

Accountability Report 2012





*World Vision is a Christian relief,
development and advocacy organisation
dedicated to working with children,
families and communities to overcome
poverty and injustice.*



This report examines key areas of accountability for World Vision International and its affiliates during the period from 1 October 2011 to 31 December 2012. It fulfils World Vision International's obligations, as a member of the International NGO Charter of Accountability Company, to file an annual report. Financial information is for Fiscal Year 2012 (1 October 2011 to 30 September 2012).

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Joint Message from the WVI Board Chair and the International President¹

World Vision's on-going mission on behalf of our primary stakeholders – the children and communities with whom we work – requires the confidence of individual donors, child sponsors, governments, multilateral organisations, corporate partners and peer non-government and civil society organisations who support our efforts. We also depend on the passion and commitment of more than 45,000 staff who share

“our vision for every child, life in all its fullness; and
our prayer for every heart, the will to make it so”

This is our fifth annual Accountability Report. It provides system-wide disclosures of the governance and management approaches we use to ensure organisational integrity and alignment with our vision, mission and values. It explains how we strive to encourage the highest standards of personal and professional ethics. And it demonstrates our commitment to continual learning and improvement through honest assessment of our performance, acknowledgment of our mistakes and renewed effort to apply lessons learned.

While our vision, mission and values remain unchanged, many of our approaches and interventions continue to evolve in order to meet the increasingly complex challenges of the 21st century and the growing diversity of actors on the international development stage. We emphasise the need to listen to citizens at every stage of our work. We continue to improve our collection and analysis of data, especially the tracking of Child Well-being Targets, which all our offices have adopted.

World Vision is committed to playing its part in shaping the sector's accountability standards. In 2011 and 2012, World Vision staff contributed to meetings on *Aid and Development Effectiveness* in Korea, the *International Aid Transparency Initiative*, Inter-Agency Task Forces on *Accountability to Affected Populations* and *Protection from Sexual Exploitation and Abuse*, various Humanitarian Accountability initiatives and the *15th International Anti-Corruption Conference* in Brazil.

Effective governance is essential for an organisation to have a dynamic strategy and meaningful accountability. World Vision has supported initiatives such as the *Global Governance Project* of the International Civil Society Centre, participated in critical assessment of the governance challenges facing the humanitarian sector and encouraged confidence-building cooperation among agencies on difficult issues.

We commend our staff and partners around the world for their commitment to improving accountability and effectiveness, and look forward to continuing on the journey with you.



Josef Stiegler
Board Chair
World Vision International



Kevin J. Jenkins
President and Chief Executive Officer
World Vision International

¹ GRI Indicator 1.1: Statement from the most senior decision-maker of the organisation

About this Report

For some of our readers, this is a **sustainability** or **corporate social responsibility** report. We call it an **accountability** report, because sustainable, socially responsible development that frees children and communities from poverty and injustice and increases individual and collective security is our core business.

Understanding Accountability²

Although most often associated with financial audit or compliance with legal requirements, accountability has many dimensions. People and organisations are held, or hold themselves, accountable for different reasons. Key stakeholders often have different priorities.

- For World Vision (WV), accountability is about individual and organisational integrity. It is about fulfilling promises and accepting responsibility for the intended and unintended consequences of our actions. It is about relationships built on trust.
- WV's ability to pursue its mission depends in large part on the willing participation of communities and governments. We are accountable to them.
- WV depends on the sponsors, supporters, public and private donors and volunteers who provide the finance and resources. We are accountable to those who support our work.
- As part of civil society, we actively seek opportunities to contribute to global, national and local initiatives to enhance accountability standards. We are accountable to our peers and to society at large.
- WV is a partnership of interdependent entities. We have more than 45,000 staff. We are accountable to one another.

Improving our accountability is an on-going commitment to use the resources entrusted to us wisely and to achieve the best possible outcomes from our relief, development and advocacy activities, in line with our vision and mission. It requires openness and transparency, seeking new and better ways to make our work understood, responding to questions and concerns, putting right what may have gone wrong, and learning from experience. We want our stakeholders to understand the challenges we face and support our efforts to do better.

Based on a shared commitment to integrity in fulfilling commitments to stakeholders and to learning as the path to excellence, we measure and report on our performance against agreed principles, policies and practices, accepting responsibility for our actions and their implications for others.

World Vision International 2009 Accountability Report

In 2009, following comprehensive mapping of NGO and other accountability regimes and consultation with internal stakeholders, WV developed an accountability framework that identified participation and partnering, reflection and learning and transparency as the three "pillars" or critical success factors for improved accountability. In 2012, WV's senior leadership affirmed the following priorities for the Global Accountability team:

- Accountability to Children and Communities – incorporating emerging best practices and standards for authentic participation and partnerships with community stakeholders;
- Transparency – extending implementation of the Open Information Policy approved in 2011 with increasing transparency in terms of access to WV information (core

² GRI Indicator 3.6: Boundary of the report (e.g. countries, divisions, subsidiaries, leased premises, joint ventures, suppliers).

- documents, policies, programme guidelines, financial and other data), as well as disclosure of fraud and protection incidents; and
- Convergence – recognising opportunities for synergy as well as the risks of duplication in the sector's pursuit of parallel tracks for development and humanitarian accountability.

<p>Christian identity (Our motivation to be accountable)</p> <p>Accountability is closely linked to values; our values are embedded in our Christian Commitments. We need to understand the foundations for accountability practice in World Vision and the implications of poor accountability for our desire to point others to Christ. As a faith based organisation, there are ethical and human rights issues that need to be taken into account in relief, development and advocacy programmes as well as in marketing and communications. These are set out in policies and guidelines to which World Vision staff are accountable.</p>		
<p>Guiding principles (The 'building blocks' for accountability – how we can achieve better accountability in practice)</p>		
<p>(1) Participation and partnership</p> <p>Informed, participation through processes of consultation that include feedback and response mechanisms keep us honest. We value people.</p> <p>Effective partnerships with all of our different stakeholders (children and communities, first of all), build joint ownership and shared responsibility for outcomes through the integrated programming model and strengthening the resilience of local institutions. Other partnerships include different kinds of engagement with supporters, donors, churches and other faith communities, businesses, suppliers, contractors that are essential for efficiency and effectiveness. Finally, we are a partnership – and are accountable to one another – as staff, as entities. We are partners.</p>	<p>(2) Reflection and learning</p> <p>Our commitment to learning requires dedicated time for reflection on the results of systematic and robust review, audit, evaluation and assessment processes to assure alignment with our mission, implementation of strategy to agreed standards and to ensure that lessons learned – both positive and negative – are applied, leading to timely improvements in policies and practice.</p> <p>Our approach is shaped by our own experience and by sector standards which help us measure and benchmark our performance against best practice.</p> <p>While it is important for us to monitor compliance with agreed standards, to evaluate outcomes and to report on use of the resources entrusted to us, it is of equal importance that we learn from our successes and failures so that we continue to improve. We cannot be content celebrating pockets of excellence, but we must strive for consistency across the organisation.</p>	<p>(3) Transparency</p> <p>Transparency lies at the core of accountability. Honesty and openness are essential to our legitimacy as a Christian organisation and a pre-requisite to learning.</p> <p>We take seriously our commitments to report on our performance and a responsibility to demonstrate that our operations, policies, governance structures and decision-making processes are consistent with the values we advocate.</p> <p>Unless specifically excluded, in line with World Vision's Open Information Policy, our core documents, policies and guidelines should be available to the public.</p> <p>We will admit to the challenges we face with regard to illegal and unethical behaviour (e.g. bribery, fraud and corruption, sexual exploitation and abuse).</p>
<p>NGO Sector Standards (how we benchmark and contribute to NGO standards)</p> <p>World Vision has committed to a range of codes, charters and standards for NGOs which help us to benchmark our performance. Ensuring that we meet our commitments to external standards is an important aspect of our accountability. World Vision also has a role to play in contributing to enhanced standards in the sector more generally, encouraging dialogue, activities and partnerships directed towards improved aid effectiveness.</p>		

Figure 1. World Vision's Global Accountability Strategy
(Published in the 2010 Accountability Report)

The Role of Accountability Reporting

WV's status as a Non-Government Organisation (NGO), its purpose, size and reach confer an obligation to contribute to – and in some cases, lead – the shaping of accountability standards. This obligation has consequences, creating the expectation, heightened by our self-identification as a Christian organisation, that integrity will be the hallmark of our work.

Accountability reporting enables the assessment and disclosure of our achievements as well as areas where we fail to deliver on promises, or meet our own or international standards. It also offers the opportunity for substantive analysis of the importance and effectiveness of our work at a time of increasing demand for greater transparency on the part of all actors in global development cooperation.

Our organisation is engaged in several initiatives setting industry-standard policies and procedures regarding accountability. Our premier engagement is with the International Non-Government Organisations (INGO) Charter of Accountability Company; however, we also are involved in efforts to strengthen humanitarian accountability (notably through collaboration with HAP International, SPHERE, ALNAP and People in Aid), and numerous sectoral and administrative standards, such as those in health, the environment, financial management and ethical fundraising. We continue to welcome opportunities for learning through encounters with friendly and constructive critics.

The INGO Charter of Accountability Company, founded in 2006 by a group of independent non-profit organisations, aims to enhance accountability and transparency, encourage stakeholder communication, and improve organisational performance and effectiveness. It requires its members to submit an annual report on the fulfilment of their commitment to these aims, using the Global Reporting Initiative (GRI) Sustainable Reporting Guidelines NGO Sector Supplement (NGOSS)³.

The GRI NGOSS requires the documentation of governance arrangements, management approaches, and evidence that policies and guidelines are implemented and producing the desired results. It was developed, at the Charter Company's initiative, jointly with the GRI, allowing NGOs to assess their accountability for efficiency, effectiveness and impact on the same basis as leading private sector corporations⁴. This presents a number of challenges for NGOs given the differences in our purpose and operating environments.

This represents a significant step forward in terms of NGO self-regulation which is strengthened further by the review of annual reporting by Charter Company members by the Charter Company's Independent Review Panel. The Panel provides feedback on the completeness of the report in relation to the GRI guidelines and the quality of evidence provided to demonstrate accountability. The Independent Review Panel's findings are posted on the Charter Company website alongside the report and, if received within the period allowed, the response of the INGO concerned⁵.

WV's 2012 Accountability Report updates and expands on disclosures made in previous Reports. It is the primary vehicle for communication on global accountability issues with external stakeholders, complementing reporting at the level of national entities or programmes. It is also a significant vehicle for communication with WV's now more than 45,000 staff, strengthening our accountability to one another.

Raising the Bar

With the 2012 report, we are attempting to move from the Global Reporting Initiative "C" level towards "B" level reporting. This involves adding a number of indicators, including some where we lack the information needed to make a proper assessment. Our approach affirms our commitment to strive for excellence, revealing opportunities for celebration as well as areas requiring further work.

In an environment where support for international effort to end poverty and restore justice through transformational, community-based initiatives is diminishing, we understand and share the concerns of our peers regarding the potential for reporting on what might be perceived as "failures" to impact negatively on our reputation and ability to fundraise. Notwithstanding these concerns, World Vision International's Open Information Policy⁶

³ <https://www.globalreporting.org/resourcelibrary/NGOSS-Complete.pdf>

⁴ [KPMG International Survey on Corporate Responsibility Reporting \(2011\)](#) records that: "GRI is the de-facto global standard for corporate responsibility reporting with 80% of G250 and 69% of N100 companies aligning to the GRI reporting standards." (G250 – largest companies from the Fortune Global 500 list; N100 – 100 largest companies in each of the 34 jurisdictions surveyed).

⁵ Click on "Reporting and Reviewing" at <http://www.ingoaccountabilitycharter.org>

⁶ Copies of this and other policies are available on the WV intranet and to the public on request.

mandates a commitment to openness as our point of departure. It describes the circumstances in which specific exceptions can and should be made but notes that these do not include situations where our silence might be construed as complicity or the withholding of information to prevent embarrassment.

Our supporters and partners are aware that our work places us in locations around the world that are characterised by high levels of poverty and vulnerability. In many of these contexts, there is a high risk that the efforts of NGOs will not be sufficient to overcome local conditions including pervasive levels of corruption and sexual and other forms of exploitation and abuse. Against this background, increasing but responsibly managed transparency demonstrates our commitment to individual and organisational integrity and to accountability as key to learning that will lead to greater effectiveness.

WV welcomes steps towards greater transparency in the sector with regard to the reporting of incidents of corruption including fraud and sexual exploitation and abuse, believing this will help raise awareness and mobilise resources to address what are fundamentally serious and systemic abuses of human rights; however, in the absence of a consensus among NGOs on definitions and standards of reporting, there are grounds for caution with regard to public disclosure of such information.

WV's 2012 Report provides only high-level information on incidents recorded and action taken, but we confirm our readiness to share more detailed information, including "lessons learned", with individuals and organisations who undertake to use it responsibly. We will continue to work with industry partners to improve reporting and develop protocols to encourage greater transparency in these areas across the sector.

Although not required to do so, we have maintained our practice of providing information on the salaries of World Vision International's senior executives and senior staff, the value of significant consultancies and loans (if any) to staff, and answering (in our Voluntary Disclosure Report) other questions asked by the United States Internal Revenue Service (IRS) Form 990 "information return". This information is included in the main body of the report. Annex I (World Vision International Voluntary Disclosure Report) provides an easy reference to relevant pages.

The United States Internal Revenue Service Form 990 Information Return is filed by most US-registered tax-exempt organisations. World Vision's microfinance subsidiary, VisionFund International, files a Form 990 and World Vision US files one on a voluntary basis. Both of these documents are available online.

Managing Expectations

Not all areas of accountability can be addressed in a single report or addressed every year. In a number of places, we have cross-referenced information provided in previous reports. The absence in this 2012 report of any particular aspect of accountability does not indicate any lessening of interest or commitment on WV's part⁷.

In addition, for organisations with a wide range of activities in many different contexts and jurisdictions, capturing and accurately reflecting organisational performance and programme outcomes globally present a number of challenges. These include managing the volume and quality of information, and deciding how to present an accurate picture covering multiple entities and programmes without showcasing only the best, or aggregating data to the point that the information tabled has little meaning.

Similarly, while further work is needed to assure the availability and quality of evidence in our global Accountability Report, a lack of evidence cannot and should not be taken to indicate an absence of significant outcomes. In many respects and in many places, we know that work is proceeding satisfactorily, but we are not yet able to synchronise information

⁷ This is our response to an Independent Review Panel comment on World Vision's 2011 Report.

gathering in a way that enables and enhances the achievement of ministry objectives by reducing, not increasing costs and administrative workloads. “Results” will also be assessed differently by observers, implementers and affected populations, each with different perspectives and approaches. And all development actors – NGOs, government agencies, multilateral organisations – struggle with issues of “contribution” and “attribution”, reflecting their respective roles and capacities to influence decision-makers in complex situations. This does not deter our efforts to improve evidence-based reporting, but it reinforces our commitment to invest in accountability reporting at the national and community levels.

At the global level, our Accountability Report seeks to demonstrate, in addition to the quality of our policies and guidelines, evidence of the effectiveness of WV’s ‘accountability architecture’ – comprehensive, multi-layered and consistently applied – in assuring and enhancing our accountability to all of our stakeholders.

Information and Knowledge Management⁸

There is scant analysis of the ‘demand’ for information and as yet no agreement in development cooperation circles on an acceptable level of investment in performance management and reporting systems. Finding the right balance in allocating resources to enhance information gathering for purposes of accountability reporting, when there are so many other priorities more directly linked to improved outcomes for children, remains a challenge.

We have made significant investments over the past five years in data, information and knowledge management systems at the Partnership level. These include:

- Horizon, a programme management information system;
- SunSystem upgrade and financial reporting systems;
- OurPeople, a human resource management information system;
- A web-based Integrated Incident Management System being rolled out in 2013; and
- wvcentral, a global intranet for the Partnership.

Review and realignment of these systems to support the roll-out of automated, entity-level accountability reporting described above is on-going.

During the period under review, the Sponsorship team released a new global data warehouse for registered child data which is collected through a distributed system of Lotus Notes applications in over 900 locations worldwide. The new global data warehouse consolidates all child data in one place, introducing business intelligent data management and reporting capabilities for Sponsorship operations and offering managers up-to-date operational information that can be used to improve the quality and efficiency of Child Sponsorship operations.

Programme Information Management System (PMIS)

In 2007, the organisation began work on a global programme management information system. The first release, in 2009, provided enterprise content management capabilities – in essence a global document library – enabling programme documentation to be tactically managed in one online environment, creating a self-service platform for global access to relevant documentation.

PMIS (renamed Horizon) is reviewed continually against developments in information management and cost saving, capacity-enhancing adjustments made.

⁸ This section provides additional contextual information (“Major changes in the reporting period to systems or structures to improve performance”) pertaining to Programme Effectiveness (GRI NGO Sector Supplement, RG Version 3.0/NGOSS Final Version, page 31).

Next Steps

As indicated above, WV will continue to improve information management systems at the global level and share what can be reported reliably on successes and failures, but it is clear that we are unlikely to be able to assure meaningful consolidation of evidence gathered from the nearly 100 entities that comprise the WV Partnership in a global report. Indeed, we believe such aggregation and consolidation can mask significant, context-specific variations and inhibit rather than improve accountability reporting.

Accordingly, WV's leadership has commissioned work on the development of an appropriate accountability reporting framework *at the level of national entities* – consistent with the requirements of the International NGO Charter of Accountability Company and incorporating other 'best practice' accountability reporting frameworks – for implementation over a three- to five-year period. Although committed to meeting its obligations to internationally recognised standards in all aspects of WV's work, priority attention will be paid to a smaller set of indicators and standards linked to our strategic goals, objectives and Child Well-being targets in order to optimise return on investment at a time of deepening pressure on financial resources.

We will continue to work with the Charter of Accountability Company and other accountability initiatives to press for better recognition of NGO efforts, with recognition of reputable verification taken into account by new and emerging donors in the assessment of NGOs, local and global, as potential partners and a more level playing field in relation to the accountability requirements for private sector contractors.

International Aid Transparency Initiative

World Vision International (WVI) confirms its intention to enable public access to WV information in line with the principles of the International Aid Transparency Initiative and The Common Standard.

It is our intention to prioritise access to WV information at the country level, rather than attempt aggregation at the Partnership level. WV has offices in many countries and works with many international organisations that are IATI signatories or partners. WV UK has submitted its first IATI-aligned report.

Companion Documents

This accountability report is one of a suite of public documents prepared annually by WV to share information about our work and activities:

World Vision International 2012 Annual Review

This document presents the WV Partnership's activities and achievements in 2012, including selected programme highlights and case studies.

World Vision International and Consolidated Affiliates Financial Statements

These full financial statements are audited by KPMG, the international accountancy firm. Note that the figures included in these financial statements differ from the aggregate figures given in the Accountability Report for the whole WV Partnership. This is because certain WV national offices are not consolidated in the WVI financial statements for accounting purposes⁹. Audited financial statements for each of the non-consolidated national offices are available on their individual websites.

Child Sponsorship Review 2012

This report includes data on overall Child Sponsorship figures, including the total number of children sponsored by region, country, WV office, gender and age.

⁹ See note 1 of the World Vision International and Consolidated Affiliates Financial Statements for additional detail on non-consolidated affiliates.

VisionFund Annual Review 2012

VisionFund is the microfinance subsidiary of World Vision International. This report provides an overview of VisionFund's work and activities in 2012.

World Vision International's Humanitarian and Emergency Affairs Review for 2012

This report provides an overview of WV's responses to natural disasters and humanitarian emergencies around the world in 2012. It includes detailed information about our strategy, approach, accountability mechanisms and trends in this area.

Food Programming Management Group Annual Review 2012

This report provides an overview of WV's food programming work in 2012. It includes detailed information about our strategy, approach, accountability mechanisms and trends in this area. Particular attention is paid to WV's partnership with the United Nations World Food Programme (WFP).

