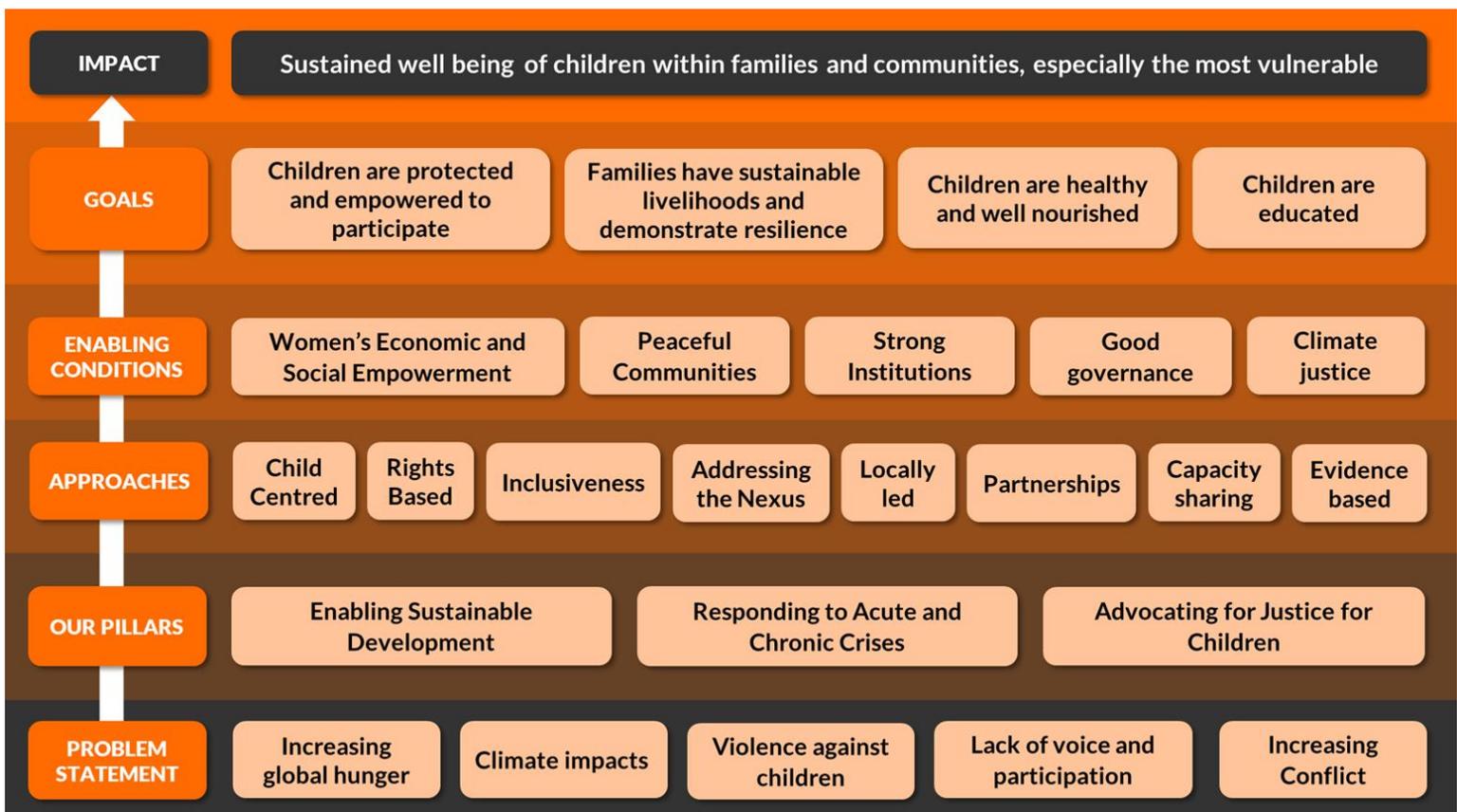
We *approach* our work by putting children and their communities at the heart of everything we do. At the core of



our work is community-based programming which addresses the needs of the most vulnerable children based on context and needs analysis. We believe that for us to bring about positive change, a rights-based approach and particularly one that is child centred is essential. Our strategy puts people and their communities at the centre, ensuring that all our work is locally led and carried out in partnership with local institutions, civil society and government.

Through World Vision's work, every 60 seconds ... a family gets water ... a hungry child is fed ... a family receives the tools to overcome poverty.

