



MANAGEMENT REPORT **EXECUTIVE SUMMARY**

Strategic Period 2021-2025

*Because a better country is possible
when every child has opportunities to
grow, learn, and live in peace.*



Message from the Country Director



During 2021–2025, we worked with the conviction that every child and adolescent deserves to grow up with hope, justice, and opportunities to shape their own future. In a context marked by the pandemic, poverty, unemployment, violence, and human mobility, we strengthened our presence in the field and adapted our methodologies to better respond to the needs of the most vulnerable communities. **We always kept children at the center of our actions.**

A key lesson from this period has been the reaffirmation that children's well-being is not built in isolation: children and adolescents are part of families and communities where the conditions for their holistic development are fostered. That is why we build strategic partnerships with local organizations, the public sector, businesses, churches, our Orange Heroes, and international cooperation partners. These allies are essential to implementing our plans and projects in the field.

We are convinced that the future of the country depends, to a large extent, on what we do today for Ecuador's children and on our ability to adapt to constant changes at the national and global levels. **We look forward to continuing this journey together, through deep faith and hope, always keeping children at the center.**

Esteban Lasso
Country Director World Vision Ecuador

Governance for Children

Message from the Chairman of the Board of Directors

It is an honor to present World Vision Ecuador's key achievements for the 2021–2025 period, which demonstrate a sustained process of institutional strengthening and organizational maturity. **These outcomes reflect our strategic consolidation and ongoing commitment to children and their communities.**

As a Christian organization inspired by God's love and committed to the holistic transformation of the most vulnerable children, we acknowledge that every step of institutional growth goes beyond technical or operational considerations, as it is, above all, an expression of **our responsibility toward the mission entrusted to us.**

During this period, we transitioned from an Advisory Council to a formally constituted Board of Directors, consolidating a more robust **structure to strategically guide the organization**, strengthen oversight, and ensure timely decision-making. We view governance as an essential enabler to achieve sustainable results and respond effectively to the challenges of our context.

We reaffirm our determination to continue strengthening this path, trusting in God's guidance, to generate an ever-deeper impact on the lives of children and their communities, promoting justice, hope, and lasting transformation.



Luis Hermosa
Chairman of the Board of Directors World Vision Ecuador

Governance that strengthens our mission

People who support World Vision Ecuador's strategic direction and accountability

Board of Directors

From 2024 to the present



Luis Hermosa
President



Leonardo Vizhñay
Vice President



Julián Guamán
Secretary



Jamil Oña
Member



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Luis Hermosa
Member



Leonardo Vizhñay
Member



Jamil Oña
Member



Julián Guamán
Member



Our Promise in Ecuador

We work every day to ensure that children in Ecuador grow up in **safe environments with opportunities to reach their full potential**. Between 2021 and 2025, in the face of challenges such as the pandemic, poverty, human mobility, and violence, we adapted our interventions and, through family accompaniment, local leadership, and social co-responsibility, we promoted care networks and sustainable opportunities, strengthening strategic partnerships that expanded the scope of **our work toward the holistic well-being of children, their families, and their communities**.

VISION



Our vision for every boy and girl: a life lived to the fullest; our prayer for every heart: the will to make this possible.

VALUES



- ✓ We are Christians
- ✓ We are committed to those most in need
- ✓ We value people
- ✓ We are stewards
- ✓ We are partners
- ✓ We are sensitive

Commitment to Sustainable Development

During the 2021–2025 period, we aligned our programs and institutional management with the Sustainable Development Goals, thereby contributing to the well-being of present and future generations. We understand that sustainable development requires a comprehensive approach to addressing the social, economic, and environmental challenges that affect children, their families, and their communities.

That is why, during the 2021–2025 period, we strengthened the coordination of our initiatives, aligning them with the following Sustainable Development Goals (SDGs):



We also promote advocacy and coordination efforts with local governments, public institutions, civil society organizations, and the private sector to advance children's rights. These efforts have strengthened citizen participation, accountability, and institutional shared responsibility, contributing to the creation of safer, more inclusive, and more resilient communities.