An Independent High-Level Assessment of World Vision International's (2011) Commitments to the UN Secretary General's Strategy, 'Every Woman Every Child'.

(<http://www.wvi.org/international/publication/independent-high-level-assessment-world-vision-internationals-commitments>)

Section I: Profile Section

Organisational Profile

This report is about WVI and affiliated entities, collectively referred to as the World Vision Partnership¹⁰. World Vision is a Christian development, relief and advocacy organisation¹¹ dedicated to working with children, families and communities to overcome poverty and injustice. Inspired by our Christian values, we are dedicated to working with the world's most vulnerable people. We serve all people regardless of religion, race, ethnicity or gender. Our Vision, Mission and Core Values are described on the WVI website under the heading [About Us](#)¹².

Our ministry goal is the sustained well-being of children – especially the most vulnerable – within families and communities.

WV works in communities and across geographical areas to help individuals and groups improve the well-being of children. We do this through long-term projects aimed at helping communities manage and sustain their own development, humanitarian assistance, and local and international advocacy. Work continues on the elaboration and promotion of a unifying [Theory of Change](#).

In 2012, WV staff worked with communities and local partners in more than 1,664 Area Development Programmes worldwide to develop tailored responses to their needs for health and nutrition, quality education, and water and sanitation improvements. Microfinance helped families improve livelihoods. Children were encouraged to participate, protected from harm and abuse, and given a chance to grow spiritually. Area Development Programmes, supported through child sponsorship and other revenue streams, remain WV's characteristic [community development model](#).

A large part of WV's relief work is focused on disaster response, but the Partnership engages in the full spectrum of disaster management, from early warning, disaster mitigation and preparedness to the transition from emergency response to rebuilding and longer-term development. WVI and its affiliated entities were involved in six global emergency responses and 81 national emergency responses in 2012¹³.

Advocacy and justice for children is the third component of WV's work. It is about challenging and changing the policies, systems, structures, practices and attitudes that make it difficult for vulnerable children and their families to escape poverty. From lobbying at global conferences to working with children, parents and leaders in communities, advocacy is an integrated part of WV's work.

For more detailed information on WV's programmes, see [World Vision International's 2012 Annual Review](#).

¹⁰ GRI Indicator 2.1: Name of the organisation. [GRI NGOSS: pg.26]

¹¹ GRI Indicator 2.2: Primary activities. How these activities relate to the organisation's mission and primary strategic goals. [GRI NGOSS: pg.26]

¹² <http://www.wvi.org/about-world-vision>

¹³ World Vision responded to humanitarian emergencies in the following countries in 2012: Albania, Angola, Bangladesh, Brazil, Cambodia, Chad, China, Colombia, Democratic Republic of Congo, El Salvador, Ghana, Guatemala, Haiti, Honduras, India, Indonesia, Japan, Laos, Lebanon, Lesotho, Malawi, Mali, Mauritania, Mexico, Mozambique, Myanmar, Nepal, Nicaragua, Niger, North Korea, Pakistan, Philippines, Romania, Rwanda, Senegal, Sierra Leone, South Africa, South Sudan, Sri Lanka, Sudan, Swaziland, Thailand, Uganda, Vietnam, Zambia and Zimbabwe.

Awards¹⁴

Several VisionFund International microfinance institutions (MFIs) received industry awards during the reporting period:

- MIX Social Performance 2011 Platinum Awards: Azerbaijan, Philippines, Bosnia, Ecuador and Cambodia;
- MIX 5 Diamonds (highest rating): Azerbaijan, Bolivia, Bosnia, Cambodia, Ecuador, Georgia, Mexico and Peru;
- El Programa Nacional de Financiamiento al Microempresario: Best social contribution, VisionFund Mexico;
- Deutsche Bank and Community Development Finance Group: Bosnia;
- Citi Microentrepreneurship Awards: Vietnam and the Dominican Republic; and
- Americas Top 100 Microfinance Institutions in Latin America and Caribbean: The affiliated MFI in Ecuador was ranked 8th in 2011 and 6th in 2012.

Awards and recognitions are not tracked for other WVI entities, but steps will be taken to create a mechanism to gather information on this indicator for WVI's 2013 Accountability Report.

Governance, Commitments and Engagement

The overall governance and operational structure of WVI and its affiliated entities¹⁵ remains as described in our 2010 Accountability Report; however, this 2012 report expands significantly on previous disclosures.

WVI Global Centre offices are responsible for global strategies, policies, standards and controls. The Executive Office of the Global Centre, based in London, houses the President's Office and Partnership leaders in key roles. Key functions (including IT, finance, programming, human resources and supply chain) are located in other capitals around the world¹⁶. The full list of locations where WVI and its affiliated entities work can be found on the WVI website under the link *Where We Work*^{17,18}.

WVI was incorporated in 1977 as a non-profit religious corporation in the State of California, USA. WVI has tax-exempt status under section 501(c)(3) of the US federal tax code based on the charitable and religious purposes outlined in its mission statement¹⁹.

Our primary stakeholders are children and their communities in East Asia/Pacific; South Asia; Southern Africa; West Africa; East Africa; Latin America and the Caribbean; and the Middle East and Eastern Europe. Increasingly, our efforts are directed to enhancing our commitment to listen and respond to the children and communities we serve, but significant attention is also be paid to the individuals (donors and supporters), governments, institutions and organisations and corporate partners who support our work. They are the primary audiences for this report²⁰.

¹⁴ GRI Indicator 2.10: Awards received in the reporting period. [GRI NGOSS: pg.26]

¹⁵ GRI Indicator 2.3: Operational structure of the organisation, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures. [GRI NGOSS: pg.26]

¹⁶ GRI Indicator 2.4: Location of organisation's headquarters. [GRI NGOSS: pg.26]

¹⁷ GRI Indicator 2.5: Number of countries where the organisation operates. [GRI NGOSS: pg.26]

¹⁸ Click on "Where We Work" on the WVI website www.wvi.org to find links to national office websites.

¹⁹ GRI Indicator 2.6: Details and current status of not-for-profit registration. [GRI NGOSS: pg.26]

²⁰ GRI Indicator 2.7: Target audience and affected stakeholders. [GRI NGOSS: pg.26]

The scale of the WV Partnership is shown in Table 1 and Table 2 below. These figures are for the WV Partnership (WVI and its affiliated entities) and VisionFund International²¹. There were no significant changes in 2012 regarding the size, structure or ownership of the WV Partnership²².

World Vision International in 2012	
Programmes	
Operational countries	See Where We Work @ http://www.wvi.org/node
Children registered for child sponsorship	4,204,434
Number of children sponsored	3,367,796
Number of development programmes	1,664
Number of emergencies responded to	87
Estimated number of people assisted with emergency relief	10,300,000
Average number of beneficiaries receiving food aid per month	1,375,524
Resources	
Revenue (cash, food commodities and gifts-in-kind)	USD 2.67 billion
Total Expenditure	USD 2.754 billion
Expenditure on development programmes (62.9%) ²³	USD 1.733.2 billion
Expenditure on emergency relief programmes (19.9%)	USD 547.4 million
Expenditure on Advocacy and Justice for Children programmes (1%) ²⁴	USD 27.4 million
Administration (5.7%) ²⁵	USD 156.7 million
Fundraising (10.5%) ²⁶	USD 289.7 million
People	
Number of employees (includes Vision Fund International)	45,649
Volunteers ²⁷	Estimated at over 20,000
Number of child sponsors	Approximately 3,000,000 ²⁸

Table 1. Scale of the WV Partnership

Expenditure on food programmes, totalling USD 201.8 million, is included in the figures for development and emergency relief programmes (USD 92.7 million [46 per cent] through emergency response programmes, USD 80.3 million [40 per cent] through recovery programmes and USD 28.8 million [14 per cent] through development programmes).

²¹ GRI Indicator 2.8: Scale of the reporting organisation. [GRI NGOSS: pg.26]

²² GRI Indicator 2.9: Significant changes during the reporting period regarding size, structure, or ownership. [GRI NGOSS: pg.26]

²³ Development and emergency relief programme expenditure includes costs to support such programmes.

²⁴ Advocacy and Justice for Children refers to community education and awareness-raising of poverty and justice issues through media campaigns, forums, speaking engagements and seeking to influence organisations and governments.

²⁵ Administration refers to costs of working with donors, as well as computer technology, finance and accounting functions, human resources and managerial oversight.

²⁶ Fundraising refers to soliciting contributions through the media and direct marketing, as well as costs of marketing, creative services and publishing.

²⁷ Many WV entities have significant numbers of volunteers who contribute to organisational and programmatic goals, participating in advocacy campaigns and fundraising activities, undertaking research, field placements, etc., with the number of volunteers fluctuating over time and from country to country. This information is not aggregated globally, so the estimate provided here is indicative.

²⁸ Many World Vision supporters sponsor more than one child.

VisionFund International in 2012	
Gross portfolio	USD 390 million
Average client loan size	USD 715
Number of active borrowers	829,720
Per cent of clients who are female	68%
Children impacted	2,707,900
Jobs impacted	1,131,776

Table 2. Scale of VisionFund

For additional information on VisionFund International, including its 2012 Annual Review and Financial Statements, go to www.visionfund.org.

Accountability reports are produced annually for the WVI Partnership²⁹. This year, exceptionally, the narrative covers the period from 1 October 2011 to 31 December 2012. Financial information and the Voluntary Disclosure Report (Annex I) is for the WVI 2012 fiscal year, which is 1 October 2011 to 30 September 2012³⁰, except that the executive compensation information is from calendar year 2011. The date of the most recent previous report was September 2012³¹.

The report is prepared by the WVI Global Accountability team on the basis of published information and interviews with representatives of the relevant departments. It is submitted to the Chief Operating Officer for review by senior staff and Subject Matter Experts before presentation to the WVI Disclosure Committee, which is chaired by the Partnership Leader, Partnership Accountability and Integrated Review (PAIR). The Disclosure Committee's membership includes representatives from Legal, Enterprise Risk Management, Finance and Communications.

The Disclosure Committee passes the final draft report to the Chief Operating Officer for approval by the Operating Committee, before submission to the WVI President and CEO and to the Chairman of the World Vision International Board³². Once approved, the report is submitted to the INGO Charter of Accountability Company and published on the Charter Company website.

WV Accountability Reports are posted to the WVI website and disseminated to members of the International Board, country and programme offices, and all staff, via the intranet. For budgetary reasons, only a small number of printed copies are produced (if any). Electronic copies are distributed to bilateral and multilateral organisations and corporate partners. Resources permitting, the Accountability Report (or an Executive Summary) will be translated into other languages.

The figures included in this report represent aggregate figures for WVI and affiliated entities. These may differ from the figures included in the WVI and Consolidated Affiliates audited financial statements, because certain WV national offices are not consolidated in the WVI financial statements for accounting purposes³³.

The consolidated financial statements³⁴ include WVI, its subsidiaries, and other affiliates required or allowed to be consolidated under US generally accepted accounting principles (U.S. GAAP)³⁵.

²⁹ GRI Indicator 3.3: Reporting cycle. [GRI NGOSS: pg.26]

³⁰ GRI Indicator 3.1: Reporting period. [GRI NGOSS: pg.26]

³¹ GRI Indicator 3.2: Date of most recent previous report. [GRI NGOSS: pg.26]

³² GRI Indicator 3.5: Process for defining report content. [GRI NGOSS: pg.26]

³³ GRI Indicator 3.7: State any specific limitations on the scope or boundary of the report. [GRI NGOSS: pg.27]

³⁴ <http://www.wvi.org/accountability/publication/2012-wvi-audited-financial-statements>

For details on which subsidiaries and affiliated entities are required to be consolidated into the financial statements, please read the WVI and Consolidated Affiliates 2012 Financial Statement. Some information provided in this report (e.g. compensation figures) is for WVI only and not the entire WV Partnership. They have been marked as such.

WVI continued to be a part-owner of a Low Profit Limited Liability Company (L3C) for part of FY12, although this entity was dissolved by the end of FY12, per the agreement of the owners. In addition, during FY12 WVI began a venture with for-profit entities to explore new approaches in supply chain management for the humanitarian sector. Participation in these projects was in furtherance of WVI's exempt purposes, and the participation was evaluated under applicable US federal tax law and steps taken to safeguard WVI's exempt status.

In addition, note that some WV-affiliated and -supported MFIs in other countries are considered taxable entities under the laws of their respective countries. WVI considers support for such MFIs to be consistent with WVI's US exempt purposes and status, as affirmed by the IRS's recognition of 501(c)(3) exempt status for WVI's microfinance-supporting subsidiary, VisionFund International. WVI and VisionFund International have policies and procedures to help ensure that the activities of WV-affiliated MFIs remain within WVI's exempt purposes.

It is the responsibility of different Lines of Ministry and functions to provide data for this report, most of which is compiled manually, and to explain any assumptions and methodologies employed to calculate and aggregate data. Limitations on the disclosures of data and measurement are discussed in the various subsections of this report³⁶.

Many of the WV Partnership's national offices prepare Annual Reviews and Reports of their activities and financial statements, and make these available online. WV Lanka³⁷ and WV India³⁸ deserve special recognition in this respect.

This report does not cover community-based civil society organisations (CSOs), which in some countries are contracted to manage some aspects of programmes or specific projects. More information on accountability in our development approach can be found in the Programme Effectiveness section of this report.

There are no significant changes from previous reporting periods in the scope, boundary or measurement methods applied in this report³⁹. Some information from previous reports is repeated here to save the reader from having to refer to previous reports. There are no re-statements that change data or information provided in those earlier reports⁴⁰.

³⁵ GRI Indicator 3.8: Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations. [GRI NGOSS: pg.27]

³⁶ GRI Indicator 3.9: Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. [GRI NGOSS: pg.27]

³⁷ <http://wvi.org/sri-lanka/publication/annual-review-2012>

³⁸ http://www.worldvision.in/Our_Accountability

³⁹ GRI Indicator 3.11: Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [GRI NGOSS: pg. 27]

⁴⁰ GRI Indicator 3.10: Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods). [GRI NGOSS: pg. 27]

GRI Content Index⁴¹

The table provided at Annex 2: GRI Content Index lists the GRI indicators that are addressed in this report, the extent of their coverage and their location in the report. For convenience, GRI indicators are also referenced throughout this document in the footnotes. GRI titles and headings have been used where appropriate.

Assurance

This report fulfils WVI's commitment as a member of the International NGO Charter of Accountability Company to submit an annual accountability report, using the GRI NGO Sector Supplement and Sustainability Reporting Guidelines, for review by the Charter Company's Independent Review Panel and publication on the Charter Company website.

WV may take advantage of its status as an Organisational Stakeholder of the Global Reporting Initiative to seek an assessment of its progress towards Level B reporting. No other external assurance is being sought with regard to this 2012 report⁴².

Governance Structure

The overall governance structure of WVI and its affiliated entities remains as described in our 2010 Accountability Report⁴³.

'Members' of the WV Partnership are entities, not individuals. The boards and advisory councils of the 53 national offices that are the members of the WV Partnership elect and supply the members of the World Vision International Council and World Vision International Board.

There are 24 directors on the WVI Board of Directors. With the exception of the WVI President, 23 are non-executives, including the chair of the board⁴⁴. With the exception of the international president, the members of the WVI Board do not receive any remuneration from WV.

WV defines an "independent non-executive" director as a person who is not an employee of the organisation, and who also usually does not have any individual role or position with any authority or decision rights (with the possible exception in some circumstances for the director who holds the position of Chair or Vice Chair of the Board). Without any individual authority, the independent non-executive director is simply one among several such persons who serve on the governing board.

A director shall cease to hold office if he or she ceases to be a member of the board of directors or advisory council of a WV national office. A director may be removed, without cause, only by the Regional Forum – or the national board, as the case may be – which elected that director. A director may be removed, for cause, by the Regional Forum or the

⁴¹ GRI Indicator 3.12: Table identifying the location of the Standard Disclosures in the report. [GRI NGOSS: pg. 27]

⁴² GRI Indicator 3.13: Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organisation and the assurance provider(s).

⁴³ GRI Indicator 4.1: Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight. [GRI NGOSS: pg. 27]

⁴⁴ GRI Indicator 4.2: Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives. [GRI NGOSS: pg. 27]

Board which elected that director, by the WVI Board of Directors, or by the World Vision Council⁴⁵.

The list of current Members of WVI's Board of Directors can be found on the WVI website⁴⁶. All Board members may be reached at:

World Vision International
Waterview House, 1 Roundwood Avenue,
Stockley Park, Uxbridge, Middlesex
UB11 1FG United Kingdom

On 8 February 2012, following the resignation of Roberto Costa de Oliveira, the Vice Chair, Josef Stiegler, assumed the role of Acting Chairman of the Board. Mr Stiegler was confirmed as Chairman of the Board on 17 May 2012.

Election of Board Members

The process of electing WVI Board members is specified in the WVI bylaws and a board-approved policy. The election of WVI Board members is carried out with guidance from the Board's Partnership Governance committee⁴⁷. The directors serve terms of approximately three years – that is, from the conclusion of the regular meeting of the World Vision Triennial Council following their election until the conclusion of the next regular meeting of the World Vision Triennial Council. The president serves as a director as long as he or she is in office.

The regional forums held elections for the board in 2012. Seventeen members of the board were eligible for re-election – six members were not eligible due to retirement from their National Office Board or the WVI Board.

The board's Partnership Governance committee identifies eight categories of competency required by the Board:

1. Community Development: micro-enterprise development
2. Strategy: future planning
3. Leading complex organisations
4. Theology: pastoral care and church relationships
5. Audit: finance and banking
6. Legal: regulatory
7. Business: marketing, public relations, human resources and advocacy
8. Medical: healthcare.

Regional forums were advised in July 2011 that the competencies that need to be increased on the WVI Board are in categories 1, 2 and 3 indicated in the list above. The forums were also asked to proactively pursue gender balance on the board during the 2012 elections.

⁴⁵ GRI Indicator 4.10: Processes for appointment, dismissal and lengths of tenure of members / officials in the highest governance body. [GRI NGOSS: pg. 28]

⁴⁶ The most up-to-date list can also be found at <http://www.wvi.org/board-directors>.

⁴⁷ GRI Indicator 4.7: Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics. Also address qualifications and expertise relating to guiding programme effectiveness. [GRI NGOSS: pg. 28]

Officer	Position
Josef Stiegler	Chair of the Board
Tiffany Tair-Fen Huang	Vice Chair of the Board
Maria Consuelo Campos	Secretary
Kevin Jenkins	President and Chief Executive Officer
David Young	Chief Operating Officer
Eric Fullilove	Chief Financial Officer
Tim Burgett	Chief Legal Officer, General Counsel and Assistant Secretary
Shirley Lew Lee	Assistant Secretary
Lisa Mondori	Assistant Secretary
Dan Ole Shani	Assistant Secretary
Kathryn Powers	Head of Global Treasury
Bessie Vaneris	Chief People Officer

Table 3. Officers of WV International

In the current term, 62.5 per cent of the non-executive board members are male, and 37.5 per cent female (15 men and nine women)⁴⁸. While this balance satisfies the WVI Board's intention that not less than one-third of its membership should be women and not less than one-third of its membership should be men⁴⁹, it is the board's wish to bring the number of women closer to parity, as was the case in the previous board.