Our Theory of Change



Strategy Process

Here is a picture from a renewal process in 2023 that led to the development of this strategy. Staff and board members took part in a multi-faceted and externally facilitated process; this included initiatives to strengthen learning, leadership and teamworking alongside a robust approach to strategy review and development.

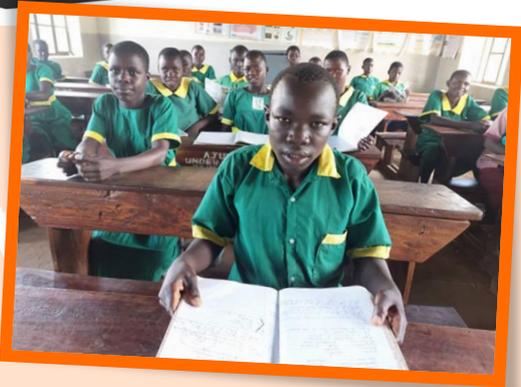
For instance, the process took into account the changing internal and external context and our emerging response to this (as summarised in previous pages). It also took into account feedback received from various stakeholders about the difference our work makes and much reflection on



how we could make it even better.

Underlying everything was the focus on vulnerable children and during the process a sense of boldness of ambition emerged; this involved a commitment to increase the scale and impact of what we do. Moreover, we are committed to remaining relevant. In such a fast-changing environment we will remain agile. If our strategy needs to change, then we will change it again.

SAMUEL'S STORY



Samuel aged 14 lives with his mother, his 3 brothers and 1 sister in Uganda. The main economic activity of his mother is small scale business. She mainly sells vegetables.

Before World Vision's intervention, a number of children were involved in child labour where they practiced open cast gold mining in Busitema community. This could not allow them to regularly attend school thus dropping out. *"In order to get basic needs, we resorted to making money through open cast gold mining since my mother couldn't fully take good care of us. This made us drop out of school"* says Samuel.

World Vision, through the child protection project, identified 114 children (29 girls and 85 boys) who had dropped out of school and were engaged in child labour more specifically open cast gold mining. They were given psychosocial support and after supported to go back to school.

Also 182 parents were trained on the benefits of saving money for transformation in groups to be able to support their children's basic needs.

"I am now back in school and I enjoy studying, thank you World Vision for the great support for us to resume education which is key for the future" says Samuel.

"Am happy for World Vision's psychosocial support and encouragement to our children enabling them to go back to school, the empowerment given to us to save money in groups has helped me to be able to pay school fees for my children but also provide their basic needs." says Annet, Samuel's mother.



Our Vision

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



Our Mission

As part of an international partnership of Christians, we have a commitment to transformational development that is community-based and sustainable, focused especially on the needs of children.

You can find out more about our mission [here](#).

Our Story

World Vision has a long history of taking groundbreaking action to make a difference to the lives of vulnerable children. Since the early 1980s World Vision Ireland has been relentless in our dedication to our mission.

We intend to more than double the number of vulnerable children we work with by 2027 – from in excess of 2 million to over 5.5 million men, women, girls and boys. We will transform the difference we make by deepening our impact and amplifying children’s voices. We will enable this to happen by increasing our funding and strengthening our organisation.

Together we tackle poverty at its roots. We work with individual children as part of communities. This ensures sustainable change, so progress continues long after we leave.

Inspired by our Christian Faith and supported by people across Ireland. We work in very challenging contexts with people, regardless of religion, race, ethnicity or gender.

We are proud to be part of World Vision International. Established in 1950, this is a partnership that has brought better futures for over 200 million vulnerable children and counting.

WE RESPOND. WE EMPOWER. WE PROTECT.

Our Values

- We are Christian
- We are committed to the poor
- We value people
- We are stewards
- We are partners
- We are responsive



Our Way Forward

Strategic Priorities

- Deepen our impact
- Amplify children's voices

Strategic Enablers

- Increase our funding
- Strengthen our organisation

Our Behaviours and Mindsets



WE ARE EMPOWERED.

Through the trust we receive from communities and supporters, we are empowered as a team to serve the world's most vulnerable girls and boys with honesty, integrity and openness.



WE ARE DETERMINED.

We are adaptable and resilient in our work to deepen our commitment to the world's most vulnerable girls and boys.



WE ARE ACCOUNTABLE.

We think of our actions in the work we do and how it can impact the team, how we collaborate and advocate for a broader impact supporting the most vulnerable boys and girls around the world.



WE ARE HUMBLLED & COURAGEOUS.