Our national impact 2021-2025

Over the past five years, we have strengthened our field operations to address the challenges faced by **the country's most vulnerable communities, by consolidating programs that support children and adolescents at different stages of their development.** The impact of our programs is the result of sustained efforts combining programmatic interventions, community mobilization, and strategic partnerships aimed at ensuring protective environments and development opportunities for children, adolescents, families, and the community. It is worth noting that, **as an organization specializing in emergency response, all of our efforts in 2021** were focused on addressing the effects of the COVID-19 pandemic, drawing on the experience we gained during the Ebola epidemic in Africa between 2014 and 2016.



Community response during the COVID-19 health emergency.

Below are the most relevant figures on the impact on the well-being of children and adolescents for the 2021–2025 period:

OUR GEOGRAPHIC SCOPE



Area Programs and Special Projects

	Area Programs	Special Projects
2021	14	5
2022	15	6
2023	14	13
2024	12	24
2025	12	30

Direct participants in area programs and special projects at the national level

	Children and adolescents	Adults
2021	207.649	81.604
2022	51.264	36.541
2023	58.355	37.822
2024	58.723	36.139
2025	297.173	79.921

Child protection and Social Advocacy



Learn about
Matias's story



Children, adolescents and adults reached in Child Protection and Social Advocacy

	Children and adolescents	Adults
2022	18.582	4.646
2023	12.914	3.228
2024	12.977	3.244
2025	8.536	2.134

* In 2021, child protection efforts were redirected toward addressing urgent needs related to the COVID-19 pandemic.

Child and adolescent protection efforts focused on actions to prevent violence, **promote care-based parenting, and strengthen community protection networks.**

Working closely with communities, organizations, and local authorities, we promoted mechanisms to address situations of risk and encouraged the **participation of children and adolescents in leadership and decision-making roles.**

During this period, we carried out the **following protection and social advocacy projects:**

Field testing of an interactive map on child protection services in the context of human mobility

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Implementation of Spaces of Tenderness and Joy

HiroNaranja

Prevention of Teen Pregnancy and Gender-Based Violence

World Vision

"Footprints of Tenderness" Walk in partnership with the Catholic Church - Child-Centered Program (PCN)

World Vision

Archidona Area Development Program

World Vision



Children and adolescents from the WYKY Network strengthen their participation and community leadership skills.

The **Wamprakunapak Yuyaykuna (WKYK)** Network, "The Voice of Youth," established in 2009, provides a space for participation, oversight, and the enforcement of rights. It is made up of children and adolescents aged 9 to 23 and **has more than 2,000 members**. By 2025, the network had consolidated its position as **a national platform for youth leadership, participation, and advocacy in Ecuador**.

One of their main contributions is **the annual national survey "Your Voice, Your Rights,"** which gathers the opinions of children and adolescents on priority issues for the country. In 2025, the fourth edition of the survey incorporated the voices of more than 264,000 children and adolescents on issues related to food and nutrition.

Education and Life Skills Development



Learn about Ashly's story



We promoted programs focused on **educational continuity, reading comprehension, and the development of social-emotional skills** among children and adolescents, with the support of their teachers, parents, and community. We also promoted **more inclusive learning environments**, strengthening leadership and workforce readiness initiatives through participatory methodologies designed to foster autonomy and informed decision-making among vulnerable young adults.

These actions helped **reduce risks** such as school dropout and violence, while **expanding opportunities for children and adolescents**.



Children, adolescents and adults reached in Education and Life Skills Development

	Children and adolescents	Adults
2021	63.983	15.996
2022	9.537	2.384
2023	13.663	3.416
2024	13.018	3.255
2025	19.873	4.968

The main projects carried out in these areas were:



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Youth Ready

SPRINGCREEK CHURCH

Strengthening of skills and capacities among young people from vulnerable populations

HierosNaranja

Development of Amazonian Potential: Youth Ready

Health



Caravans that change lives



We facilitated access to health services with an **emphasis on prevention and comprehensive child care** through community-based initiatives and coordination with local stakeholders. In addition, we promoted **hygiene practices, vaccinations, and timely care** that improved health conditions in vulnerable areas, as well as **psychosocial support** to address families' mental health needs.