Board Members as of 30 September 2012 were:

James Beré	United States	Rachael Asike Masake	Kenya
Soriba Joseph Camara	Mali	Peter McClure	New Zealand
Maria Consuelo Campos	Colombia	Ronald J. McKerlie	Canada
John Crosby	USA	Akiko Minato Uchihira	Japan
José Miguel De Angulo	Bolivia	Silvia Martha Novoa Fernandez	Mexico
Sharon Dymond	Canada	Annemarie Pfeifer	Switzerland
Joyce Godwin	USA	Stephen W. Phelps	United Kingdom
Kleo-Thong Hetrakul	Thailand	Donna Shepherd	Australia
Kevin John Jenkins (President)	Canada	Elizabeth Smythe	New Zealand
Callisto Jokonya	Zimbabwe	Ja Song	South Korea
Vinod Dinker Khisty	India	Josef Stiegler	Austria
Ruddy Koesnadi	Indonesia	Tiffany Tair-Fen Huang	Taiwan

Table 4. The WV International Board

Board Performance

Peer review is the Partnership's chosen method for measuring alignment and effectiveness of WV Boards and Advisory Councils in relation to WV's core documents and policies. The peer review outputs help local boards understand their level of compliance, better positioning them to provide the highest standards of governance oversight. By analysing Partnership-wide results, the WVI Board is better able to govern risk across the Partnership.

⁴⁸ GRI Indicator 4.3: For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members. [GRI NGOSS: pg.27]

⁴⁹ WVI National Boards Policy (Appendix 2) 2.4.1 and Board's Standing Policies Manual (Board reference: BD/06/25).

The board meets twice a year, and its executive committee meets twice more.

Members of the board serve on board committees, which focus on issues of critical importance to good governance. With limited exceptions, the committees do not have authority to act on their own but rather refer matters for final decision to the full board.

There are six committees:

Committee	Mandate
Executive	Issues requiring Board authority between full board meetings. Receives reports from the president, COO and CFO.
Audit and risk management	Audit and risk issues.
Stewardship	Finance, efficiency and effectiveness metrics, corporate security, global fleet, global purchasing supply chain, etc.
Partnership governance	All Governance issues related to board selection, board development.
People	People & Culture issues, e.g. staffing, staff surveys and satisfaction, succession planning, leadership training.
Ministry strategy	Operational and technical issues.

Table 5. Committees of the WV International Board

During the period under review, issues addressed by the WVI Board included the following:

- reviewed regular reports from the WVI CEO, COO and CFO;
- reviewed reports on significant or strategic projects and initiatives, including a global project management information system and global microfinance strategy;
- reviewed the performance of the CEO;
- reviewed reports on operations and strategy for specific geographical areas – including, in FY12, Sri Lanka, the South Asia and Pacific Region, and the Horn of Africa;
- reviewed and accepted the WVI audited annual financial statements, and appointed external auditors for the coming year; and
- approved new or amended policies addressing global vehicle fleet management, global treasury risk management, funding for emergency relief operations and external audits of WV entities.

At the end of every board meeting, the board members complete an evaluation of the meeting based on six key questions. Space for comments is also provided. The evaluations are summarised and used by the board chair and supporting staff to make improvements to board meetings.

The WVI Global Centre offices undergo a peer review once every five years. Reviews include a self-evaluation done by the WVI Board. The peer reviewers, representing the national offices, are empowered to seek whatever information is needed to assess the extent to which the board has met its own standards.

During the reporting period, the Global Accountability team initiated a study of the essential links between Governance, Accountability Transparency and the use of Evidence (GATE). The findings of the GATE study were published and welcomed by peer agencies as offering a conceptual framework as well as practical tools to strengthen the capacity of volunteer boards to fulfil their responsibilities in relation to large and complex networks, alliances and partnerships.

WVI Global Accountability and Governance representatives also contributed to the (then) Berlin Civil Society Center's hosting of an inter-agency study of the characteristics of

different NGO governance models⁵⁰. This work is relevant to the board's ability to evaluate its governance of WV's economic, environmental and social performance⁵¹.

The President

The WVI President is appointed by the board to manage the affairs of the WV Partnership, and acts as the chief executive officer of WVI to implement the policies and decisions of the WVI Board. The president serves as global leader and principal international spokesperson for WV, and has responsibility for fostering a shared vision and purpose within the Partnership. The president's leadership of the Partnership is strategically focused and global in scope. Operationally, the president oversees the ministry and services of the Partnership through the chief operating officer and an executive group of Partnership and regional leaders.

In 2012, WV commissioned three external reviews aimed at improving the effectiveness of our Partnership: board governance, support office engagement and shared services.

Mechanisms for providing recommendations or direction to the WVI Board include the following⁵²:

- Representation of stakeholders at the WVI Triennial Council. The voting members of the Triennial Council are the members of WV International.
- Election of board members through regional forums. Each national board or advisory council sends a representative (usually the chairperson) to the forum for the region in which his or her office is located. Regional forums do not themselves have a management or direct governance role, but they do provide input to global and regional strategies. They play an important part in connecting national boards and advisory councils to the wider WV Partnership. This helps ensure direction and alignment of governance.
- Senior executives are staff to the board committees, and senior staff are regularly invited to WVI Board and committee meetings to report on major projects.
- Staff surveys administered to obtain the views of employees with survey results analysed and acted upon.
- Beneficiary representation is a challenge at the international level. However, a number of boards of national offices include community representative and make special provision for input by children and young people. See the report on Children contributing to preparation for the 2013 Triennial Council, below.

⁵⁰ http://icscentre.org/downloads/12_10_29_ICSO_Global_Governance.pdf

⁵¹ GRI Indicator 4.10: Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance.

⁵² GRI Indicator 4.4: Mechanisms for internal stakeholders (e.g. members), shareholders and employees to provide recommendations or direction to the highest governance body. [GRI NGOSS: pgs.27 & 28]

Children contributing to preparation for the 2013 Triennial Council

The 2013 Triennial Council has committed to the meaningful participation of children in the Council process through regional processes as well as attendance at the Council meeting:

- **Latin America Caribbean Region, 21–22 June:** A total of 29 young people joined WV leaders in their discussions, presented their own recommendations, and reported on the meeting from their point of view. Another group of 14 child reporters came from Las Cabezas Area Development Programme in Honduras to report on the two-day forum. (<http://vimeopro.com/freshairplayer/wvi-triennial-council-support>)
- **Asia Region, 13–15 August:** At this forum, 14 child participants from India and Cambodia shared issues children are facing in their communities and contributed to discussion of child well-being aspirations in the Asia Pacific region.
- **Europe/Mid East regional, 29 November to 1 December 2012.** (https://www.youtube.com/watch?v=X2m-CIfGdiA&feature=player_embedded)
- **Africa Region, 11–12 December 2012.**
- **Australasia Region, 19 March 2013:** Like the other regional forums, participants had the opportunity to engage with children from Australia and New Zealand.
- **North America Region, Canada, 1–5 June 2013.** (https://www.youtube.com/watch?feature=player_embedded&v=SG5NMBaetsw)
Children had significant roles, leading workshops, presenting creative messages, engaging with the president, helping to lead worship, helping us to live out our principles and grow in our ability to welcome and partner with children.

Core Documents

The Core Documents establish the overarching framework within which we operate and the things that we aim to achieve. They include our Vision Statement, Mission Statement, Core Values, a Statement of Faith, and the Covenant of Partnership. The WVI Articles of Incorporation and Bylaws are the foundational legal documents which establish WVI as a legal entity and define its basic purposes and governance structure.

WVI is the registered legal entity which, through its Council and Board of Directors, provides the formal international structure for the governance of the Partnership. It sets the high-level strategic direction and policies for the WV Partnership, which WV national offices apply in accordance with their local context. WVI is also the *operating entity* for the Global Centre and for WV offices around the world which have not yet progressed to being independent legal entities with their own boards (the latter being those offices which are in the Intermediate or Fully Interdependent stages under the National Boards Policy).

Policies and Guidelines

During 2012, a comprehensive review was initiated of all WV Partnership and WVI Policies and Guidelines based on an understanding of the role that policies play in the WV governance framework. A document hierarchy was established on the basis of policies approved by the WVI Board, WVI President or Operating Committee (OpCom).

Approved policies cover 28 business-related issues⁵³ and include the WV Code of Conduct and Conflict of Interest policy. The review of WV policies is on-going to ensure relevance and consistency in line with internationally agreed standards or, in the absence of standards, benchmarked against industry best practice. All staff have access to the full set of WV policies on the intranet (wvcentral.org).

⁵³ GRI Indicator 4.8: Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation. [GRI NGOSS: pg. 28]

Policy governance is the responsibility of the Policy Coordination Committee (PCC), which in 2012 comprised the Partnership Leader for Accountability and Integrated Review (Chair), WVI General Counsel and representatives of Peer Review and Global Accountability. The role of the PCC is to:

- establish clear processes for approval and revision of policies and communicate WV's policy hierarchy;
- review new policies and revisions;
- recommend revisions to policies (working in consultation with policy owners), including identifying gaps in the current policies and removal of redundant policies;
- work with the Disclosure Committee to promote public access to WV information on wvi.org in accordance with the WVI Open Information Policy; and
- have oversight of the WV intranet policy site.

The PCC is not responsible for the content of policies (although it will provide recommendations) or their implementation. Such responsibility rests with the relevant policy owners. The Committee meets on an 'as required' basis.

Conflict of Interest

Every WV affiliate or office is required to adopt and maintain a written conflict of interest policy covering its board or advisory council members (if any), in addition to members of staff⁵⁴. Written disclosure is required for all actual or potential conflicts of interest that arise. The Policy Template and Disclosure Letter Standard Form, which gives effect to the WV Partnership Conflict of Interest Policy, make specific reference to conflict of interest situations involving family members. All board and advisory council members, and appropriate staff, are required to make annual conflict-of-interest declarations. Processes are in place to ensure that this is done. Peer Reviews check for potential or actual conflicts of interest and appropriate action taken.

Commitments to External (Accountability) Initiatives⁵⁵

In addition to principles and standards set out in the Core Documents, WVI Bylaws and Policies, WV has made specific commitments to various sets of external principles and standards including human rights conventions and NGO accountability mechanisms.

These include:

- The International NGO (INGO) Charter of Accountability Company (WV has been represented on the INGO Accountability Charter Company Board since 2009).
- The Code of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Relief <http://www.ifrc.org/en/publications-and-reports/code-of-conduct/> (Principles of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes)
- Humanitarian Accountability Partnership (HAP) International (WV is represented on the HAP International Board).
- Sphere Humanitarian Charter and Minimum Standards in Disaster Response (WV has served several times on the Sphere Board, including as Chair).
- People in Aid and the People In Aid Code of Good Practice (WVI and WV UK are both "full members". WVI is represented on the People in Aid Board and WV UK is "verified compliant". WVI has not pursued the People in Aid certification option, relying instead on other industry benchmarks.)

⁵⁴ GRI Indicator 4.6: Processes in place for the highest governance body to ensure conflicts of interest are avoided. [GRI NGOSS: pg. 28]

⁵⁵ GRI Indicator 4.12: Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses. [GRI NGOSS: pg. 28]

In addition, a number of WV entities are party to NGO self-regulation initiatives at the country level. These will be mapped and taken into account as we develop the proposed Accountability Reporting Framework for WV entities.

The Precautionary Approach⁵⁶

GRI Indicator 4.II invites reporting entities to explain whether (and if so, how) the precautionary approach or principle is addressed⁵⁷. This one of a number of examples where there is a potential for misalignment between NGOs and a reporting framework designed from a corporate social (and environmental) responsibility perspective. For NGOs, environmental issues may be the primary or at least a significant aspect of their core business and are therefore difficult to report on separately.

From WV's perspective, the precautionary approach can be observed at organisational, operational and programming levels.

Operationally, a number of WV entities are already implementing Environmental Sustainability Management System (ESMS) which pick up, among other things, the environmental impacts of air travel, ground transport, paper consumption, disposal of hazardous waste and so on. Supply Chain and Fleet Management systems consider direct and indirect impacts on the environment, effects which are also taken into account in new product development. The organisation makes increasing use of electronic rather than paper communication. In our programmes, environmental impact is assessed in project design and steps taken, in the context of our attention to natural environment and climate issues to prevent or at least mitigate environmental damage (see Environmental Accountability, page 84).

Data Governance and Privacy

An organisation's information is one of its most valued assets. Like other assets, when optimised, good information contributes to WV's success. Accountability demands that WV make improvements to data and information management for the benefit of our donors, the communities we serve, and our staff. Accountability with regard to information falls into several areas:

1. The quality of information needs to be sufficient to be accurate, reliable and useful in management decision-making.
2. Access to and management of sensitive data is based on the concepts of *segregation of duties* and *business need to know*.
3. Protection from loss due to theft, inadequate data backup and recovery, inadequate physical security, and lack of awareness of the risks posed when sensitive data is not handled properly.
4. Compliance to government regulations regarding how data is gathered, transferred and processed. Regulations often require organisations to obtain the consent of data subjects in terms of what is collected, who have access to it and for what purpose(s) it is used. These regulations also usually stipulate the obligations of data collectors to inform data subjects when their data is lost or stolen, and to make financial restitution in the event a data breach materially harms the data subject.

Since 2011, WVI's Data Governance Office has partnered with our Knowledge Management, Sponsorship Operations, and Global Information and Communications Technology teams –

⁵⁶ Principle #15 of the Rio Declaration notes: "In order to protect the environment, the precautionary approach shall be widely applied by States according to their capabilities. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation."

⁵⁷ GRI Indicator 4.II: Explanation of whether and how the precautionary approach or principle is addressed by the organisation. [GRI NGOSS: pg. 28]

and Legal Counsel – to deliver critical inputs to the development of information policy and partnership decisions that have improved the quality of our information assets and made WV more accountable regarding those assets.

A Data Governance Council was established to review risks identified by the Data Governance Office and make recommendations on key data governance issues. A new Chief Information Security Officer was appointed in 2012.

Document Retention and Destruction

WVI has various policies and standards for document and information management but does not have a single comprehensive document retention and destruction policy that covers both hard documents and electronic information.

Collaboration and Coordination Initiatives⁵⁸

In 2012, WV staff were actively involved in the following collaboration and coordination initiatives:

- CSO Open Forum on Development Effectiveness. WV representatives contributed to consultations among international CSOs.
- International Aid Transparency initiative (IATI). WV represented the INGO Charter of Accountability Company on the IATI Steering Committee, and the CSO Working Group established under the IATI Technical Advisory Group.
- Office for the Coordination of Humanitarian Affairs (OCHA) Clusters
- InterAgency Standing Committee Task Forces (notably on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse) and Working Groups
- Steering Committee for Humanitarian Response
- Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP). WV is represented on the ALNAP Steering Committee.
- Berlin (now International) Civil Society Center. WV is one of 10 “shareholders”. Our president and CEO sits on the ICSC Board.
- Transparency International (TI) on governance, transparency and anti-corruption
- Keeping Children Safe Coalition on child protection
- The Ecumenical Advocacy Alliance. WV is represented on the EAA Board.

Further information on WV’s engagement with NGOs and other partners is provided in Section 3 (see Coordination & Global Engagement, page 88).

⁵⁸ GRI Indicator 4.13: Memberships in associations (such as industry associations), coalitions and alliance NGO memberships, and/or national/international advocacy organisations. [GRI NGOSS: pg. 28]

Section 2: Programme Effectiveness

WV defines effectiveness on the basis of elements of programmes that meet quality standards, contribute to sustainable outcomes for the well-being of children, and enhance capacities of communities and partners to sustain these improvements⁵⁹. Programme effectiveness initiatives operate with goals of promoting effective programme and project management, learning and capacity building, effective decision-making, accountability for performance and consistency of communication to donors.

Reporting on the contribution of our programmes to the well-being of children and our achievement aligned to the Millennium Development Goals (MDG) is a top enterprise-wide priority. There is consensus on the need for global reporting and a number of building blocks are in place to achieve this. These include definition of standardised outcomes, a compendium of indicators, and targets.

Monitoring, Evaluation and Learning⁶⁰

WV has invested significantly in enterprise-level reflection and learning systems addressing programme management, programme information management, evaluation and research since 1997. The outcome of this investment includes revised programme approaches and standards (DPA), a standardised programme management system (LEAP)⁶¹, a compendium of outcome indicators, global metrics used by all programmes, a Programme Accountability Framework, and enterprise knowledge management systems that tackle information and knowledge management.

Monitoring of programme effectiveness occurs at multiple levels of the organisation, but it is useful to consider three levels of organisational management – each with varying stakes.

1. *Local field staff and partners* carry out operations monitoring of projects as part of regular and competent programme management. National-level subject matter experts support them and build competency. Progress reports on the implementation achievements of Area Development Programmes are produced twice a year. Review and approval of reports involves a range of partners, depending on the competency of the implementing office. Workflow of these processes can be tracked systematically in the information system.
2. The *National Office Dashboard* is updated twice a year and collated internationally. It is intended to track a series of indicators focusing on programme quality management, operational effectiveness, financial management, and human resource capacity. As part of their strategy development processes, each country office determines which child well-being outcomes will be tracked to demonstrate the achievement of national strategies. In the design process, specific CWB targets are identified in alignment with national strategy, which are measured and reported against. Consolidated national portfolio reports are now being produced on child well-being outcomes. Programme evaluation, which has hitherto been mandated in individual programmes, is being consolidated into strategic and targeted evaluation and research across entire portfolios. This will improve the efficiency and consistency of evaluation and research practice.
3. *At the global level*, Global Field Operations collates these national office dashboards for presentation to the Partnership Leader for Global Field Operations. In addition, the

⁵⁹ Quoted from our Policy on Programme Effectiveness in Long-term Local Programming, 17 September 2009.

⁶⁰ GRI Indicator NGO3: System for programme monitoring, evaluation and learning, (including measuring programme effectiveness and impact), resulting change to programmes, and how they are communicated. [GRI NGOSS: pg. 31]

⁶¹ LEAP 2nd Edition, for the WV Programme Management Framework, see <http://www.transformational-development.org/Ministry/TransDev2.nsf/maindocs/34874E1F560858F088256F1000603B96?opendocument>

Partnership Accountability and Integrated Review team provides the core framework for global review and oversight over Enterprise Risk Management, Accountability, Peer Review (governance), Programme Capability Review, Corporate Security, Civil Military Relations and Fleet Management. Global Internal Audit (GIA) also provides additional independent assurance of controls at both the national and global level.

Partnership-level Review Processes

The separation of responsibility for operational quality assurance and verification and accountability reporting mechanisms (like audit, evaluation, review and so on) is a key principle for an effective framework for accountability. It is also important to distinguish between feedback mechanisms that are designed to function within the line of management of programmes or functions and mechanisms outside the line of management.

Separate from operational accountability, Partnership-level risk, review and reporting functions provide an independent lens for analysis of issues and trends and benchmarking at a global level across all regions and areas of work. Based on this perspective, they also provide advice to management – based on objective assessment of how feedback systems and controls used by line management function – and make key recommendations for improvement.

Work is currently underway to improve the indicators used by line management to assess performance at national and regional levels. This will also require coordination with PAIR and GIA in 2014 to ensure that there is appropriate correlation with global independent review and analysis and our plans for accountability reporting.

Enterprise Risk Management

In 2012, the WVI Board approved a new Enterprise Risk Management Policy which applies to all WVI entities, promoting a more systematic approach to the identification and management of all types of risk – financial loss, legal/compliance, physical harm to staff and children/beneficiaries (security, health and safety and environment), reputational, operational, etc. The policy describes the responsibilities and requirements for a Partnership-wide risk management approach as follows:

- The WVI Board acknowledges the importance of Enterprise Risk Management. It delegates responsibility for its development and implementation to the WVI President.
- The Enterprise Risk Management department, or such successor unit as designated by WVI management, is responsible for promoting a risk-aware culture and for providing oversight to proactive risk identification, assessment, mitigation, monitoring and reporting across the Partnership.
- WVI management will complete a Risk Management Framework at management policy level, which will describe this in more detail and will implement such a policy.
- Boards of all Partnership entities are responsible for ensuring that their entity has its own Enterprise Risk Management Policy, and will review risk reports prepared by their management teams, at a minimum, as follows:
 - annually: a summary of key risks which boards should approve;
 - at each board meeting: a report on any significant risk escalation;
 - when necessary: an immediate verbal report by the national director to the board chair (who should keep the local board advised) on significant risk escalation requiring urgent mitigation.