We are proud of the results we achieve at World Vision Ireland, serving children with humility and boldness, demonstrating passion and creativity, as we commit ourselves to making a difference to the lives of children in fragile contexts around the world.

“World Vision became a stepping-stone to who I am today”

NASHAT'S STORY



When drought hit Somaliland, Muna was forced to flee her home with her seven-month-old granddaughter, Nashat. The little girl had no home, was separated from her mother and did not have any milk.

Without food, things became critical. As Muna explains, *“She started losing weight, becoming weak and thin. I didn't have much to give her except water with some sugar and it didn't help.”*

In the camp for drought-displaced people, the local team supported by World Vision, quickly assessed Nashat and she received life-saving milk and nutritional supplements.

Muna told us that Nashat *“would have probably died”* had it not been for intervention made possible by generous World Vision supporters. *“The milk really changed her life. ... With the milk she started playing and life came back to her.”*

Our Strategic Priorities and Enablers

Overarching Imperative: we will bring about a step change in our impact and reach over 5.5 million girls, boys, women and men by 2027

Strategic Priority 1: Deepen our Impact

- Continue to increase our focus on vulnerable children in fragile contexts.
- Implement high quality and agile programmes.
- Be informed by children and young people and their communities.



Strategic Priority 2: Amplify Children's Voices

- Advocate for children and influence policy
- Strengthen strategic communications to have a greater impact on vulnerable children.
- Devote specific attention to inspiring and engaging our target audiences.



Strategic Enabler 1: Increase our Funding

- Be less risk averse and more ambitious in our growth targets.
- Diversify and increase income with the intent of achieving annual target of €15m by the end of 2027.
- Devote specific attention to building strategic partnerships



Strategic Enabler 2: Strengthen our Organisation

- Prioritise organisational culture and promote employee wellbeing.
- Focus on recruiting, retaining and developing highly talented people.
- Devote specific attention to improving our leadership, teamwork, governance, systems, procedures and structures across all organisational functions.

Strategic Priority 1: Deepen our Impact

Specific imperative: to reduce extreme vulnerability by developing effective, relevant programming and allocating funds for greatest impact



We will continue to increase our focus on reaching vulnerable children in fragile contexts:

How we will achieve this...

- By prioritising reaching the furthest behind (marginalised, most vulnerable children, excluded) in all programmes
- By applying a gender equality and social inclusion lens
- By continuing to invest in the world's most fragile countries

We will implement high quality and agile programmes:

How we will achieve this...

- By applying adaptive nexus programming across programmes and projects
- By building our technical brand with an increased focus on monitoring and evaluation, research and learning
- By continuing to focus on effective programme management in terms of quality, accountability and provision of technical support

We will be informed by children and young people and their communities

How we will achieve this...

- By including child and youth focused feedback mechanisms in all our programmes
- By being locally led – listening to and supporting local Civil Society and increasing our sub-granting to local organisations
- By being accountable to our stakeholders in line with international best practice e.g. Core Humanitarian Standards

Strategic Priority 2: Amplify Children's Voices

Specific Imperative: to inspire and galvanise action from the Irish public and political establishment to reduce global child poverty



We will advocate for children and influence policy makers

How we will achieve this...

- By amplifying children's voices at the highest level of advocacy engagements.
- By developing coherent and evidence-based policy positions focused on hunger, climate justice and humanitarian crises.
- By increasing the understanding of global child poverty and the solutions required within Ireland

We will strengthen strategic communications to have a greater impact on vulnerable children:

How we will achieve this...

- By focusing on the key areas of climate, hunger and humanitarian crisis
- By utilising the assets of the World Vision Global Campaign – ENOUGH – to increase impact and reach
- By increasing the understanding of the incredible impact of child sponsorship, on the child, their community and the sponsor.

We will devote specific attention to inspiring and engaging our target audiences:

How we will achieve this...

- By formulating a clear, audience-led communication strategy incorporating targets, tracking and analytics.
- By identifying specific brand ambassadors, for specific campaigns/ products.

SAHAR'S STORY

Sahar* is a 9-year-old girl. She was forced to drop out of school when her family had to flee their home in Syria in search of safety from constant attacks. *"I was scared for her when she goes to school, it's a long and dangerous journey,"* her father mentions.

Her mother homeschooled Sahar for a while, but when the earthquake destroyed their home that was no longer possible.

When they found another place to live, Sahar was able to enrol in a school. However, flashbacks from the earthquake began haunting her; she was studying when the house collapsed. *"I am afraid to go to school. I don't want the building to fall down when I start studying again. In the beginning, I stayed alone, then couldn't even go to school anymore,"* Sahar explains.