Below is a breakdown of the main projects carried out:

Improving the quality of life for children with cleft lip and palate

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Caravan of Tenderness



Implementation of edu-tenderness in educational institutions



I take care of myself, I take care of you



Children, adolescents, and adults reached through Health Programs

	Children and adolescents	Adults
2021	7.947	1.987
2022	14.277	3.569
2023	18.646	4.662
2024	1.925	481
2025	16.152	4.038

Nutrition



Learn about Lia's story



We are pioneers and nationally recognized leaders in **community-based management aimed at preventing and reducing the rates of chronic child malnutrition** in the regions most affected by this issue. Through the implementation of our **community-based management model**, we have prioritized the sustainability of our interventions and the participation of mothers, fathers, and community leaders in seven key components of our methodology:



Institutional and territorial coordination



Community-based intervention and family capacity building



Family follow-up and individualized support



Community mobilization and leadership



Food security and sustainable production



Communication for social and community change



Monitoring and sustainability



Children, adolescents, and adults reached through Nutrition Programs

	Children and adolescents	Adults
2023	2.856	5.800
2024	1.811	3.676
2025	4.793	9.731

The nutrition intervention strategy, focused on reducing chronic child malnutrition (DCI) rates, begins in 2023 with the implementation of our community-based management model.

We selected the target areas in accordance with the criteria and priorities established within the framework of the **National Strategy for the Prevention and Reduction of Chronic Child Malnutrition (CCM)**, ensuring alignment with national objectives and international standards in this area.

The projects carried out were:



Implementación prácticas saludables de alimentación en las familias

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Programa
Mundial de
Alimentos

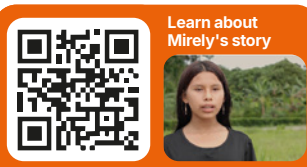


Particular
sponsors

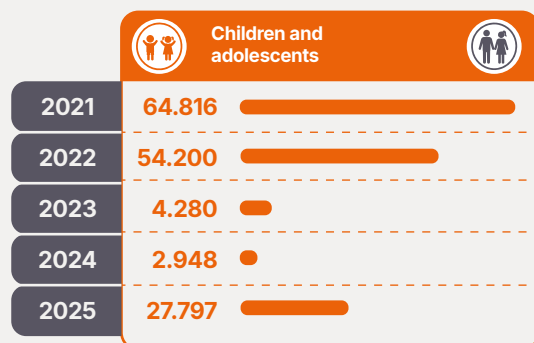
LA IGLESIA DE
JESUCRISTO
DE LOS SANTOS
DE LOS ÚLTIMOS DÍAS



Water, Sanitation and Hygiene (WASH)



Children, adolescents, and adults reached through Water, Sanitation and Hygiene (WASH) Programs



Access to safe water, adequate sanitation, and good hygiene practices are key elements for the health and well-being of communities. During the COVID-19 pandemic, the actions implemented in this area were the central focus of our efforts, given the importance of **promoting proper hygiene practices** to prevent the spread of the virus.

Furthermore, recognizing that **ensuring access to safe water in humanitarian crises or emergencies** is not merely a technical matter but an essential response to protect the lives and health of the most vulnerable—namely, children and their families—we distributed community and **household safe water kits within the first 72 hours of every emergency in which we were present during this period.**

The most significant projects in this area of focus were:

Installation of a water system and expansion of the Wamprakunapak Yuyaykuna network in Chillanes canton

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Multisectoral Response to the COVID-19 Pandemic in Ecuador