Progress in implementing the new policy will be reported on in our 2013 Accountability Report.

Integrated Review Framework

Previous Accountability Reports have described the development of the Integrated Review Framework (IRF), which is designed to support programme operations at national, regional and global levels by providing “one-stop shopping” for first-tier accountability and governance reports:

- Internal audit reports – finance and operations – for all national offices; Food Programme Management Group reports; and Risk-Based Internal Audits (RBIA).
- Peer review reports for national offices with boards or advisory councils, and all support offices.
- Programme Capability Reviews – now available for all regions and offices.

The IRF is updated as audits, review and reports are produced at the country level. The Partnership Accountability and Integrated Review team manages the framework, which can be accessed on wvcentral.

The first cycle of Programme Capability Review (PCR) was completed for all offices in 2012. Going forward, it has been decided to discontinue PCR as an independent global-based review process and reframe it for use internally by management at the regional level. This underlines the importance of primary responsibility for accountability being located as close as possible to operations, but it leaves a gap in terms of the separation of responsibility for operational quality assurance and verification and accountability reporting mechanisms at the Partnership level. No new PCRs will be completed in FY13, pending completion of review processes.

Current overall ratings in the IRF Dashboard, which are a conservative average of the levels of risk in each of the different categories per country, are summarised in Figure 2, below. The overall rating for the entire WV Partnership is shown to the right of the graph.

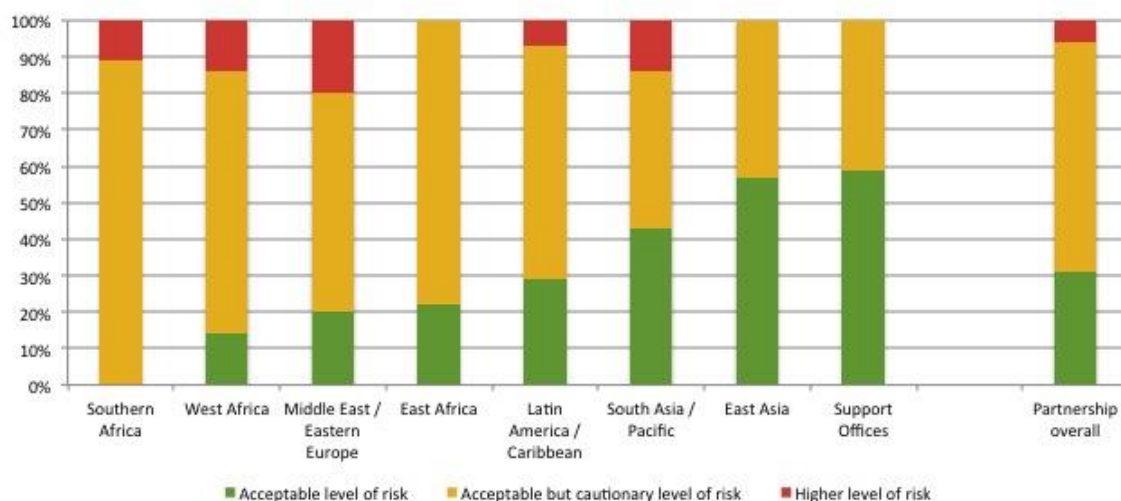


Figure 2. Integrated Review Framework overall ratings

Risk-Based Audit

During 2012, Global Internal Audit (GIA) undertook a major restructuring to combine the finance and operations audits into one work stream, and to implement a new Risk-Based Internal Audit (RBIA) approach. GIA continues to provide independent and objective assurance to the WV Partnership that appropriate controls are in place to guide operations. The Chief Audit Officer is responsible for leading the internal audit department and reports directly to the WVI Board Audit Committee.

The primary implication of the new RBIA focus is that audit engagements are no longer planned on a specific rotation (3–5 years) for all national offices. Using a risk-based approach, audits are now planned based on risk assessment, targeting offices and functions that have high risk potential. This new approach is intended to enable GIA to focus its resources more directly on the areas of highest risk concern within the WV Partnership, rather than covering all offices with the same audit programme.

National-level Reporting

Key challenges

Assuring the competency of staff in programme management, monitoring and evaluation is a priority for WV because weaknesses in these areas undermine programme effectiveness.

While the frameworks for various systems linked to programme effectiveness are in place (National Office Dashboard, Horizon, IRF), these have yet to be fully utilised by staff members to guide improved decision-making. There is important work under way to improve performance and effectiveness indicators included in systems, and ensure that information systems are understood and used by staff members.

Finally, restructuring global-level independent review systems such as Internal Audit and Programme Capability Review has left some potential gaps in Partnership-level independent reviews of field operations. These potential gaps need to be further assessed in order to ensure we have the right level of independent and objective oversight over our field programmes.

Autonomous but interdependent members prepare their own annual reports and in some cases, accountability or sustainability and programme effectiveness reports. Details of these can be found on the respective websites.

For national, branch and programme offices where WV implements its relief, development and advocacy initiatives, at the local level up to the regional level, line managers benefit from community-level monitoring of programme indicators, up to national-level feedback on dashboard performance indicators. These indicator measures are generally collected, analysed, and used by managers to make programming and strategic decisions as part of annual planning and implementation cycles.

In 2012, all development programmes used the LEAP framework. Programme design, monitoring and evaluation are guided by the Policy on Design, Monitoring and Evaluation.

Child Well-Being Aspirations

WV's organisational strategy prioritises four child well-being outcomes⁶²:

- Children report an increased level of well-being;
- An increase in children who are well-nourished (ages 0–5);
- An increase in children protected from infection and disease (ages 0–5); and
- An increase in children who can read by age 11.

⁶² World Vision's Development Programme Approach and other programme effectiveness supporting documentation can be found at <http://www.wvdevelopment.org>.



Figure 3. CWB reporting guide

During 2012, 13 national offices undertook the first round of annual reporting to show contributions to child well-being (CWB), based on their respective strategies. The national office reports highlighted some interesting findings:

- Thus far, only one office, Armenia, reported on Target I – Children report an increased level of well-being. Children reported an excellent level of well-being and participation within their families, but only fair levels within their communities.
- Uganda reported a dramatic fall in stunting in their ADPs (but without a causal analysis), an improvement of 30 per cent over five years of children sleeping under treated mosquito nets and increased testing of partners for HIV (0–57.5%).
- Zimbabwe had an excellent finding on nutrition – namely, that the approach of focusing only on livelihoods is not working to improve nutrition outcomes.
- Zambia reported increased school attendance through a bicycle scheme (but not an increase in the quality of education).
- Armenia highlighted clashes between traditional knowledge and global better practices, which are affecting programme effectiveness.

A number of positive developments were noted in compiling a Partnership-level report from these pilots:

- While challenges certainly do exist for national reporting, there has been an increase in both DME capacity and the quality of evaluations over the last three years. Reporting offices accurately assessed the strengths and weaknesses of their DME and reports.
- The development of national strategies and the creation of outcomes, targets and indicators are providing a clear focus for programming and reporting.

- Some of the national office reports provided some significant insight into which of their programmes are, and are not, achieving their desired outcomes.

These reports are catalysing conversations about programming effectiveness, and the benefits of accountability and transparency in relation to key stakeholders. They have stimulated discussions with key technical, HEA, A&JC, Sponsorship, operations, and DME personnel about the findings and opened doors for consultation with local governments and other stakeholders on strategies to enhance CWB. A standard template and guidelines for reporting have been developed, and there is significant momentum within the national offices to report their contribution to CWB in FY13, with 40 offices planning to report.

Key Challenges

The analysis of national office CWB reporting highlighted some significant gaps:

- Where programmes and strategies are not aligned, preparation of reports on CWB serves little purpose; accordingly, for every programme, each region has had to check the alignment of strategies and M&E with the CWB indicators. Not all programmes have adequate baselines.
- Design documents need to be much more focused on a results chain and logical model at the programme level, so as to describe the planned change. There is confusion over outputs and outcomes. These issues made drawing conclusions very hard, and as a result it was not possible to undertake any real meta-synthesis of the contribution to CWB targets.
- There was little or no in-depth causal analysis of the data at the programming level.
- There was very little reporting, analysis or mapping around our work with most vulnerable children (MVCs) – a critical element in achieving the Ministry goal. Many strategies do not specifically mention MVCs, and most programmes are not monitoring or evaluating whether or how they are including MVCs.
- There is a risk that only positive findings will be reported and that reports will be seen as being driven by compliance and performance measurement rather than for adjustments to strategy and learning.

Most of these gaps are already being tackled through a monitoring and evaluation strengthening plan in consultation with technical groups at the Partnership and regional level. Collaboration with external partners (academics, other NGOs) has added value.

Finally, restructuring global-level independent review systems such as Internal Audit and Programme Capability Review has left some potential gaps in independent oversight of field operations. There is no longer any group at the global level that is focused on regular independent assessment of operations performance and risk across all national offices. The impact of the introduction of a Risk-Based Internal Audit approach will also need to be kept under review.

From FY12, all programmes and projects need to establish the necessary baselines and include CWB targets, as relevant to their context and strategy, in their designs and redesigns. By FY17, all projects and programmes will have the capacity and baselines to be able to conduct evaluations. In addition, operations research will be conducted in a limited number of WV programmes to evaluate impact. By FY17, WV will be undertaking high-quality outcome-level evaluations at the end of each project cycle and at the end of the programme or technical programme, for internal and external dissemination. Leaders are to be held accountable for the use of evaluation findings and recommendations. To achieve this,

significant inputs and significant resources are required. Findings from impact evaluations with comparison groups will allow WV to validate its approaches, assess the 'value added' and bring legitimacy to statements on our impact.

While it will take until FY15 for all programmes and projects to be fully aligned, all new designs and redesigns are now using CWB outcomes and indicators. In 2013, work was conducted in support offices – as required – to build capacity for analysis and interpretation, enable on-going strengthening of monitoring and evaluation, and further align programmes and projects to CWB.

There is room for improvement in the quality and consistency of evaluations and baselines. As more country-level programmes start using common indicators for child well-being outcomes and the quality of DME and analysis continues to improve, we are anticipating a significant shift in the quality of FY14 reporting at the Partnership level.

- All programmes should complete an annual reflection with the community from FY12 based on the monitoring data from indicators which are included in the annual plans and include CWB targets.
- Between FY12 and FY17, national offices are expected to conduct outcome evaluations in a minimum of 20 per cent of their programmes, growing the number each year to reach 100 per cent by FY17.
- Evaluations should only be undertaken where a baseline exists. National offices may choose to cluster programmes to conduct one evaluation across a number of programmes that share similar characteristics, or undertake a tiered approach to evaluations. Where there is no baseline, a process of 'reconstructing' baselines can be used if offices have the capacity to manage more evaluations.
- New and redesigned programmes are expected to conduct baseline surveys.

Health

In recognition of the importance of transparency and accountability WV commissioned an independent interim review of progress made with regard to WV's commitment to the UN Secretary-General's Every Woman, Every Child (EWEC) strategy. It focused on validating the strategic alignment of WV's programming practice with its EWEC Commitment, and assessing actual total expenditures made by WV which may be counted towards its EWEC Commitment (e.g. Maternal, Newborn and Child Health programmes). The review was carried out during August and September 2012 based on a document review, independent research, and interviews with WV staff and a number of external stakeholders.

The overall assessment is that WV has made much progress on its EWEC Commitment and is strongly on track to meet its full commitment. Some specific recommendations were made to further improve outcomes, including:

- WV should consider clustering ADPs' health programmes to benefit from scale, achieve change and reach sufficient population coverage;
- Continued close monitoring of forecasts and actuals is important to ensure that all parts of the WV partnership are able to deliver on this important commitment; and
- It is important that the momentum on accountability is maintained and that resource constraints do not reduce delivery in this important area.

WV is preparing a second independent review based on data collected in April, May and June 2013 that will build on the information collected in 2012. The first report ably demonstrated the value of on-going monitoring and assessment, and WV is intent on verifying progress towards these most essential development goals.

Education

WV is collaborating with government agencies to fund innovative literacy programmes in developing nations. “All Children Reading: A Grand Challenge for Development” is expected to improve the primary grade reading skills of more than 100 million children by 2015. It is a multi-year, USD 20 million grant-making initiative, with WV Australia and WV United States together contributing USD 5 million. The first round of 32 projects – selected among more than 400 proposals from 75 countries – was announced in September 2012. These projects benefit children in Haiti, India, Timor-Leste and Kenya.

The “All Children Reading” initiative is just one example of how WV is seeking to raise the standards of excellence for children’s education in the developing world. Other efforts include working with technology companies to increase access to computers as tools for teachers, children and parents. In addition, the organisation is collaborating with other humanitarian agencies, such as Save the Children and its Literacy Boost (LB) programme, to enhance assessment, increase reading resources and teacher training, and expand the involvement of parents and other community members. WV’s offices in Burundi, Ethiopia, Kenya and Malawi have already started implementing LB through a partnership with Save the Children.

From June to August of 2012, the WV office in Myanmar commissioned a review to identify and document what was working well in education interventions. This included documenting barriers that constrain efforts to improve outcomes and education quality. The study was conducted by a master’s degree candidate at the Paul H. Nitze School of Advanced International Studies at Johns Hopkins University.

Gender and Diversity⁶³

WV policy and programme guidance highlights child well-being, education and life skills, disability, gender, and child protection as tenets of our integrated development programme approach. Specific policy on child protection, as well as gender and development, directs policies, programmes and projects on these issues.

Gender equality affirms the inherent worth and dignity of women and men created equally, and enables individuals to grow and societies to develop. Girls and women are often the most marginalised and discriminated against in any given population. We seek to reinforce the value of women, men, girls and boys and the significance of their contributions to their families, communities and society. Transformed gender relationships address some of the root causes of poverty and promote sustainable development, ultimately helping us to achieve our mission and vision⁶⁴.

Our child well-being aspiration that children “be educated for life” connects the development of children today with their future as citizens and leaders in their communities and societies. We work to improve learning outcomes with equitable access, focusing especially on increasing the percentage of children who can read by age 11. A successful education must prepare children for productive and fulfilling lives. We ensure that children learn how to apply basic skills of reading, writing and mathematics, and gain other life skills to care for themselves and their families.

Guidance for programmes is available in the form of:

- Do / Assure / Don’t do strategies;
- Various project models addressing these areas of concern;
- An early childhood development booklet;

⁶³ NGO4. Measures to integrate gender and diversity into programme design, implementation and the monitoring, evaluation and learning cycle. [GRI NGOSS: pg. 31]

⁶⁴ Watch the video at http://youtu.be/28QNk_2pr_4, for an example of an AusAid funded programme in the Solomon Islands, addressing gender-based violence.

- A gender training toolkit;
- Quick guide for disability inclusion; and
- Guidelines on inclusion of persons with disabilities.

These tools and guidance notes are used throughout the programme management cycle to inform programme/project design, implementation, monitoring and evaluation.

Programme and project assessment, designs, reports and evaluations are reviewed and ultimately agreed to by all partners. This process requires that programme management be reviewed for its attention to issues of gender and diversity. Project monitoring and evaluation indicators are disaggregated by age, gender and, if appropriate, disability and / or other appropriate categories. Before the introduction of Horizon, no manual systems were being used to aggregate data on these issues. With continued improvement of structured data systems, the organisation will be able to analyse programme and project data to better understand issues of gender and diversity.

Two research studies and two papers illustrate the importance that WV places on gender:

1. A new report on child marriage in the lead-up to International Women's Day, at the UN Commission on the Status of Women in New York and in the UK Parliament. "Untying the Knot" highlights the need for more to be done to tackle early marriage in the world's most dangerous places⁶⁵.
2. Mapping of faith-based responses to violence against women and girls in the Asia-Pacific Region⁶⁶.
3. Gender: beyond a cross-cutting theme – a prerequisite for effective design, monitoring and evaluation.
4. Gender: beyond a cross-cutting theme – a prerequisite for child well-being.

Some of the most vulnerable people in the communities where WV works are children with disabilities. Our commitment is to intentionally include them in development processes and work to ensure their full, equal and meaningful participation. A review of our progress in implementing this commitment is recommended.

Affected Stakeholder Engagement⁶⁷

WV uses a number of approaches to involve affected stakeholder groups in each stage of the programming cycle. These processes include, but are not restricted to:

- The Development Programme Approach⁶⁸;
- The Programme Accountability Framework;
- Emergency Relief needs-based assistance and identification and protection of the most vulnerable.

Development Programme Approach

WV's Development Programme Approach (DPA) frames our engagement with affected stakeholders, identifying and working with partners, including the monitoring and evaluation of these relationships⁶⁹.

⁶⁵ <http://www.worldvision.org.uk/news-and-views/blog/2013/march/untying-knot-why-early-marriage-should-be-seen-violence-again/>

⁶⁶ <http://asiapacific.unfpa.org/public/pid/12417>

⁶⁷ GRI Indicator NGO1: Process for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes. [GRI NGOSS: pg. 31]

⁶⁸ Documentation is available at: <http://www.wvdevelopment.org>

⁶⁹ World Vision's Development Programme Approach and supporting documentation are available at: <http://www.wvdevelopment.org>

Tools used during programme assessment and design specifically research potential partners, what is being done already, what more can be done, and what can be done together (in partnership). These questions comprise our critical path of planning for that development context. It is through this process, as programmes are planned, that the efforts of others will become apparent. Equity, transparency and mutual benefit are three principles we promote to improve the quality and impact of working with partners. Once partners are identified and a commitment is made, the most appropriate form of collaboration will be chosen by the partners, be it:

- networks for sharing information on activities and learning on shared child well-being priorities;
- coalitions for coordinating activities and plans for broader cooperation or partnership (for example advocacy); and
- partnerships for sharing co-created plans, resources, risks and benefits under a formal or informal agreement around common goals.

The contribution of all types of partners is valued and encouraged, but WV especially recognises the essential role of churches in contributing to the well-being of children. This commitment is grounded in our biblical understanding to serve the poorest and most vulnerable. We also recognise that working with government, from local to federal, is essential in all contexts where there is a legitimate functional state.

Feedback on WV's DPA programming materials collected in 2011 fed into revisions of key documents. An updated DPA was released at the beginning of 2012.

All national offices spent time in 2012 contextualising the new DPA, checking alignment of existing processes with local social, cultural, and political norms and realities. Key features to highlight include joint planning processes with community and local stakeholders, and building of community capacity to implement and manage shared projects.

The responsibility to monitor the use of the approach lies with the national offices, and a set of programme effectiveness assurance indicators are being developed and linked to monitoring systems and national office dashboards. The 2013 Accountability Report will include information on programmes scheduled for evaluation in 2013.

A new research and learning unit coordinated at the Global Centre is reviewing the contextualisation of the approach in local offices to gather evidence of the comparative advantage of using DPA, as well as understanding what can and cannot be standardised in the approach. Teams are investigating ways of marrying strategy with technical approaches through local DPA, so that DPA reflects what is happening in practice and respects the local flavour and priorities of programmes.

Key Challenges

Adoption of DPA provides a proxy indicator that programmes are addressing core accountability issues outlined in the Programme Accountability Framework; however, this information is not currently aggregated at the global level.

With the introduction over time of a common standard of accountability reporting, we expect this information to be more readily available.

Programme Accountability Framework

The disclosure for this indicator [NGO2] in our 2011 Accountability Report describes standards for collecting and acting on feedback and complaints. Our minimum standard is an undertaking to implement community feedback and complaints procedures that are

accessible, safe and effective. These procedures sensitise communities to their rights according to the Programme Accountability Framework (PAF) and our adherence to the WV Code of Conduct and the Red Cross Code of Conduct in emergencies. The Global Accountability team continues to engage with national and regional offices on field research to test what is appropriate and effective in different contexts.