Thankfully, Sahar's school has an education project implemented by World Vision's partner [Takaful Al Sham]. It integrates education and psychological support for children who survived the earthquake offering psychological support sessions, methods to integrate children with their classmates and ways to overcome stress and fear. It reached more than 1340 children so far and Sahar was one of them.

Supported by World Vision, she is continuing her education and receiving support to heal from the trauma of the earthquake.



Sahar happily mentions, *"I have five friends. We play together, they're like my sisters. I love teacher Dina who helped me to go back to school"*. The feelings of pride are what makes Sahar's story special. She was able to overcome her fear and dream of a better future despite all the hardships, *"I want to finish my education and be a doctor!"* Sahar shares.

The implementation of such integrated education and psychological support project for the children affected by the earthquake are crucial. They are the first step toward a healthy and successful future.

** Her name has been changed for protection*

Strategic Enabler 1: Increase our Funding

Specific Imperative: to be raising €15 million per annum by the final year of our strategy (October 2026 to September 2027)



We will be less risk averse and more ambitious in our growth targets.

How we will measure success...

- By diversifying and expanding our institutional and multilateral grant income
- By maintaining a data led, agile, proactive and robust grant pipeline
- By testing new acquisition channels such as door to door, digital, events and telemarketing

We will diversify and increase income with the intent of achieving annual target of €15m by the end of 2027.

How we will measure success...

- By strengthening our partnership with the World Food Programme
- By growing our technical brand in key sectors
- By increasing our supporter base by at least 50%

We will devote specific attention to building strategic partnerships.

How we will measure success...

- By working closely with churches and religious organisations
- By developing strong links with the corporate sector
- By forming active relationships with brand ambassadors

Strategic Enabler 2:

Strengthen our Organisation

Specific imperative: to be able to evidence consistency in nurturing an outstanding organisational culture, progress in retention of a growing team of highly talented people and adherence to very effective standards.



We will prioritise organisational culture and promote employee wellbeing:

How we will measure success...

- By regular and formal communication to all staff on key organisational updates
- By ensuring all employees have an opportunity to have their voice heard and responded to.
- By providing a safe and secure work environment to encourage work-life balance for employees.

We will focus on recruiting, retaining and developing highly talented people:

How we will measure success...

- By continuously assessing and actioning our capacity requirements and workforce planning
- By providing the necessary training and support to empower employees for growth
- By setting each employee individual KPIs aligned with departmental and organisational goals.

We will devote specific attention to improving our leadership, teamwork, governance, systems, procedures and structures across all organisational functions:

How we will measure success...

- By being accountable and taking responsibility and ownership of our actions.
- By leading from the front, being agile and resilient when difficult situations arise.
- By implementing user friendly systems across all functions and departments within the organisation.

Conclusion

Responding to the needs of vulnerable children across the globe, ours is a bold and ambitious strategy, focussed relentlessly on the eradication of poverty in all its forms.

We want to make a lasting difference as we contribute to the sustained well-being of children, especially the most vulnerable, marginalised and furthest behind.

By 2027, we want to more than double the number of children, women and men we have reached to over 5.5 million.

By increasing funding and by strengthening our organisation, we are confident that we can meet our key goals of deepening our impact and amplifying the voices of the children we serve.

We will recruit and retain the highly talented people we need to implement our strategy, focussed on profile-building and supporting fundraising efforts, so we will be raising €15 million per annum by the final year of our strategy.



SHARON'S STORY

Kildare-based Sharon Doyle has been sponsoring children through World Vision Ireland for about 20 years. Sharon and her husband decided to sponsor a girl, and over the years, as they were blessed with children of their own, sponsorship became an experience the whole family engaged with.

Sharon describes the overall experience as tremendously positive. She has never stopped sponsoring, and at this stage, she and her family have sponsored a number of girls.

At Christmas, she says, sending a present to a child in such different circumstances to her own, feels like a good way to give something back to other children and communities in tough situations.

For her own children too, Sharon feels it has been enormously beneficial. Throughout their childhood, for Hannah, now 16, and Cian, now 12, sponsorship has given them the chance to realise that life can be very different for children in other, more challenging parts of the world.

It has also, however, let them see how much children in very different circumstances can have in common.

It has been an education, says Sharon, but more importantly, it has also been a meaningful experience for her entire family and an opportunity for her own children to open their minds and hearts, and build empathy and compassion.