Livelihoods



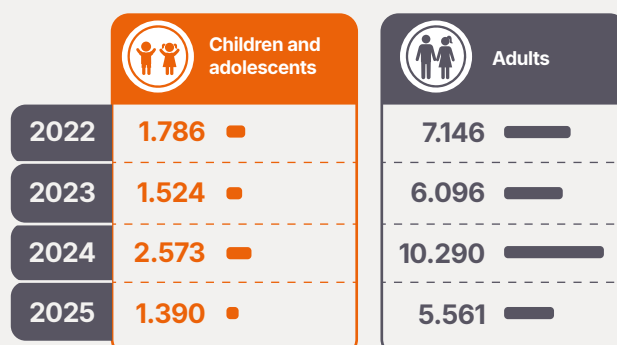
Learn about July's story

Our interventions included programs aimed at strengthening families' livelihoods, **helping them gain access to sustainable economic opportunities** through vocational training, entrepreneurship support, and the development of community initiatives that helped improve family incomes and strengthened economic resilience.

When a family has adequate livelihoods, children and adolescents can exercise their rights and are better protected from domestic violence.



Children, adolescents and adults reached in Livelihoods



In 2021, livelihood efforts were refocused to address urgent needs related to the COVID-19 pandemic.

The projects carried out during this period were:

	Strengthening of alpaca farming
	Economic integration of migrant populations
	Transformative development of the Latacunga Participatory Action Committee
	Establishment of support networks and creation of livelihoods for women who are victims of violence: Mi Refugio
	Conservation of the Amazon rainforest and resilient livelihoods
	AYNI: Reciprocity, Equality, and Justice
	Generoca Territorial Development Program
	Youth Green
	Genetic improvement of alpacas

Humanitarian Emergency Response



Learn about
Erik's story



Children, adolescents and adults reached in Humanitarian Emergency Response

	 Children and adolescents	 Adults
2023	5.739 	11.652 
2024	10.320 	20.952 
2025	22.213 	28.777 

During 2021 and 2022, our humanitarian emergency response efforts were refocused on addressing urgent needs related to the COVID-19 pandemic.

Our operational capacity positions us as a humanitarian organization **with a broad territorial presence and the ability to respond to emergencies**, thanks to the rapid and effective implementation of actions in different areas of the country, especially in highly vulnerable and hard-to-reach communities.

We have national preparedness plans, trained technical teams, and the **ability to mobilize resources within a few hours** through interventions that meet international quality standards. Our efforts combine **preparedness and proactive management, immediate assistance, and long-term recovery**.

In 2025, we were mentioned by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) as one of the organizations with the largest operational footprint in the country, providing 79,000 humanitarian assistance delivered in response to emergencies.

The largest deployment effort during this period was characterized by a multisectoral response to the COVID-19 pandemic, whose indicators are part of our WASH and education management:

2021 Our response to COVID-19



Objective 1

Expand preventive measures to prevent the spread of COVID-19



24.309

People reached through the promotion of preventive behaviors.



1.043

Community leaders trained to promote preventive measures



1.932

Community members provided with essential supplies



17.243

Comprehensive hygiene kits distributed



Objective 2

Strengthening health systems and personnel



3.774

Face masks distributed



17

Disinfection kits distributed to health facilities



2

People supported with transportation

Support for the national vaccination plan through the provision of supplies and logistical coordination of vaccination teams



119.000

Syringes



470

Cotton rolls



300

Liters of saline solution



140

Gallons of antiseptic alcohol



900

Sharps containers

Achievements

12.443

People vaccinated through vaccination brigades



19.000

People made aware of the importance of vaccination



Community-based prevention and response actions to the COVID-19 pandemic in territories supported by World Vision Ecuador



Objetivo 3

Support children affected by COVID-19 through education, child protection, food security, and livelihoods.



474

People reached through Mental Health and Psychosocial Support in Emergencies (SMAPS) materials.



238

Teachers who received training and support.



19.374

Children and caregivers who received educational support or training.



22

Children supported by child protection programs.



13.968

Families who received food security assistance.



5.135

Families provided with physical assets such as household goods and equipment.



5.109

People supported with livelihood training.