As explained in previous reports, the WV (Integrated) PAF is an adaptation of the Humanitarian Accountability Framework developed by HAP International. It defines minimum accountability standards to enhance programme effectiveness and accountability by promoting information sharing, community consultations, participation, and collecting and acting on feedback and complaints.

Work continued during the reporting period to strengthen the points of integration between the PAF and the DPA using existing tools. A workshop is planned for September 2013 to review implementation of the PAF and explore ways to accelerate and extend use of the tools available to deepen accountability at the community level.

Feedback, Complaints and Action⁷⁰

Collecting and acting on feedback and complaints is one of the four standards in the PAF (and a requirement of membership of the International NGO Charter of Accountability Company). The Accountability Community of Practice has provided a broad umbrella for activities, with Global Accountability leading at the Partnership level⁷¹ and Humanitarian and Emergency Affairs leading at the operational level.

During 2012, the PAF self-assessment tool was used to assess field practice against standards and commitments in Cambodia, Zimbabwe, Sri Lanka and Haiti. Findings indicate that while the organisation had practices in place comparable to those of other NGOs on information provision, consultation and participation, there are gaps in the availability of effective complaint and feedback mechanisms, for example:

- in some instances not all segments of the community were aware of the complaints and feedback mechanisms;
- in some places mechanisms had not been put in place for children;
- not all staff were aware of complaints-handling procedures; and
- some mechanisms were put in place without an apparent policy or structure.

A Global Accountability study part-funded by the UNDP through OCHA's Inter-Agency Standing Committee task force on the Prevention of Sexual Exploitation and Abuse (PSEA) looked at community complaints mechanisms in an ADP in the Philippines. The study found that Complaints Response Mechanisms (CRMs) exist in local organisations but are largely informal, having evolved over time.

⁷⁰ GRI Indicator NGO2: Mechanisms for feedback and complaints in relation to programmes and policies and for determining actions to take in response to breaches of policies. [GRI NGOSS: pg. 31]

⁷¹ Global Accountability Strategy FY11–FY15. World Vision International: Geneva July 2010.

Complaints and Response Mechanisms in Food Programming

In 2010, World Vision's Food Programming Management Group (FPMG) made a commitment to mainstream accountability standards to stakeholders of food assistance projects by September 2012. As a result of systematic planning, from the design of all food assistance projects to the implementation with follow-up monitoring visits coordinated by FPMG staff, almost all projects reported effective implementation of accountability mechanisms.

- In 2012, there was an allegation of sexual and financial exploitation of beneficiaries in Haiti reported via the CRM. WV Haiti, working with FPMG, engaged with local authorities and addressed the reported issues. Through the process, the team in Haiti was able to improve its targeting and verification of beneficiaries as well as the delivery of food assistance.
- In Zimbabwe, the CRM meant the project team was able to identify inclusion errors occurring during the screening process for food rations under the Nutrition Support for People on Antiretroviral Treatment Project. A screening verification process was put in place, and all the children that had been registered through deception were excluded from the project to ensure the project reached those most in need.

Key Challenges

Although significantly engaged in internal and inter-agency collaboration on this issue, World Vision currently does not yet have a way of knowing how many programmes have instituted CRMs across the WV Partnership. Programmes using the DPA in 2012 should have complaints and response mechanisms in place.

There are opportunities to formalise such arrangements, building on the fact that partners (in particular women) are aware of the need for such mechanisms, leveraging local potential through community associations, teachers, community health workers and faith groups. Links can also be made to country-level complaints and protection initiatives and to formal agency and inter-agency complaints-handling mechanisms.

Currently, data on feedback, complaints and action taken in response to complaints is not compiled above the individual WV entity level, except for our Child Sponsorship operations and matters raised through the global Integrity and Protection Hotline (IPH). For more details on the IPH and WV's Integrated Incident Management (IIM) System, see page 59.

Technology

In collaboration with WV's "innovation" team, FPMG has played a leading role in WV's adoption of responsibly managed, appropriate information technology applications to improve accountability and effectiveness.

Technology allows staff to be more efficient. It also enhances feedback channels and communications from the communities we work in, providing additional opportunities for individuals to send suggestions, ideas, complaints and feedback in a way that enables quicker review and eventual feedback. This in turn allows WV to effectively and openly share information about its programmes, including activities and results. There are numerous examples of technology opening new channels of accountability and transparency through enhanced feedback loops to and from communities (and with donors, supporters and partners), such as SCR(u)M (SMS Complaints and Response Mechanism) developed and implemented in Haiti. With this system, a common number is widely shared with

beneficiaries to send feedback and complaints via an SMS system. The system receives SMS messages and replies automatically with a receipt of the SMS to the complainant.

The Last Mile Mobile Solution (LMMS) is improving efficiency, consistency and stakeholder engagement in food projects. HEA is using mobile phones to collect data in emergencies (improving data gathering efficiency, data quality and assurance in emergencies).

The Afghanistan mPhone and Mozambique mHealth projects are two examples of the use of technology to improve development outcomes.

Evaluation results for the Afghanistan mPhone project showed the following significant improvements in outcomes between intervention and control groups:

- A 20 per cent improvement in antenatal attendance;
- A 22.3 per cent increase in skilled delivery at a health facility;
- A 12.6 per cent increase in parents having a birth plan that included improved coordination with the health facility, saved money and arranged transport; and
- A 12.6 per cent increase in knowledge of two or more pregnancy danger signs.

In Mozambique's mHealth project, research results indicate that pregnant women in the project's intervention area had a higher likelihood of accessing antenatal care, being better prepared for birth and having their births assisted by a skilled provider. They were also more likely than those in the control group to know about signs of pregnancy complications and to seek care for those complications at a facility.

Making People Count

Humanitarian agencies must ensure that appropriate items and services are delivered at the right time to intended beneficiaries in the most efficient way possible, and that these activities are recorded and reported on in a manner that is compliant with donor and government regulations.

According to the 2013 Global Humanitarian Assistance (GHA) Report, material relief and assistance and emergency food aid accounted for over 80 per cent of spending on humanitarian assistance each year from 2007 to 2011.⁷² WVI alone programmes about USD 600 million annually on relief and rehabilitation, the majority of which is spent on food, cash, and non-food and GIK distributions – serving an estimated 10–12 million beneficiaries every year and administering millions of transactions each month⁷³.

Existing practices by humanitarian aid organisations face significant challenges in tracking distributions to the beneficiary level⁷⁴. Because of their dependence on manual systems, organisations rarely analyse performance other than reporting on quantities of relief items delivered for a given operation – accountability concepts and systems for relief distributions have emphasised accountability to donors rather than beneficiary satisfaction.

Now, access to mobile technology at the “last mile” – the final transaction point between aid recipients and humanitarian organisations – is rapidly shifting the focus from commodity accounting to customer service (“making people count”). LMMS has been successfully field-tested over the past five years by WVI⁷⁵. It is being positioned to the wider humanitarian

⁷² Global Humanitarian Assistance (GHA) Report (2013), Page 55 (<http://www.globalhumanitarianassistance.org/wp-content/uploads/2013/07/GHA-Report-2013.pdf>)

⁷³ See WVI Annual Reviews for 2010, 2011 and 2012 (<http://wvi.org/annualreviews>).

⁷⁴ Deficiencies within current beneficiary information management systems are well documented in the LMMS case study: <http://www.alnap.org/pool/files/innovationcasesstudyno3-lmms.pdf>

⁷⁵ LMMS is currently being deployed in 15 countries where WVI is operational, reaching 800,000 beneficiaries. <http://www.lastmilemobilesolutions.com/about-us/active-deployments/>.

sector as an industry solution for improved efficiency, accountability and transparency in beneficiary registration, monitoring and reporting activities at the last mile.

LMMS's functionalities cater to unique business needs associated with mass beneficiary management in humanitarian service delivery, which in turn help address the universal demand for increased aid effectiveness, information sharing and accountability. Besides improved services to beneficiaries and professionalising humanitarian field deployments, LMMS provides significant efficiency gains, cost avoidance and risk reduction. LMMS also improves data capture and data integrity of populations being served, which is a valuable asset to the organisation both in terms of supporting the evidence base and in attracting donors.

Technology solutions like LMMS improve our ability to track humanitarian dollars through the system all the way to the beneficiary on what has been delivered to whom. Mobile/digital technology not only helps automate existing legacy systems, increase efficiency and controls, and help prevent abuse, but also forces us to change the way we do our business.

Traditional paper-based commodity accounting systems used to focus on accounting for commodities and “counting people” in relationship to goods and services. The digital systems help “make people count” to deliver better services. We can actually know the name, not just the number, of every individual receiving aid, so they are real and “they count” (i.e. their needs are taken into account)! At the same time, their data is better protected (their personal information is kept in a digital database with security measures).

It also allows our frontline workers to “look into the eyes” of beneficiaries and treat them with dignity, like customers, rather than bending over their desks and filling out paperwork while interacting with them as passive recipients who have to endure inefficiency and poor service if they want to receive their entitlements. Some voucher-based projects even allow beneficiaries to show up at preferred stores at their time of choosing to redeem their entitlements, without line-ups or stigma associated with mass group distributions.

Humanitarian and Emergency Affairs

World Vision is an accountable, collaborative and innovative organisation which consistently demonstrates its Christian ethos in all its humanitarian work. This means being accountable to children, families, communities & partners: achieving minimum standards of accountability based on internal and external standards whilst informing performance.

WV HEA Strategic Intent 2013

It had become increasingly apparent over time that, for WV to provide more effective disaster responses, a system was needed to improve advance preparation and coordination of roles, responsibilities and accountability across the three main areas of activity: development, advocacy and disaster management.

To meet this need, WV developed an Emergency Management System (EMS) to improve the management of our response to humanitarian crises, helping WV respond more quickly and effectively when disaster strikes. EMS is a framework to help organise emergency teams through clear roles, standardised functions and six overarching principles, applicable in any type and size of emergency. In addition, WV's Humanitarian and Emergency Affairs (HEA) group operates a set of Standards for Disaster Management that systematically and clearly define operational responsibilities and accountabilities across the whole of disaster management – not just the response phase⁷⁶.

Additionally, the development of the Performance Framework for Emergencies (PFE) integrated external and internal humanitarian quality standards and policies in a single place. The PFE has since been rolled into the EMS. The EMS manual contains “how to” Terms of Reference on accountability for each area of humanitarian activity.

WV's operations guidance project has recently completed the compilation, prioritisation and collection of 116 internal and external tools and standards.. All field-level guidance is in one place on wvcentral (WV's intranet), and prioritised and allocated to the relevant EMS function.

There are many examples to illustrate HEA's use of standards to support continual strengthening of disaster programme effectiveness through better engagement of affected communities. HEA's Humanitarian Accountability team leads dissemination and awareness-raising at the operational level, working with field-facing staff in different offices and regions.

Humanitarian Accountability

During the strategy period leading up to 2013, WV placed the most emphasis on strengthening accountability to people affected by disasters. Important steps were taken to address accountability in humanitarian and emergency work, including the creation of H-Account and development of the Good Enough Guide through the Emergency Capacity Building (ECB) Project⁷⁷.

Accountability efforts in the current strategy period have re-balanced the demands of general accountability with our institutional commitment to prioritise children and other vulnerable groups. Our current areas of attention are:

- Accountability to children and communities – focusing on community complaints mechanisms;
- Transparency – accountability reporting and disclosure;
- Protection from Sexual Exploitation and Abuse (PSEA); and
- Anti-corruption.

⁷⁷ <http://www.ecbproject.org/>

As indicated in the previous section, much progress has also been made to reflect WV's Programme Accountability Framework (PAF) into policy, standards, tools and training materials. At the Global Centre level, notable steps include revising the WV Disaster Management Policy to include accountability as one of the ten key principles of the new child-focused agenda, revisions to the National Office Disaster Management scorecards and standards, and improved capacity building through Learning Labs and other activities.

Accountability to affected populations is improving, but efforts must be consistent.

Case studies indicate that for accountability to be effective, we need to adequately involve people's voices in decision-making processes, informing both children and other community members of WV's identity and plans. These must be structured in a way to allow for rapid responses to complaints.

Learning and community feedback mechanisms – including the PAF – are increasingly integrated in field programmes. Thus, while there has been notable improvement, we must resource capacity building in countries at risk, ensuring quality accountability in our responses.

Of the internal stakeholders surveyed, the majority of offices surveyed rated WV's progress towards implementing the PAF minimum standards in response programming with "good" or above. A number of National Offices rate WV's progress as "barely adequate", although it must be noted that this variance could be due to raised expectations given that high-level accountability staff have been placed in many of these countries. Support offices also indicate that accountability with respect to donors and our humanitarian impact needs to improve. Further mainstreaming efforts could be required given that the Hong Kong Support Office and the Middle East and Eastern Europe Regional Office reported an inability to assess the question.

Regarding key external standards⁷⁸, all regional offices and national offices surveyed responded that the implementation of these "key external standards" is either "good" or "very good". The majority of support office respondents (5 of 7) also rate implementation as "good" or "very good"; With increasing awareness of the importance of accountability to affected populations, other reports suggest that more work is needed to achieve consistent application of humanitarian accountability principles. Rollout of the Minimum Standards for Protection Mainstreaming, developed in 2011, will reinforce these efforts.

Food Programme Management Group (FPMG)

FPMG is the arm of WVI providing leadership and technical expertise in food assistance programmes.

FPMG in 2012

Projects in 32 offices
Monthly average of
1,375,524 beneficiaries

In FY12, WV's food assistance reached a monthly average of 1.4 million people in 32 countries (170 projects), with an annual total programming value of USD 201.8 million. WV partnered with the UN World Food Programme (WFP) for 75 per cent of its programmes and with the US Government for 22 per cent, with 14 support offices providing match funding for food assistance. The programmes consisted of 46 per cent emergency responses, 40 per cent recovery, and 14 per cent development.

⁷⁸ The ICRC Code of Conduct, the 2010 HAP standard, the Humanitarian Charter and Minimum Standards in Humanitarian Response, the Sphere Core Standards, the Do No Harm Framework, the Guidelines on Conflict-Sensitive Programming, the People in Aid standard, etc.

With the changing food assistance landscape, FPMG is making constant efforts to adopt to the new trends by building appropriate capacity, adjusting processes, learning and innovating constantly and guarding risks, so WV continues to serve the food insecure in the best way we can.

FY12 marks the first year of FPMG's FY12–16 Strategy implementation, which sets forth two ministry goals contributing to the child well-being outcomes and aspirations:

- To improve access to food and nutritional well-being of the food insecure; and
- To equip national offices to seek and deliver quality food assistance programmes.

The FPMG 2012 Annual Review reports progress on these goals, with achievements, statistics and stories from the strategic priority areas including emergency response, capacity building, portfolio growth, compliance and risk management, reporting and accounting, linkages to long-term food security, LMMS, the Food Community of Practice (CoP) and advocacy.

As of 1 October 2012, Finance, Operations and FPMG Audit teams have been combined into one integrated Global Internal Audit (GIA). This paves the way for one-stop-shop risk-based audits of WV offices instead of multiple audits in one year. Unlike the previous compliance-based audit approach, where the auditors attempted to cover all auditable areas of the entity, the risk-based integrated audit function identifies and covers the most risky areas through Ministry-Wide Risk Assessment Project (MWRAP) and provides more in-depth reviews aligned with strategic goals. One of GIA's strategic objectives is to be more proactive in all major programmes, such as disaster relief projects, major grants and programme initiatives. For this, minimum internal controls are set at the outset of each programme, depending on the level of risk.

The objective of the Risk Management Committee (RMC) is to assist FPMG and internal stakeholders in managing financial, legal and compliance risks related to commodities reporting, internal control structures, risk management and compliance systems, and internal and external audits. In FY12, the RMC finalised Watch List Country Guidelines. It also analysed and provided technical guidance to the FPMG Senior Management Team and the national offices. The Watch List Country Guidelines provide a systematic way to identify national offices struggling with food programmes and to help FPMG prioritise supporting them. The RMC also developed the escalation guidelines to provide a systematic way of escalating chronic issues to national office, regional office and FPMG Senior Management for resolution.

In FY12, WV continued to effectively manage the delivery of food assistance with a loss rate of 0.21 per cent. FPMG staff made a total of 68 field visits to the national offices and their field offices to provide on-site technical support. The support areas included implementation and monitoring of food programmes, training, donor engagement, proposals and concept notes, accounting and reporting, LMMS roll-out, etc.

As the current reporting process does not capture the disaggregation of beneficiaries by their age (date of birth), gender, project model or response type, FPMG embarked on an initiative in FY12 to ensure that this information is reported through the Master Beneficiary List, LMMS and Commodity Tracking System (CTS). This will help WV demonstrate, with solid data, the contributions that food assistance is making towards the sustained well-being of children.

FPMG conducted a total of 13 commodity audits in the 2012 fiscal year, in Swaziland; Pakistan; Afghanistan; Haiti; Democratic Republic of Congo; Uganda; South Sudan; Mozambique; Sierra Leone; Kenya; Malawi; and Ethiopia. Eleven audit results were “green”, with 85 per cent acceptable findings. Two were “red”.

FPMG is committed to mainstream accountability standards in all food projects. Five reports were produced, tailored for the needs of the target audience:

- Food Programmes Master Report (Monthly) provides a comprehensive snapshot of all food assistance programmes in the WV Partnership with verified information on status, food values, tonnage, match, Landside Transport Storage and Handling (LTSH), and donor and audit ratings. It is prepared primarily for those managing food assistance programmes and serves as the master data for various analyses.
- Food Programmes Performance Report (Monthly) is a risk management tool that measures the quality and timeliness of processes against the planned schedule and standards. It consists of a booking status report, performance measurement indicators and national office narrative reports.
- Food Programmes Financial Analysis Report (Quarterly) started in the second quarter of FY12 and provides a comprehensive summary review of WV food programmes' financial status, especially with regard to WFP programmes.
- FPMG Quarterly Report (Quarterly) monitors progress on FPMG's high-level strategic achievements in key areas such as risk management, portfolio growth, capacity building, design/monitoring/evaluation, accountability, accounting and reporting, learning and innovation, community of practice, advocacy and strategy.
- FPMG Annual Review (Yearly) communicates and showcases WV's key achievements and initiatives on food assistance for a broader audience.

FPMG also invested in building staff capacity in project implementation and monitoring, including training staff on setting up accountability systems and monitoring of food assistance projects. This was done through 56 training sessions conducted in 23 national offices, including regional training sessions organised in South Africa and Honduras. Together with the national offices involved, 14 food assistance projects were formally evaluated and 12 learning events organised.

Customer Satisfaction Survey

In June 2012, FPMG conducted a customer survey to collect feedback on its service levels from the national offices. An independent consultant led the process to ensure objectivity and anonymity. A total of 87 national office colleagues responded with generous and honest feedback. The survey evaluated FPMG's responsiveness, attitude, usefulness and frequency of visits, and FPMG's systems, processes and tools for food programmes. Open-ended comments were also received. FPMG had many opportunities to reflect on and discuss the results as a team. The FPMG Senior Management Team committed to use the feedback extensively to plan for the coming years.

Advocacy^{79,80}

Advocacy and public policy make up one of the three pillars of WV's core business, together with development and emergency relief (see Section I: Profile).

WV's advocacy work is governed by the Promotion of Justice policy approved by the WVI Board in 2002. The policy outlines the principles, development of policy positions and advocacy campaigns and how this works in WV's federal partnership.

The Global Advocacy and Justice for Children (A&JC) Strategy was developed for the period FY10–FY14. This strategy is to help shape the decisions and choices in advocacy, including the key themes and issues which will be prioritised as a global partnership.

An annual workplan and dashboards are developed for the WVI A&JC group, based on the strategy, and then monitored through the year by the WVI A&JC management team. Efforts

⁷⁹ GRI Indicator NGO5: Processes to formulate, communicate, implement and change advocacy positions and public awareness campaigns. [GRI NGOSS: pg. 31]

⁸⁰ Although engaging in general advocacy activities, World Vision does not have "lobbying costs" as defined under US federal tax law.

will continue to enhance focus on achieving our strategic goals and more rigorous measurement of advocacy work within the entire Partnership.

Initially we are focusing on measuring advocacy work related to the Partnership's overarching goal, which contains three measures relating to advocacy. These are:

- Number of children for whom WV contributed to policy change or implementation addressing causes of vulnerability;
- Number of supporter actions;
- Number of communities advocating.

These metrics are being used as they reflect A&JC's contribution to achieving the Partnership strategy. The first data set will be analysed during 2013 and then independently audited. It is expected that the FY13 data set will be sufficiently robust to enable WV to publish the results in 2014.

There are four elements to our advocacy model: citizen education, empowerment, policy change and implementation. The goal of the advocacy agenda is policy impact leading to improved outcomes for children.

The WV International A&JC team has primary responsibility for establishing guidelines and ensuring alignment on advocacy positions across the Partnership. The group tracks all major policy positions.

The disclosure for indicator NGO5 in our 2011 Accountability Report references the document outlining our Advocacy processes. Section 9 of the 2010 Accountability Report also outlined the set of principles applicable to all our advocacy work. The following narrative further details these processes and standards.

Public Policy⁸¹

One Voice is a public policy development system published by WV International A&JC in 2011. It is a resource to help advocacy staff create or update the Partnership's public policies and position statements. The resource defines public policy as our externally focused policies and our position on issues relevant to our work. It is used by staff to think through the what, why, who, when and where of advocacy and public policy. This helps us to balance the risk of not speaking out with the risk of speaking out, detailed in the Promotion of Justice Policy.

Our process for formulating public policy, around our federated governance structure, builds from a strong evidence base, expertise and learning, in line with the board policy. It focuses both externally and on intersections with internal policy. The goal is to facilitate public policy that meets the following criteria:

- Developed through inclusive and participatory processes;
- Informed by the field;
- Strategically aligned;
- Child-focused;
- Evidence-based;
- Responsive to needs;
- Relevant and up-to-date;
- Of high quality; and
- Results-driven, leading to positive impact.

⁸¹ GRI Indicator SO5: Public policy positions and participation in public policy development and lobbying. [GRI NGOSS: pg. 41]

There are seven basic phases to public policy development, linked iteratively and cyclically. These phases may look different in different contexts, particularly rapid-onset contexts, but they must all be completed for public policy to be effective:

- Need;
- Gather;
- Discuss;
- Develop;
- Formalise;
- Implement; and
- Review.

The Partnership ensures that consistency is maintained during the implementation of advocacy campaigns by establishing thematic groups for joined-up campaigns and major events for a limited time period (e.g. the G20 Policy and Government Relations Group, the Child Protection Policy Interest Group, the Child Health Now Policy Specialist Group). These groups report to the relevant leads within the global team, who have an oversight mandate. Typically these groups will be formed for a specific purpose (e.g. to lobby at a specific meeting) and will then be disbanded. We have a summary of positions to guide staff in participating in public debates, and longer statements available on our intranet.

Our starting position is that all public criticisms need to be evidence-based and verifiable. Our Promotion of Justice Policy guides our criticism of others in public communications. We seek to be respectful and to engage our advocacy targets in an on-going dialogue. All public statements are subject to a review process involving sectoral and policy leads, with major statements reviewed by senior leadership. Statements which are inflammatory or inaccurate are rejected.

All positions are reviewed by subject matter experts as debates evolve. Our position statements are reviewed and updated every two years. No corrective action was taken in 2012. With respect to publishing our positions on priority issues, we have a research agenda, involving briefs and longer reports. We do not regularly publish in peer-reviewed journals but look for opportunities to publish in journals where we believe that will help us achieve our strategy (e.g. *The Lancet*).

Three tools comprise public policy development: checklists and step-by-step guidelines; public policy cover sheets (containing all the essential facts and references about a policy); and the public policy library on www.wvcentral.org for communicating and disseminating policies and position statements. The organisation makes use of several other tools in conjunction with this toolkit:

- Balancing Risk and the Humanitarian Imperative in Fragile Contexts, Fragile Contexts Business Model, November 2011;
- Speaking Up, December 2009;
- Advocacy in Restrictive Contexts, May 2007; and
- Making Sense of Turbulent Contexts analysis (where applicable).

Consistency is maintained during the implementation of advocacy and public awareness campaigns through the use of the enterprise tools, training, a community of practice, and an advocacy centre of excellence coordinated through the Global Centre of the Partnership.

Public Policy position and goal	Description of position
Child health and survival	<ul style="list-style-type: none"> • Our Child Health Now campaign (CHN) is implemented in 40 national offices, with significant progress at local, national, regional and global levels, as offices move to external campaigning. • In November 2012, CHN led WV's first globally coordinated popular mobilisation: 70 WV offices participating, 2.25 million people in 5,607 public events, plus an additional 208 million people reached via traditional and social media. • CHN engages government, UN, civil society and key global frameworks around nutrition, maternal, newborn and child health, accountability, newborn survival and increasing focus on inequality in Post-2015 work. • Commitments made by governments to global frameworks have been translated at the national level, with accountability to commitments being key objectives of national campaigns.
Children are cared for, protected and participate	<ul style="list-style-type: none"> • Five regions have child protection as a priority theme, and there is progress linking Child Protection Advocacy with Child Protection Standards and programming. • Support offices have developed campaigns aimed at strengthening protection systems for children. • WV is an emerging lead thinker on child protection, particularly in fragile contexts, as a result of our active engagement with coalitions defining the path for child protection in Post-2015 global development agenda.
Integration of Advocacy and Justice for Children into the Partnership	<ul style="list-style-type: none"> • Compiled data for three strategic advocacy targets: <ul style="list-style-type: none"> ○ Number of children impacted by advocacy; ○ Number of advocacy actions by supporters; and ○ Number of communities advocating. • Integrating advocacy into programme effectiveness initiatives and providing capacity building to national and regional offices.
Empowering and investing in developing countries	<ul style="list-style-type: none"> • Primary focus Post-2015 Project. • Supported child participation in the regional forums in the build-up to the Triennial Council. • Developed enhanced curriculum for Advocacy training for leaders in Global Leadership Orientation. • Supporting the acquisition of resources for advocacy and supporting capacity building in targeted countries.
Advocacy in humanitarian emergencies	<ul style="list-style-type: none"> • Lead role as only development NGO involved in Civil Society Platform for Peace Building and State Building. • National office engagement with peers and governments. Very active in South Sudan and DRC.
Post-2015 project	<ul style="list-style-type: none"> • Active in Post-2015 process, targeting most vulnerable children and the participation of children. • Contributing to High-Level Panel members, key UN officials and Member State missions. • Developed nine policy briefings related to our priority areas and thematic consultations. • Supported 14 offices in national consultations – 1,050 children and youth participated and prioritised equality and non-discrimination, child and youth participation, child protection, quality education and good governance.

Table 6. CHN policies and goals

Planning 'exit strategies' for advocacy campaigns is as critical as planning for implementation but it is sometimes neglected. This is something the A&JC team is dedicated to improving. Using our current Child Health Now campaign⁸² as an example, there are several process

⁸² Learn about Child Health Now, WV's first global advocacy campaign, launched in 2009: <http://wvi.org/childhealthnow>

milestones being considered as we plan the exit of this global campaign that is due to close in 2015:

- An external evaluation of the campaign's efficiency, effectiveness and impact.
- Development of a transition plan that takes into account achievements and upcoming new campaigns, balanced against available resources to engage in multiple efforts simultaneously. Initial thinking is that some offices will continue with Child Health Now, some offices will continue with Child Health Now and the next campaign (for a period of time or indefinitely), while still other offices just run the next/new campaign and launch from 2016 or even before.
- Ensuring that Child Health Now and health advocacy, more broadly, are embedded within existing national plans and local WV office plans as we seek to achieve WV's two strategic CWB targets on health. This work will continue Post-2015/16, so local and national health advocacy become the new norms guiding how we run programmes.
- Continuing to provide some global-level support for health advocacy at the regional and national levels and to undertake advocacy on maternal, newborn and child health at the global level as well.
- Working to hand over the campaigns or elements of them to national civil society coalitions.

Citizen Voice and Action

Citizen Voice and Action (CVA) is WV's premier approach to advocacy at the community level. Using CVA, communities hold their own governments accountable for the commitments they make. As accountability improves, public services and ultimately child well-being follow suit.

A randomised control trial of 50 communities in Uganda showed that communities using a methodology almost identical to CVA had resulted in:

- a 33 per cent drop in under-five mortality;
- a 20 per cent increase in the utilisation of outpatient services;
- a 58 per cent increase in the number of deliveries monitored by skilled birth attendants;
- a 19 per cent increase in the number of patients seeking antenatal care;
- a 13 per cent decrease in health worker absenteeism; and
- a 9 per cent decrease in waiting times.

Importantly, researchers calculated that the CVA-like intervention represented a good return on investment. The methodology cost roughly USD 300 per under-five death prevented. Many other benefits accrued to the community as well.

Another randomised control trial done by Oxford University showed that across 100 Ugandan schools in communities using the CVA scorecard, there has been (at a cost of USD 1.50 per student):

- a 0.19 standard deviation increase in test scores (which would move the average student from the 50th to the 58th percentile);
- an 8–10 per cent increase in pupil attendance;
- a 13 per cent reduction in teacher absenteeism; and
- a 16 per cent increase in the community's ability to solve collective action problems.

Importantly, anecdotal evidence indicates that communities using CVA to hold their governments accountable are also more likely to hold WV accountable. Communities tend to apply similar principles of transparency and accountability to WV, principles that ultimately improve the quality of our work.

A recent paper, “CVA – Helping Communities Discover the Power Within”, details several studies completed in 2012, which demonstrate the return on investment by using CVA. Contact cva@wvi.org for more Citizen Voice and Action capacity building, resources and information. WV India piloted a study on these aspects in 2012 and produced a report on their use of a scorecard tool for programme accountability.

Research is underway to measure improvement in WV’s programme accountability based on application of learning from the CVA approach. Through research partnerships with DFID, Oxford University, Columbia University, 3ie, AusAID, support offices and independent academics, WV continues to offer its learning to the broader development community.

Human Rights

The Convention on the Rights of the Child, its optional protocols and other international and regional human rights treaties are fundamental to the vision and mission of WV, informing all of our activities with a strong focus on child and women’s rights⁸³. In all activities, we seek the best interests of the child.

Although we do not explicitly or consistently describe our approaches as being “rights-based”, in practice our Development Programme Approach, Disaster Management Standards and Public Policy Development systems endorse the main principles of a rights-based approach to development as outlined in the “Common Understanding” adopted by the UN Development Group in 2003:

1. Universality and Inalienability;
2. Indivisibility;
3. Inter-dependence and Inter-relatedness;
4. Equality and Non-discrimination;
5. Participation and Inclusion; and
6. Accountability and Rule of Law.

Human rights principles and provisions are included, referenced or implied in the major programming policies, as presented in the Programme Effectiveness disclosures of this report.

The Field Financial Manual and Procurement Manual also have explicit references to ethical behaviour expected of companies, consultants and suppliers with whom we do business. The organisation also has a policy on engaging with corporations⁸⁴.

WV has special responsibility for the children who participate in our programmes. Our innovative work on child protection is a critical part of our approach to children’s rights, and our commitment to building a child-safe organisation includes mandatory training for all staff on principles of child protection with special in-depth training and assessment for those working directly with children⁸⁵.

Individual WV entities engage to greater or lesser extent on human rights issues in interactions with internal stakeholders (departments, individual staff and volunteers) and other non-programme external stakeholders. However, the Partnership does not systematically and globally track its performance on all relevant human rights issues at this time. Beyond the levels of partial disclosure currently possible, this report signals our

⁸³ Convention on the Rights of the Child:
<http://www.ohchr.org/EN/ProfessionalInterest/Pages/CRC.aspx> Convention on the Elimination of all Forms of Discrimination Against Women:
<http://www.ohchr.org/EN/ProfessionalInterest/Pages/CEDAW.aspx>.

⁸⁴ WVI Partnership management policy on Engaging with Corporations, 1 May 2003.

⁸⁵ “Here we Stand” at http://wvi.org/sites/default/files/Here_We_Stand.pdf

intention to seek progressively greater disclosure on human rights indicators over the next three years.

Organisational Responsibility

The external relations team of our Advocacy & Justice for Children group has a senior advisor for human rights based in Geneva. This role is responsible for facilitating understanding of human rights in the Partnership and how human rights are applied in our work. The position is currently focussed on human rights in programming.

The Human Rights Council of the United Nations reviews, on a periodic basis, the fulfilment by each of the 193 United Nations Member States of their human rights obligations and commitments. The WV senior advisor for human rights works with WV offices to prepare submissions to the UN Office of the High Commissioner for Human Rights as part of this universal periodic review process.

Otherwise, human rights and the impacts of our activities on stakeholders are the responsibility of individual entities and groups within the organisation.

Indigenous Rights⁸⁶

WV is actively engaged in global and national-level advocacy campaigns focusing on the needs of the most vulnerable children. In many locations, our attention to the needs of these children requires attention to the rights of Indigenous Peoples. Please refer to the Programme Effectiveness section of this report where Affected Stakeholder Engagement is discussed (p35).

Child Labour⁸⁷

No operations in the global Partnership are considered at significant risk for incidents of child labour and/or young workers exposed to hazardous work. Note that in the contexts where WV works, children are often considered at significant risk for abuse of human rights related to child labour. The organisation advocates against these conditions where necessary.

Forced and Compulsory Labour⁸⁸

No operations in the global Partnership are considered at significant risk for incidents of forced or compulsory labour.

VisionFund International

The VisionFund International Annual Report can be found at <http://www.visionfundmedia.org/eReader/annualreport/2012/offline/download.pdf>

It provides evidence of our commitment to lead in relation to industry “accountability” standards with regard to social impact and transparency.

⁸⁶ GRI Indicator HR9: Total number of incidents of violations involving rights of indigenous people and actions taken. [GRI NGOSS: pg. 40]

⁸⁷ GRI Indicator HR6: Operations identified as having significant risk for incidents of child labour and measures taken to contribute to the elimination of child labour. [GRI NGOSS: pg. 40]

⁸⁸ GRI Indicator HR7: Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour. [GRI NGOSS: pg. 40]

Advocating for Client Protection

In 2011, VisionFund International joined seven other global microfinance networks to strengthen the protection and fair treatment of microfinance clients. The group, called the Microfinance CEO Working Group (MCWG), have agreed to lead the industry in adopting the SMART campaign Microfinance, Transparency and Social Performance Task Force standards. In 2012, these three initiatives were expanded to European groups and branded the Global Appeal. The MCWG also works with governments and local associations to strengthen the use of credit bureaus and effective regulation to reduce the risk of client over-indebtedness.

The SMART campaign is a global initiative committed to embedding client protection practices into the institutional culture and operations of the microfinance industry. All of our MFIs have endorsed SMART and conducted client-protection self-assessments. More information can be found here: <http://www.smartcampaign.org/>.

We also provide client lending charge data to the Microfinance Transparency group, which publishes the data on its website to permit greater pricing transparency, leading to greater pricing responsibility.

In 2012 VisionFund International was involved in the development of the industry-wide Universal Standards for Social Performance Management. These encourage greater poverty targeting. It was one of four global MFIs which performed a beta-test to determine effectiveness and to influence adoption by the industry.

Managing Risk

For any MFI, meeting objectives means managing risks – from financial to local dangers in Africa and Asia. Working with KPMG and Standard Chartered Bank Risk Group, we have developed improved leading-edge Risk Management Framework, which guides staff through measuring and evaluating risk. We have also developed a Risk Appetite Statement, defining how much risk VisionFund is willing to take, and Risk Registers for our departments and regions, clearly showing the risks we face. We have set up a Management Risk Committee and continue to run Regional Risk Groups to develop capacity through training and to make risk management a priority throughout VisionFund.

Ensuring Good Governance

Having effective governance oversight in our MFIs is also essential for accomplishing our objectives. Good local boards that partner with VisionFund International to oversee and steer each of our MFIs towards success are essential.

Our understanding of the importance of good governance was reinforced when, at the beginning of the period, internal audit and review processes revealed governance challenges and failures in local management which resulted in the closure of WV's MFI in Brazil (ANDE) and required a large funding contribution by WV Brazil to satisfy all liabilities. Subsequent investigations produced no evidence of malfeasance, with funds used for the purposes intended, albeit at the expense of other programme goals. Members of the Board and the CEO accepted responsibility and resigned from their respective positions.

Steps have been taken since to ensure that lessons learned from this experience (lack of clarity with regard to the necessary separation of governance and management roles and responsibilities, and the resulting inadequate oversight to ensure adherence to policy, such as loan approval processes) are incorporated in VFI's mandatory governance and operating procedures to reduce the risk of recurrence. All VisionFund MFI Boards and local management have been asked to review the lessons learned from the Brazil experience and ensure compliance.

In addition, VisionFund International has developed a model to gauge the effectiveness of our boards in the network and develop action plans to enhance Board performance. We

continue to equip our boards with cutting edge governance practice and ensure that the members have the requisite skills, qualifications and experience for microfinance governance.

As part of our continuing support to boards, we also developed tools that reflect leading governing practices, and that make it easier for boards to govern effectively. Among those that were developed last year are monitoring tools and a board Charter that clearly spells out the governing roles and processes.

Monitoring our Social Performance

Focusing on our goal of improving the lives of 3.5 million children by 2015 is vital. Identifying, collecting and monitoring social performance data helps us keep this goal central and measure our progress towards it.

Our social performance scorecard includes data in areas such as staff orientation, number of children impacted, rollout of the Progress out of Poverty (PPI) assessment tool, implementation of client education, reporting transparent pricing data, evidence of client satisfaction and how closely our MFIs adhere to VisionFund's overall mission.

WV chooses child well-being outcomes to assess the impact of its development efforts in the field, and in aligning ourselves with WV we have identified child well-being indicators to use. We will gather client data to better understand the impact of our services on the clients' children in areas such as improved education, sanitation, drinking water and access to food and health care.

Awards and Recognition

Seven of our MFIs were recognised in the 2011 MIX market social reporting awards and won more platinum awards than any other network. Further information on recent "transparency" awards can be found at <http://visionfund.org/2164/about-visionfund/awards-and-recognition/>⁸⁹.

Handling Fraud

Whenever an organisation is required to manage large numbers of cash transactions, minimising fraud is of a critical value. VisionFund takes the operational risk of fraud very seriously and is continuously working to minimise fraud at all levels.

Found within risk management, fraud is minimised through proper operational controls, global and regional systems of checks and balances that limit and warn in a timely manner of fraud occurring, immediate reporting as well as internal and external auditing. On page 56, under the heading "Confronting Corruption", WV discloses losses incurred in microfinance operations during the year.

VisionFund continues to innovate. Cashless banking and Internet-connected real time loan processing have been introduced, increasing efficiency and further reducing the risk of fraud. When fraud is detected, VisionFund acts swiftly in accordance with its zero tolerance policy.

⁸⁹ GRI Indicator NGO 2.10: Awards received during the reporting period.

Section 3: Organisational Integrity

This section of the report focuses on the impacts WV has on the social fabric of the communities in which we operate.

The GRI NGO Sector Supplement indicators for “Organisational Integrity” include a number of indicators that are elements of Corporate Social Responsibility for private sector organisations but are core business for World Vision. These include aspects pertaining to human rights, indigenous rights, prevention of forced and compulsory labour, child labour and protection which are covered in the Programme Effectiveness section under the heading Human Rights, on page 48.