2022 Our Response to COVID-19



3.519

Adults were trained in livelihood-building to help them get back on their feet economically.



17.260

Children and adolescents received supplies to support their education so they could continue studying after the pandemic.



5.047

Families received food security assistance.



2.928

Families received livestock, seeds, and/or farming tools to revive their family vegetable gardens.



15.881

Families received comprehensive hygiene kits to prevent the spread of COVID-19.

Below is a breakdown of the emergency projects carried out over the past five years:

Building Back Stronger: Emergency Response in Alausí	World Vision
Together for Esmeraldas	Hieros Naranja
Flood Preparedness in Santa Elena	START NETWORK
Together for Baños and Penipe	Hieros Naranja
Together for Alausí	Hieros Naranja
Together for Loja	Hieros Naranja
Together for Quito	Hieros Naranja
Safe water for Ecuadorian Communities	Hieros Naranja
Flood Emergencies in Los Ríos	Hieros Naranja
Emergency Response to an Epidemiological Alert in Taisha	Hieros Naranja
Flood Response in Esmeraldas	Hieros Naranja
Flood Response in Manabi, Los Rios, and Guayas	World Vision



Human Mobility



Children, adolescents and adults reached through the Human Mobility program

	Children and adolescents	Adults
2021	1.553	3.153
2022	3.059	6.211
2023	498	1.010
2024	492	998
2025	915	1.859

We implemented comprehensive initiatives to support families experiencing human mobility, strengthening their protection, psycho-emotional well-being, and social inclusion.

Through **safe spaces, psychosocial support, legal counseling, and educational programs**, we promoted access to rights, school retention, and community integration for migrant and refugee populations.

We also promoted **initiatives for economic inclusion, community capacity-building, and the strengthening of faith-based organizations as support networks**, with a special focus on women and vulnerable families.

Projects promoted

We embrace inclusion in education, and Education is the way forward.

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VISER
RELIEF FUND

Hope without Borders

Social Inclusion and Gender Equity



Learn about
Angel's story



Since 2024, we have been implementing the *Gender Equality, Disability, and Social Inclusion (GEDSI)* model. This is a strategic initiative designed **to transform social norms and structures, eliminating barriers that prevent children, adolescents, and people with disabilities from having equitable access to services and opportunities.** The program is structured around five main areas of change: well-being, access, participation, decision-making, and systems.

The first pilot projects developed were:

Masculinities: A Perspective on Promoting Gender Equality in Programs and Projects.

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Action Learning and Disability Inclusion

Spiritual well-being



Churches Initiative
Safe for Children



Our Christian faith is the foundation of our work and guides each of our actions, following Jesus' example by actively **expressing God's love for those facing the greatest vulnerability.** In partnership with faith-based organizations, we have strengthened the capacities of religious leaders, Sunday school teachers, caregivers, and other community stakeholders to promote paradigm shifts aimed at social transformation and holistic well-being.

Through this support, we help children, adolescents, and their families develop skills to face challenges, strengthen their resilience, and build life plans rooted in faith, hope, and purpose. As part of this process, we conducted spiritual nourishment **workshops focused on restoring hope, strengthening emotional well-being, and promoting healthy relationships that allow people to thrive in God's love.**



Children, adolescents, and adults reached through the Spiritual Well-being program



Children and adolescents



Adults

2021

16.000

2022

5.489

2023

9.954

2024

14.688

2025

32.465

4.000

1.372

2.488

3.672

0

During this management period, we carried out the following flagship project:

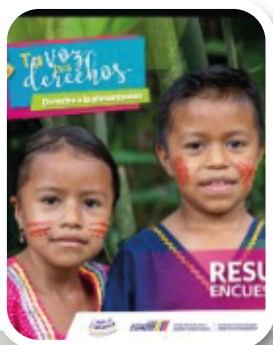
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An Empowering Biblical Worldview

Advocacy and Research

During the 2021–2025 period, the advocacy efforts carried out in collaboration with public and community stakeholders and partner organizations contributed to the enactment of **32 public policies and ordinances**, as well as to the allocation of resources for programs benefiting children. These steps forward strengthened **the protection of children's rights and had the potential to benefit nearly 5.4 million children and adolescents aged 0 to 17**, representing Ecuador's total child population.