Corruption and Protection are dealt with in the Our Culture section, here on page 52 and on page 57. Management practices are dealt with in the section entitled Our People, starting on page 72.

Our Culture

WV people – board members, employees, interns and volunteers as well as contractors and partners – are expected to conduct themselves in a manner that reflects the organisation’s Christian identity and the highest standards of personal and professional ethics. These expectations are documented in the WV Code of Conduct and underpin WV policies and guidelines.

Core Values

Created in the late 1980s, the Core Values help articulate what is most important for our ministry and identify the kind of character we aspire to in our lives and our work:

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

Confronting Corruption

Corruption is a global issue, affecting developed and developing countries alike.

Frequently, staff and stakeholders understand corruption as mostly financial, and detected and corrected by audit. We understand that the fight against corruption requires everyone’s attention and have adopted a whole-of-system approach to protection and anti-corruption: end-to-end, top-down and bottom-up; from recruitment to orientation and capacity building; from sound policies and guidelines to systems; from community feedback and response mechanisms to the Integrity and Protection Hotline, and audit.

There are no simple indicators of success – an increase in the number of cases reported could be one. A reduction in resources lost or wasted might be another. But our best defence when corruption is detected will be the seriousness with which we have invested in its prevention. A zero tolerance approach is ineffective if it is not accompanied by appropriate levels of disclosure and prosecution of offenders where this can be achieved.

As indicated elsewhere, more detailed information on the incidents referred to here may be shared in response to requests from individuals and organisations who share WV’s commitment to transparency as an important tool in our anti-corruption tool-box.

Several policies govern and guide WV staff on these issues. They include, but are not limited to, specific policies and guidelines that address:

- Anti-corruption;
- Blocked parties screening;
- Child protection standards and implementation;
- Code of conduct;
- Conflict of Interest;
- Engaging with corporations;
- Harassment prevention;
- Open information;
- Response to sexual assault and rape; and
- Whistleblower.

The WV Partnership continues to sharpen its focus on anti-corruption, with further development of management policies and business processes to support the anti-corruption policy. These include:

- Implementation of the new Integrated Incident Management System (to facilitate reporting, investigation and resolution of incidents, including those involving fraud, bribery, etc.);
- Strengthening of our Enterprise Risk Management Framework;
- MWRAP – a risk-based audit approach that systematically evaluates the risk of fraud in business objectives⁹⁰; and
- A “User Guide to Minimising Recurring Audit Findings and Risk” proposed by Internal Audit. This will be a series of checklists that focus on key internal control areas.

Implementation of the approach outlined above has been delayed by resource constraints, but significant progress has been made in a number of areas.

The anti-corruption policy (approved by the WVI Board in November 2012) sets new standards for all Partnership entities on:

- Corrupt behaviour that is prohibited, including bribery;
- Corruption risk assessment;
- Building employee awareness;
- Implementation of “whistleblower” policies and processes;
- Corruption response plans; and
- Reporting of incidents within the entity and to the WVI chief audit officer.

The introduction of our policy on anti-corruption summarises that diversion of resources compromises our values and our accountability to children and communities around the world. Extending the notion to abuse of power, the policy supports all existing Partnership policies and standards (such as the above list), reinforcing WV’s commitment to foster a “do no harm” organisational culture. The policies listed above provide standards for the prevention of negative societal impacts and a common foundation for the development of procedures to manage WV’s risks across the Partnership in these areas.

It has been shared subsequently with a number of peer agencies.

Also significant during the period was the work of the Finance Department’s capacity-building team, which is coordinating the main thrust of WV’s anti-corruption work at this

⁹⁰ GRI Indicator SO2: Percentage and total number of programs / business units analysed for risks related to corruption. [GRI NGOSS: pg. 41]

time. In 2012, six new anti-corruption training modules were completed. A seventh is in final review now, with two more still to follow. These modules cover the following topics:

- Module 1 – Introduction to Corruption;
- Module 2 – Conflict of Interest, Bribery and Extortion;
- Module 3 – Cash & Procurement Fraud;
- Module 4 – Misappropriation of Non-cash Assets;
- Module 5 – Corruption & Fraud: Key Issues in Emergency Relief;
- Module 6 – Human Resources Fraud;
- Module 7 – Commodities Fraud;
- Module 8 – Executive Module; and
- Module 9 – Lending Fraud (in plan).

A module for high-level executive orientation, and another that deals with lending fraud in microfinance, were scheduled for completion in 2013. While these modules are written from the perspective of the finance group, they are relevant to all business units that identify fraud and corruption issues. Our 2013 report will include information on training carried out using the new modules.

We are not able to calculate the percentage of employees trained in the organisation's anti-corruption policies and procedures; however, it should be noted that, in addition to the above, training on anti-corruption and protection from sexual exploitation and abuse is a part of online security training which has been offered for some time and is mandated for all employees⁹¹.

As indicated above, Enterprise Risk Management processes are being implemented in all WV offices to ensure that risks are identified by the organisation with the requirement that mitigating plans be established *before* the risks (including corruption) materialise.

Global Internal Audit (GIA) provides independent assurance of the effectiveness of the overall risk control processes through risk-based auditing. It supports the accomplishment of the organisation's objectives by bringing a systematic and disciplined approach to evaluating and providing recommendations, thus improving the effectiveness of risk management, control and governance processes. Seventeen core business areas are mapped for risk assessment. A number of them include a focus on corruption.

Fraud awareness is also being highlighted in WV's Gateway to Grants training programme and supplemented with a Fraud Desk Guide for grants staff. A large number of our finance managers have undergone the Certified Fraud Examiner training course. No figures on how many have completed and passed qualifications are available, but both Finance and Audit are prioritising this training.

Where incidents are discovered or allegations of corruption made – either through formal processes such as audits and the Integrity and Protection Hotline or through more informal means, such as staff or community feedback – management is required to investigate and (as necessary) take corrective action as soon as possible⁹². Among the incidents investigated in 2012, there were a number of cases of fraud which were referred for police investigation with disciplinary action taken.

We encourage the reporting of illegal or unethical activity through a range of feedback and complaints mechanisms, as one of the most important ways to reduce corruption is to empower staff and communities to report any abuses they experience. The Integrated Programme Accountability Framework mandates the sharing of key information, such as our Code of Conduct, which makes clear that it is unacceptable for staff, volunteers or other

⁹¹ GRI Indicator SO3: Percentage of employees trained in the organisation's anti-corruption policies and procedures. [GRI NGOSS: pg. 41]

⁹² GRI Indicator SO4: Actions taken in response to incidents of corruption. [GRI NGOSS: pg. 41]

representatives of WV to ask for payment of any kind in exchange for assistance. Please refer to the disclosures in the Programme Effectiveness section of this report, which describes complaints and feedback mechanisms at the community level.

Since WV has been working to raise awareness of corruption and fraud, the number of reports has increased, but the dollar value of incidents has decreased. The threshold for reporting financial misconduct has been dropped from USD 5,000 to USD 1,000. Incidents are being identified and action taken earlier than was previously the case, confirming the need for reconsideration of our current reliance on Global Audit findings to provide information on corruption risks and the importance of enhanced reporting at the level of national entities.

As explained in Section I, WV welcomes steps towards greater transparency in the sector with regard to incidents of corruption and confirms our readiness to work with industry partners to improve reporting.

During the 2012 fiscal year, based on information obtained from investigations performed by the Global Centre Internal Audit team (GIA), Regional Associate Audit Directors and routine VisionFund International (VFI) Monthly Management Reports, the total confirmed loss for the Partnership was USD 0.9 million – comprising losses of USD 0.5 million for non-microfinance entities, and USD 0.4 million for microfinance entities. The microfinance figure represented 0.08 per cent (less than 0.1 per cent) of assets, which VFI management explains is low for the global microfinance industry.

Internal Audit Investigations

During the 2012 calendar year, 13 investigations were undertaken by the Global Centre internal audit team responding to specific allegations of misappropriation, losses, fraud and financial mismanagement. These occurred in Laos, Mongolia, Bangladesh, Azerbaijan, Bosnia-Herzegovina, Pakistan, Romania, Chad, Mozambique and Zambia.

These investigations were not related to incidents reported to the Integrity Protection Hotline (IPH). Investigations performed by GIA and its auditors under the direction of IPH team were also not included to avoid double counting. Other cases are likely to have been reported but not come to the Global Internal Audit team's attention as they were handled at the local level or through other entity mechanisms.

The top three types of fraud in the Partnership were embezzlement, misappropriation, cheque forgery and theft. For microfinance, diversion of repayments and fees made up approximately 70 per cent of the frauds committed. Other forms of fraud and corruption included vendor mismanagement, coerced clients, theft of branch cash, billing schemes and kickbacks.

Safe from Harm

WV works to strengthen prevention and response to exploitation, neglect, abuse and other forms of violence through a systems approach.

Child Protection

As a child-focused organisation, WV has a particular passion for ensuring that children in the communities where we work are protected from all forms of violence and abuse.

In October 2012, WV completed an internal and external legal review and revision of the Partnership's Child Protection Standards. Our policy states that "Child Protection prevents and responds to exploitation, neglect, abuse, and other forms of violence affecting children. Guided by Christ's teaching, we seek to enable fulfilment of children's rights to protection from all forms of abuse and violence within families, schools, institutions and communities. Together with partners, we support prevention of exploitation, harmful traditional practices and violence against children in their family and community; protection of children living in

risky situations in communities; and restoration of children who have been abused, neglected or exploited.”⁹³

Child protection standards ensure fulfilment of our responsibilities regarding protection of children. The standards are intended to enable WV to be a safe place for children, making every effort to keep children safe from possible abuse by staff, volunteers, sponsors, partners and other parties affiliated with WV. The standards also address child protection programming, advocacy, and reporting of child protection incidents. WV national entities have established child protection policies that are culturally sensitive and legally sound, and consistent with Partnership child protection standards.

The revised standards require every office to develop clear Child Protection Incident Preparedness Plans in 2013, which will guide offices in responding to child protection incidents occurring in communities where WV is at work. Our 2013 Accountability Report will provide a progress report.

In addition, WV has clear child protection incident reporting protocols, including a third party-managed whistleblower hotline, and an online CP Reporter which alerts global child protection leads immediately when reports are submitted.

There is a global Child Protection Incident Management Team on call which provides direct support to offices responding to incidents that involve WV staff, volunteers, visitors or other affiliates. Plans have been made across all national offices and in the Global Sponsorship Transformation Project to strengthen child protection measures in social media and digital communications.

Every office completes an online six-monthly self-assessment report, which automatically scores risk in three domains, based on weighted rating formulas. Work is underway to bring the Enterprise Risk Management and Risk-Based Integrated Audit mechanisms into alignment with the priority risk areas in the newly revised child protection standards. Out of 89 eligible offices:

- 88 (99%) submitted six-monthly child protection reports in 2012;
- 80 (90%) are at a low risk rating for child protection issues;
- 4 (4%) are a “medium” risk, which means that the office had potential or actual child protection issues which were dealt with;
- 4 (4%) are a “high” risk, which means that there were issues or incidents that required an office to take steps to mitigate risk.

Explanations for higher risk ratings, which are specific for each national office, show that contexts and risk change regularly, and that office response to child protection risks must adapt to these fluid situations. In cases when an national office has received a higher risk rating due to poor practice, steps to address child protection issues were clearly detailed and followed up by regional child protection advisors.

WV investigated and responded to a total of 42 child protection incidents in 2012.

⁹³ In March 2004, the Partnership endorsed a Policy on International Instruments Promoting and Protecting Child Rights.

World Vision Partnership with Child Line in India

World Vision India and Child Line (<http://www.childlineindia.org.in>) have been partnering for many years. Many of WV India's urban programmes are linked to Child Line, including in Coimbatore, Bangalore, Vijayawada, Kolkatta, Kanpur, Patna, Siliguri, Darjeeling and Delhi. An example of collaboration comes from Mumbai, where during the rescue operation of 111 child labourers, the WV team from Mumbai Street Children was invited by the police and Child Line to provide support.

WV India uses Child Line to trace missing children in our communities. We most recently approached Child Line about such cases in Bangalore City. Child Line helped initiate a missing children campaign. In any cases of abuse, our project/ADP teams and the communities are advised to connect with the Child Welfare Committee and also contact Child Line for any follow-up support over and above our due diligence. However, the Child Welfare Committee is located in the district headquarters/cities, not near many of our rural ADPs, and so ADPs seek direct support from Child Line for sensitisation, care and support. WV India often refers cases to Child Line in collaboration with other organisations, to provide shelter care for children who are on the streets or who have run away.

In the past WV India had telephone booths installed in our communities (e.g. in Chennai) in cooperation with Child Line and the Telecommunications Department which could be used by children to call Child Line (1098) for free. With mobile phone technology, WV India is popularising the toll-free number through various awareness programmes without the need for installation of telephone booths.

Humanitarian Protection

In 2012 WV co-led the Protection Mainstreaming Taskteam (PMTT) within the Global Protection Cluster. WV co-leads the PMTT with the International Rescue Committee. WV assumed this role following its lead role in coordinating the development of the Minimum Inter-Agency Standards for Protection Mainstreaming which were developed over five years and field-tested in six different countries. The PMTT has developed its own protection mainstreaming tip sheets⁹⁴.

The Minimum Inter-Agency Standards for Protection Mainstreaming set out five core standards:

- Prioritise the safety of disaster-affected populations;
- Promote dignity, inclusive participation and diversity within disaster-affected populations;
- Support disaster-affected populations in claiming their rights;
- Prioritise those individuals and groups most vulnerable to the effects of conflict or disaster; and
- Respond safely and ethically to incidents of human rights abuses.

There are also additional sector-specific standards for water, sanitation and hygiene, food and non-food items, livelihoods, shelter and settlement, health and education.

WV staff are expected to review core standards and integrate applicable standards into the assessment, design, implementation, monitoring and evaluation of programmes. They are

⁹⁴http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/Brief_on_Protection_Mainstreaming-EN.pdf

also expected to review, adopt and adapt as necessary the relevant sector-specific standards, and seek assistance from a protection specialist where needed.

Protection from Sexual Exploitation and Abuse by WV people

WV's Global Accountability Department has provided a focal point for efforts to Prevent Sexual Exploitation and Abuse (PSEA) by WV people, facilitating conversations between staff engaged in Child Protection, Humanitarian Accountability, Gender-Based Violence, and Children in Armed Conflict initiatives in advocacy, relief and development programmes and People & Culture (human resources), also liaising with staff responsible for processing of complaints and grievances and WV's Integrity and Protection Hotline.

During the reporting period, WV continued to play an active role in the UN IASC (Inter-Agency Standing Committee) Task Force on PSEA. The IASC Task Force requires its members to prepare a workplan and report annually on their performance against the Task Force PSEA Minimum Operating Standards. WV commissioned an independent consultant to prepare a report on activities in 2012. The consultant found that WV had robust policies in place to protect both children and adults from sexual exploitation and abuse by its own staff. WV has met or is working towards all of the relevant Minimum Standards. The 2013 workplan took this work forward.

WV has commissioned a study on legal and other impediments to effective action in response to incidents of SEA by WV people, gathering examples of disciplinary action up to and including the prosecution of offenders, improvements in recruitment processes, improved complaints-handling and investigative capabilities as well as finding paths to justice for survivors, recommending appropriate forms of support and assistance. The study will produce clear guidelines on the legal parameters around addressing this issue in the main countries where NGOs are headquartered, as well as tools and resources to guide NGOs through implementing preventative measures and good practices.

WV monitors sexual misconduct of staff through its Incident Notification Protocols but does not currently have a separate categorisation for SEA of affected populations by staff. Nine sexual harassment cases were investigated during the period. Two were fully substantiated, and employment terminated.

WV's 2013 PSEA workplan recommends that action be taken to ensure that in the reporting of protection incidents, cases involving allegations against WV people (staff, volunteers, contractors, partners and so on) are flagged separately.

Integrity and Protection Hotline

WV uses a leading third-party provider of ethical reporting services to support our expanded 'whistleblower' mechanism. A confidential telephone hotline and an online reporting tool are available to staff, partners in the field, contractors and others wishing to report suspected illegal or unethical conduct by WV or its personnel.

The hotline is available 24 hours a day, seven days a week, in over 180 languages. Reports can be made either by filling out an online form on the website or by calling directly. Toll-free telephone numbers are available in the majority of countries where we operate. Any report made in good faith will be handled seriously, investigated as necessary and addressed by the appropriate management. The confidentiality of the informant is maintained.

For further information, or to make an online report, go to the [Integrity and Protection Hotline \(Whistleblower\)](https://secure.ethicspoint.com/domain/media/en/gui/24325/index.html)⁹⁵.

A report made to the WVI Board on a quarterly basis gives information about complaints that were investigated and action taken. Of the complaints received during the reporting period, a significant number were found to be unsubstantiated.

⁹⁵ <https://secure.ethicspoint.com/domain/media/en/gui/24325/index.html>

Category of Allegation Type	Resolution/Findings
Concern (4 instances reported)	Unsubstantiated after investigation (x 4).
Disclosure of Confidential Information	Unsubstantiated after desk review.
Discrimination (2 instances reported)	Unsubstantiated; Responded on advice of WVUS Legal counsel.
	Unsubstantiated after review of documentation and procedures followed.
Harassment	Partially Substantiated; Appropriate disciplinary action was taken.
Misconduct or Inappropriate Behaviour (5 instances reported)	Substantiated; Legal counsel responded appropriately.
	Substantiated after investigation.
	Partially Substantiated after local investigation.
	Unsubstantiated after investigation (x 2).
Misuse of company assets	Partially substantiated after investigation.
Sexual Harassment (2 instances reported)	Investigation substantiated allegations; implicated person was terminated.
	Partially Substantiated, and disciplinary action taken.
Violation of Policy (10 instances reported)	Investigation partially substantiated allegations, appropriate action was taken.
	Partially Substantiated, though majority relate to minor policy violations (x 6).
	Unsubstantiated; Weaknesses in the related policy were identified and corrected.
	Unsubstantiated after review (x 2).
Workplace Violence	Unsubstantiated due to lack of information and corroborating evidence.
Wrongful Termination (5 instances reported)	Unsubstantiated after review of local laws and relevant internal policies (x 5).

Table 7. Incidents reported through the Integrity and Protection Hotline

Integrated Incident Management System

A new Integrated Incident Management (IIM) System was deployed in 2013. The system is a cross-functional incident reporting and case management tool for use by national, regional and Global Centre staff. The establishment of this system is a significant step towards process simplification, as it provides a single unified system and approach for incident management.

The system consists of a web-based platform for reporting all types of incidents that occur in the field, along with a case tracking database to support on-going incident management. This system replaces several existing databases and reporting protocols for incident reporting. The integrated system includes Security, Finance, Audit, P&C, Child Protection and Fleet Management-related incidents.

Financial Accountability

Goal and Performance

The purpose of finance and accounting in WV is to provide financial reporting and analysis to the Partnership in order to manage its financial risks. This is done through the development of forecasting, budgeting and financial reporting systems that enable monitoring of key Partnership financial risks; and by strengthening the network of Partnership financial staff.

WV is committed to promoting honest and ethical conduct by all employees with responsibility over and/or access to financial assets, and to fostering a culture of integrity, stewardship and financial accountability across the Partnership.

Employees with specific responsibilities for financial management are held to high standards in ensuring financial integrity. Accurate and reliable preparation of financial records is of critical importance in effective decision-making and in the fulfilment of World Vision's financial, legal and reporting obligations. Diligence in accurately preparing and maintaining financial records allows World Vision to provide full, fair, accurate, timely and understandable disclosure.

The financial stewardship and accountability policy describes principles of financial stewardship, financial oversight, compliance with laws and internal standards, transparency and stewardship of charitable gifts. It establishes a minimum standard of accountability for all WV entities, for compliance with applicable law, ethical business standards and generally accepted accounting principles.