Scan the QR code
and view the study



Results of the 2025 National Survey
Fourth Edition: Right to food.



Scan the QR code
and view the study



Results of the 2024 National Survey
Third Edition: Education.



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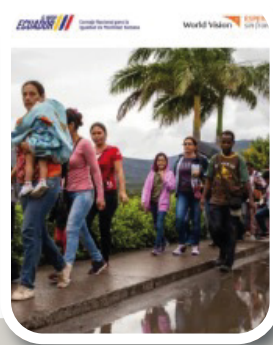
Results of the 2023 National Survey
Second Edition: Mental Health.



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Building Abuse-Free Environments
in the Educational Setting.



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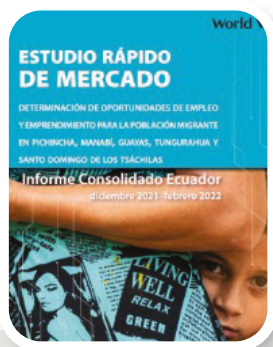
National Study on Psychosocial Impacts and
the Mental Health Status of the Population on
the Move, with a Focus on Equality.



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and view the study



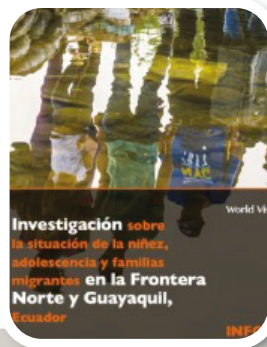
Current Status of the Protection of Children
and Adolescents Against Violence in Ecuador.



Scan the QR code and view the study



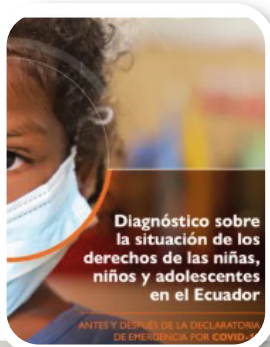
Rapid Market Study: Employment and Entrepreneurship Opportunities for the Migrant Population.



Scan the QR code and view the study



Research on the Situation of Migrant Children, Adolescents, and Families on the Northern Border and in Guayaquil, Ecuador.



Scan the QR code and view the study



Assessment of the Situation of the Rights of Children and Adolescents in Ecuador, Before and After the Declaration of a COVID-19 Emergency



Scan the QR code and view the study



Ecuador: Children and Adolescents in 360°: A Situational Analysis of the Rights of Children and Adolescents in Ecuador



Our Partners and Allies

The results achieved during this period were made possible by the **commitment of donors, allies, and organizations from various sectors who share our vision of promoting the holistic well-being of children and adolescents.**

Individuals - Individual Donors: Orange Heroes and Chosen

Companies that Transform

Partners from Faith-Based Organizations

Central Government

Decentralized Autonomous Governments - GAD

The Academy

Agencies of the United Nations System

International Cooperation and International Foundations

Our Local Funds

World Vision 

For World Vision Ecuador, the drive to **expand its impact and ensure its continued presence alongside** the most vulnerable children and adolescents was the primary motivation behind an ambitious local fundraising effort during the 2021–2025 strategic cycle.

This effort requires consistent, creative, and coordinated work, based on building trust and fostering genuine connections with committed individuals, companies, and partners. **We report to all of them transparently, which strengthens our institutional credibility.**

Orange Heroes

Heroes Naranja

This is our **flagship program for raising funds locally** through individual donors. Between 2022 and 2025, **a total of 3,410 individual donors has contributed financial resources** on a monthly basis, driven by a deep sense of civic responsibility.

The Orange Heroes are people committed to helping ensure that children and adolescents have better living conditions, can freely develop their skills, and play a leading role in decisions that affect their lives and communities. They are citizens who are also working to ensure that Ecuador's children can live free from all forms of violence.

Sponsors of the Chosen Program

Elegido 

These are people committed to the well-being of Ecuadorian children and concerned about the high rates of chronic child malnutrition (CCM) that affect the future of thousands of girls and boys. **That is why they decided to make a monthly contribution to support children during their first 1,000 days of life,** which is a crucial stage for their growth.

Thanks to their support, families receive monthly nutritional **kits, follow-up care, and health checkups, as well as workshops on healthy eating, child care, and livelihoods strengthening through family farming.** In this way, we help ensure that children grow up free from malnutrition and with greater opportunities for the future.

Companies that transform

Empresas que transforman 

Thanks to the commitment of companies that **have decided to go beyond corporate social responsibility to become partners in sustainable development,** between 2022 and 2025, we have helped transform the lives of children and adolescents who were facing challenges such as malnutrition, limited access to safe water, and the lack of protective environments and opportunities for their development.

In addition, we have promoted bio-entrepreneurship and initiatives focused on youth employability and entrepreneurship, creating opportunities that enhance the well-being of families and their communities.

Volunteering

We believe that volunteerism is **a transformative force and a key driver of positive change for children, adolescents, and their communities.** These efforts represent an active form of solidarity and civic engagement that mobilizes groups committed to equity. Through their time, knowledge, and skills, volunteers provide concrete **solutions to situations of vulnerability, injustice, and exclusion,** thereby building safer, more inclusive, and more resilient environments.

For this reason, we have the following types of volunteer opportunities:



The external volunteer strategy began in 2023. Through 2025, we have engaged **more than 1,500 people in activities** promoting children’s well-being, while adhering to the highest safeguarding standards:



Our Investment in Children



Our Team

The achievements reflect **the commitment and dedication to service of a team** that, by strengthening our organizational culture, providing ongoing training, and developing skills, drives work based on integrity, collaboration, and quality service.

We are convinced that **caring for, empowering, and supporting our team of employees** is a concrete expression of our calling to serve, exemplifies our core value **"We Value People,"** and is an essential foundation for continuing to create transformative and sustainable impact.

Team Composition				Leadership Composition	
	 Total number of team members	 Men	 Women	 Male Leadership	 Female Leadership
2021	164	39 %	61 %	40 %	60 %
2022	171	38 %	62 %	43 %	57 %
2023	173	38 %	62 %	44 %	56 %
2024	209	37 %	63 %	41 %	59 %
2025	202	41 %	59 %	41 %	59 %

Classification by Type of Management			Age range of the team			
	 Area programs and special projects	 Support team	 20 to 30 years old	 31 to 40 years old	 41 to 50 years old	 51 to 60 years old
2021	67 %	33 %	10 %	25 %	55 %	10 %
2022	54 %	46 %	32 %	31 %	29 %	8 %
2023	62 %	38 %	34 %	33 %	27 %	6 %
2024	60 %	40 %	35 %	36 %	21 %	8 %
2025	63 %	37 %	26 %	43 %	22 %	9 %

Internships and Professional Development for Young Professionals

We believe in the **transformative power of the younger generations and their ability to contribute to the country's development**. For this reason, during this period we promoted training and professional development programs that provided young people with opportunities to strengthen their knowledge, skills, and practical experience. Through **internships, learning opportunities, and professional networking events**, students and young professionals were able to engage in community work, contribute to the implementation of our field operations, and develop skills that enhance their employability and leadership abilities to bring about positive change in their communities.

INTERNS				
2021	2022	2023	2024	2025
  10	  14	  9	  12	  15
 8  2	 7  7	 5  4	 6  6	 8  7



This document summarizes World Vision Ecuador's work (2021–2025) on comprehensive approaches to child development. For more details, scan the QR code to access the full 2021–2025 Management Report in an interactive format, which includes photos, videos, and testimonials about the achievements made during this period.

Credits



www.worldvision.org.ec

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