- Leaders of WV entities must accept responsibility for the integrity and oversight of financial systems and communicate the importance of financial integrity to all employees.
- Leaders must provide education and training, systems development, enforcement and support.
- Operating personnel have stewardship responsibility for safeguarding WV assets under their purview.
- Employees with responsibility for managing or updating financial systems must maintain the integrity of the financial transactions contained in those systems⁹⁶.

Led by the Chief Finance Officer, the Global Centre Finance team's goals are:

- To improve the integrity and quality of financial reporting;
- To ensure alignment between financial reporting systems and ministry sectors;
- To ensure timely implementation of all internal audit findings in the field; and
- To improve the Partnership's cash flow management processes and systems.

Financial standards and processes for all Partnership entities are underpinned by the following policies:

- Financial Stewardship and Accountability Policy;
- Financial Risk Management Policy;
- Foreign Exchange Risk Management;
- Investment Policy; and
- Working capital and reserves⁹⁷.

⁹⁶ Partnership policy on Financial Stewardship and Accountability. Approved by the WVI Board. Effective date 17 May 2012.

The WV Finance Manual (FM), managed by WVI, is a comprehensive resource with over 50 sections covering the full range of financial management standards and processes. It was last updated 1 December 2012⁹⁸. The manual seeks to increase uniformity and integrity in accounting and financial reporting among WVI ministries in order to assist users in understanding financial reports. It provides an overview of WVI's accounting policies and procedures and is used as a tool for audit purposes.

Additional contextual information: Due to the complexity of global accounting standards and the theory of management by exception, WVI entities, besides using the FM, are also encouraged to use any additional guidelines and manuals provided by their region. These additional regional guidelines may meet local operational needs not covered by the WVI financial manual. The Regional Finance Director and the WVI CFO approve any regional accounting manuals on an annual basis.

Monitoring and follow-up: A financial reporting service centre operates from Manila, Philippines, serving the Partnership and providing reporting and analysis on national implementing offices, projects, national funding offices, budgets and funding commitments, regional and global finance scorecards, internal audit and cost allocation methodologies.

In November 2012, WVI produced a Global Combined Financial Statement. This comprised a balance sheet and income statement for all WV entities, including all entities consolidated in the WVI Consolidated Audited Financial Statements, all WV support offices, and the Brussels & European Union Representation Office. All support offices have an annual external audit, and most abide by national accounting standards that use Audited Financial Statements (AFS).

Through the consolidation process, intercompany transactions were identified to make sure they were eliminated and nothing was double-counted. A large part of the consolidation process involves researching each country's accounting standard and converting these to the US GAAP as much as possible, aligning different financial years, and translation:

- Canada records deferred revenue when donors give cash to the support office and revenue is recognised once the cash is spent in programmes. An adjustment was made to record revenue in the Global Combined Financial Statement accordingly.
- Australia nets foreign exchange gain or loss in equity. This is recognised on the income statement.
- Korea's AFS have a 31 December year end, rather than 30 September. Also, in accordance with their local accounting standards, Korea does not record GIK, so GIK had to be added.
- The AFS of Taiwan, Japan, the Netherlands and Spain had not been translated into English.

Every entity exercises the appropriate management and controls necessary to provide reasonable assurance that all of its operations are carried out and resources used in a responsible manner – and in conformity with applicable laws and regulations. All WV entities comply with Partnership standards, policies and procedures deemed necessary to ensure effective planning, management and reporting of resources in furtherance of the work of the Partnership. In addition, WV entities that receive funding via WVI (or WVI funding) are subject to the policies and procedures in the WVI Finance Manual.

⁹⁷ Based on the work begun in 2011, a new policy on "Operating Reserves" is currently under consideration.

⁹⁸ Ibid.

Resource Allocation⁹⁹

The Partnership Planning Cycle aligns national entities to three-year strategic planning and implementation cycles by region. National-level strategy and implementation plans drive the production of programme business plans and budgets, which operate on a one-year operational cycle.

Regional working groups (RWGs) review plans using a common set of criteria and weightings to identify business priorities. Internally, this process is referred to as Portfolio Management and Resource Allocation (PMRA). Allocation is largely based on relative intensity of needs, historical commitments and the ability to make a tangible difference.

RWGs agree on the investments required to support regional strategies. When regional resource allocations have been made, all stakeholders review their plans (and adjust them as required) to meet regional and national strategy goals and funding allocations. Strategies are compared to historical and forecasted investments throughout the fiscal year and adjusted whenever realignment is required.

Region	USD (Millions, rounded)	Per cent of total
Africa	1,036	45
Asia Pacific	491	21
Australia / New Zealand	47	2
Latin America / Caribbean	287	12
Middle East & Eastern Europe	129	6
North America	188	8
Other International Ministry	130	6
TOTAL	2,308	100

Table 8. Expenditure on international programmes by region

Ethical Fundraising¹⁰⁰

WV Offices engaged in fundraising observe country-level standards with regard to ethical marketing and fundraising, but there is no globally accepted standard for NGOs.

In 2011, WV initiated work on a draft marketing and fundraising code of good practice, focusing on the alignment of messages, portrayal of people, the relevance and contextualisation of messages, public education, and use of funds raised for purposes intended. This remains a subject that could benefit from greater attention and resources at the global level, including by the International NGO Charter of Accountability Company, given recent examples of declining standards with regard to the use of inappropriate images.

In 2012, WV raised cash and gift-in-kind contributions totalling USD 2,673,037,000. The breakdown by source is provided in the following table.

⁹⁹ GRI Indicator NGO7: Resource allocation. [GRI NGOSS: pg. 31]

¹⁰⁰ GRI Indicator NGO8: Sources of funding by category and five largest donors and monetary value of their contribution. [GRI NGOSS: pg. 31]

Category	USD (in thousands)
Sponsorship cash income	1,319,600
Other private cash income	545,790
Public sector cash income	311,831
Global Market Development (GMD)	3,922
Total cash income (rounded)	2,181,143
Food commodities income	138,998
GIK income	352,896
Total food and GIK	491,894
Total Revenue	2,673,037

Table 9. Total cash and gift-in-kind contributions

Child sponsorship is the largest source of funds for WV. At the end of the 2012 fiscal year, the organisation had 4,204,434 registered children, of which 80 per cent (3,366,796) were sponsored. WV does not currently have a count of unique sponsors, although the total would be somewhat lower than the number of children as some sponsors support more than one child.

In 2013/14, the Global Accountability team is hoping to revitalise work on a Code of Good Practice for child sponsorship agencies begun in 2011 but suspended because of competing accountability and quality assurance commitments and resource constraints.

WV entities responsible for resource acquisition provide an annual accounting in accordance with national reporting standards. This information is available in annual reports and in most cases is on line. Detailed information on annual contributions to the WV partnership from the funds and other resources raised is provided in the [Consolidated Financial Statements](#). Variations in reporting standards make aggregation of this information for purposes of comparison or further analysis unhelpful.

The 10 largest donors to our funding offices are as follows.

Donor name	Cash	GIK	Total
World Food Programme	34,680,903	46,205,589	80,886,492
US Agency for International Development	64,213,238		64,213,238
Global Fund	34,287,870		34,287,870
AusAID ANCP	27,683,642		27,683,642
Canadian International Development Agency	15,186,885	12,366	15,199,251
AusAID Development Cooperation Agreement	14,856,941		14,856,941
Ministry for Foreign Affairs of Finland	7,608,671		7,608,671
Aktion Deutschland Hilft	6,425,231		6,425,231
UNICEF	5,620,774		5,620,774
United Nations Development Programme	5,330,660		5,330,660

Table 10. Largest donors

No single donor accounts for more than three per cent of global revenue. Information on the largest individual or corporate donors is held by funding offices, all of which have specific processes in place to ensure integrity in accepting donations.

Significant financial assistance received from governments

Information is available on Official Development Assistance “grants” received from bilateral donors – which enable WV to carry out its relief, development and advocacy work; but such funds are not regarded as “financial assistance” to WV.

There is no aggregation at the global level of “financial assistance” received from government(s)¹⁰¹. Such information may be found on the relevant offices’ websites.

In some jurisdictions, governments provide support by offering concessions on income and other taxes, but information is not currently available on the level of this kind of assistance globally.

Ethical Investment and Management of Financial Reserves

The Global Treasury investment policy clearly mandates ethical standards when it comes to investment decisions¹⁰². Specifically, investment management policy outlines that the Global Treasury will ensure its activities adhere to the following guiding principles:

1. To ensure protection of principal and adequacy of liquidity in order to meet the Partnership’s on-going ministry projects;
2. To limit investment selection to those instruments and issuing entities that create no conflict with World Vision’s high ethical, moral and religious standards; and
3. To generate the highest level of income consistent with ministry needs in order to return more aid and assistance to the communities and people the Partnership serves.

The same applies to reporting on suppliers and contractors and screening of their human rights records¹⁰³. Procurement management policy speaks to:

1. Commitment to highest ethical and moral standards for procurement staff and management;
2. Direction and authority for identifying, disclosing and resolving conflicts of interest;
3. Ensuring that staff do not compromise WV’s reputation; and
4. Eliminating undue influence of the tendering process and ensuring adherence to the highest ethical standards.

Under International NGO Charter of Accountability auspices, the Global Accountability Department contributed to inter-agency consultation on the ethical management of financial reserves, sharing a compilation of global good practice in the NGO sector.

Sustainable Procurement

WV’s “Three Pillars” of sustainable procurement include economic impact (corporate governance, ethical trading and payment on time), environmental impact (biodiversity, climate change and carbon footprints, safety for consumers of products and workers), and social impact (supplier and workforce diversity, respect for basic human rights, no exploitation of child labour, working conditions of contractors, vendors and suppliers, including service providers of essential services).

Procurement procedures make clear WV’s definition of sustainable procurement is the process of meeting an organisation’s needs for goods, works and services (GWS) in a way

¹⁰¹ GRI Indicator EC4. Significant financial assistance received from government. [GRI NGOSS: pg. 33]

¹⁰² GRI Indicator HR1: Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening. [GRI NGOSS: pg. 40]

¹⁰³ GRI Indicator HR2: Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. [GRI NGOSS: pg. 40]

that achieves value for money on a “whole-life basis”. Whole-life basis considers environmental, social and economic consequences of design, non-renewable material use, manufacture and production methods, logistics, service delivery use, operation, maintenance, reuse, recycling options, disposal, and supplier capabilities to address these consequences throughout the supply chain.

Employee training on policies and procedures concerning human rights relevant to finance and procurement is built into the training plans of those specific business units. Please refer to the training discussions about these units in other sections of this report. At this time we are not able to report total hours of employee training¹⁰⁴.

Supply Chain Management (SCM) Processes Improvement

The Global Supply Chain Management (GSCM) department has developed a supply chain management modernisation process to standardise supply chain practices and due diligence across WV. To maintain the delicate balance of introducing change and the capacity for the organisation to absorb that change, this strategy is executed in phases over multiple years.

The supply chain management modernisation work has focused on countries within the top 80 per cent of Partnership spend to quickly make the biggest possible impact on supply chain efficiency and risk reduction. In 2012, GSCM implemented Procurement Foundation, phase I of supply chain management modernisation, in 12 national offices, bringing the total number of countries trained to 21. The 21 offices supported represent 50 per cent of the Partnership’s procured goods and services spend.

In 2012 GSCM also expanded a suite of supply chain management modernisation toolkits, which provide offices with tools to track due diligence and increase supply chain visibility. The toolkits include:

- A revision of WV’s Procurement Manual, with new policy statements for sustainable procurement, governance, transparency, accountability, acceptance of electronic signatures and Key Performance Indicator (KPI) reporting.
- A risk assessment template to help offices identify gaps and put in place proper control points to minimise exposure to fraud and corruption practices in the supply chain.
- Standard compliance checklists for procurement, warehousing, inventory and transportation management, and fleet and asset management to give management visibility into minimum standard compliance and potential risk areas.

The toolkits will be rolled out to all national offices and will continue to be expanded to meet the increasing reporting and due diligence requirements for WV’s supply chain management.

Economic Performance

Direct economic value: The following table shows direct economic value generated and distributed in FY12, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments¹⁰⁵.

¹⁰⁴ GRI Indicator HR3: Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. [GRI NGOSS: pg. 40]

¹⁰⁵ GRI Indicator EC1: Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments. [GRI NGOSS: pg. 33]

Component	
Direct economic value generated	
a) Net income / revenues	2,673,037,000
Economic value distributed	
b) Operating costs	446,400,000
c) Employee wages and benefits	(*568,323,329)
d) Payments to providers of capital	n/a
e) Payments to government	n/a
f) Community investments	2,308,000,000
Economic value retained	- 81,363,000

*Employee wages and benefits are not included in the calculation of economic value retained, because employee wages and benefits are also part of the operating costs and community investment figures.

Table 11. Direct economic value generated and distributed

Financial Implications of Climate Change¹⁰⁶

The organisation has a Natural Environment and Climate Issues Community of Practice focusing on the impacts that natural resources and hazards have on children's lives and futures. The environment is described as a cross-cutting theme in our global programme management framework; however, while recognised as an important and pressing issue in our programming (among competing priorities), WV is not in a position to quantify the financial implications, risks and opportunities presented by climate change for the programmes themselves at the global level.

The Humanitarian Emergency Affairs group completed a rudimentary study of the effects of climate change on the number and magnitude of disasters with a view to raising awareness of the operational and financial implications.

Market Presence, Including Impact on Local Economies

Indirect Economic Impacts¹⁰⁷

With respect to local hiring of staff as another impact on local economies, of the 45,649 staff employed by the WV Partnership more than 95 per cent are nationals of the country in which they are employed. Figure 5 (below) shows the distribution of staff by office group or location for 2012¹⁰⁸.

Consolidated information on the proportion of senior management teams hired from the local community is not available at the global level at this time; however, as a general rule that proportion will vary depending on the structure of the office concerned. Typically, local recruitment takes place at the level below the National Director or CEO.

Our definition of an international position is any position requiring recruitment that is international in scope, extending beyond national boundaries. In certain cases, local positions can also be opened to international recruitment with the appropriate review. We do not have a definition of senior management per se.

¹⁰⁶ GRI Indicator EC2: Financial implications and other risks and opportunities for the organisation's activities due to climate change. [GRI NGOSS: pg. 33]

¹⁰⁷ GRI Indicator EC9: Understanding and describing significant indirect economic impacts, including the extent of impacts. [GRI NGOSS: pg. 33]

¹⁰⁸ GRI Indicator EC7: Procedures for local hiring and proportion of senior management and workforce hired from the local community at locations of significant operation. [GRI NGOSS: pg. 33]

In approaching this indicator, it must be noted that it is inherently part of WV's mission and vision to contribute to the sustainable development of all of the countries in which we work. We do this through local employment and procurement, as well as through our investment in strengthening communities, in the provision of services, through training and capacity building and our response to humanitarian and other emergencies, in line with the priorities of local and national governments and multilateral partners.

In many countries where WV operates, our presence is significant, requiring investment in office facilities. Other facilities needed for relief and development may include community buildings, health clinics, schools, water and sanitation, and rural development infrastructure. Ownership of this kind of investment is typically vested in local government or community organisations. This information is not currently aggregated at the Partnership level¹⁰⁹.

Global Supply Chain Management procurement policy states that as an objective, WV wants to support the economies of the countries in which WV is located. Preference must be given to procurement from local or national equipment manufacturers (OEM), and there must be a programme for supplier diversity that includes disadvantaged groups – youth, the aged, women's groups, persons with disability and others. If this is not possible, procurement should be done internationally.

Complete data is not aggregated at the global level at this time and the term "local" is not clearly defined; however, 93 per cent is assumed to be procured at the national office of operations (described in the recently published Partnership Procurement Manual as including national-level, sub-national (zonal) and programme-levels), with only about 7 per cent (USD 28 million) procured through the Global Procurement Office (considered International Procurement)¹¹⁰.

Our procurement policy requires all potential suppliers or bidders to complete a Pre-Procurement Questionnaire (PPQ) that details their eligibility. The PPQ will be considered in the interim selection stage. Suppliers and bidders must provide documentary evidence of eligibility, and the Procurement Office will develop details on the eligibility and qualification of bidders to ensure:

- All bidders are entitled to bid;
- WV or any other organisation has not debarred a bidder, especially those in the humanitarian sector;
- Competition is fair amongst comparable entities; and
- Entities are legally established and can enter into enforceable contracts.

A supplier must meet the following eligibility criteria to be included in the approved supplier database:

- Complies with WV's Child Protection Policy;
- Complies with national child-labour laws;
- Complies with fair and equal-opportunity employer requirements;
- Provides a safe and healthy work environment for its employees with respect to local laws;
- Conforms with sustainable procurement practices, including economic, environmental and social impact; and
- Has good legal standing with local laws, including payment of social security.

¹⁰⁹ GRI Indicator EC8: Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. [GRI NGOSS: pg. 33]

¹¹⁰ GRI Indicator EC6: Policy, practices and proportions of spending on locally-based suppliers at significant locations of operation. [GRI NGOSS: pg. 33]

Independent Contractors

WVI voluntarily discloses that there were 25 Independent Contractors who were paid more than USD 100,000 during FY12¹¹¹. Information on the top five contracts (by value) is provided in the table below:

Name and Business Address	Description of Services	Compensation
THE HACKETT GROUP INC. #5 Martin Lane, London EC4R ODP	Central America Service Delivery Model Design Project. Implement regional process for procurement and finance	\$ 2,457,761
META4 SPAIN SA Rozabella 8 CEE Las Rozas Madrid Spain	Provide Compensation Management and Benefits Administration platform for Global Human Resource Performance Management	479,402
BARTRONICS USA 485 US Highway I South, Bldg E, Suite, #240 Iselin NJ 00830	Provides technical middleware development consulting services as a part of various projects: Sponsorship (Stepwise, SingleStep), and Field Interface Project.	473,283
TECTURA AG Alte Winterhurestr 14A, CH- 8304 Wallisellen	Global project planning, technical expertise, and development assistance for iVision.	409,753
GOB SOFTWARE & SYSTEMS Box 13 02 53 47754 Krefeld, Germany	Primary developer of iVision solution for WVI small and medium fund-raising offices.	379,237

Table 12. Five largest contracts by value in FY12

Product Responsibility

WV's child sponsorship standards are based on the principle that child sponsorship creates a special relationship between children, their families and communities, and sponsors that contribute to the transformation of all towards wholeness of life with dignity, justice, peace and hope¹¹². The code of conduct and principles for child sponsorship reflect WV's management approach to all revenue-generating products and services, which are focused on the well-being of children. Beyond these general principles, each fundraising office has contextualised needs and requirements, focused on their particular supporters – be they private supporters of child sponsorship, major private donors, corporations, bilateral or multilateral agencies.

Customer Health and Safety

The customer impacts of sponsorship products and services mainly involve privacy and protection¹¹³. A new Sponsorship Transformation Programme is addressing the entire life cycle of sponsorship products and services, including field operations, child well-being impact and donor/supporter experience¹¹⁴.

At this time WV is not reporting any incidents of non-compliance with regulations and voluntary codes with respect to other revenue-generating products and services^{115,116}. This

¹¹¹ See Annex I (World Vision International Voluntary Disclosure Report) setting out specific disclosures related to the IRS Form 990 for the fiscal year ended 30 September 2012

¹¹² WVI Children in Ministry – Sponsorship Operations. Sponsorship Standards: Reference 1.5. June 2009.

¹¹³ GRI Indicator PR1: Life cycle stages in which impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. [GRI NGOSS: pg. 43]

¹¹⁴ The life-cycle for our Sponsorship products cannot be directly translated into the life-cycle model proposed by the template for this indicator in the GRI NGOSS.

¹¹⁵ GRI Indicator PR2: Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes. [GRI NGOSS: pg. 43]

is mainly due to the fact that such information is not currently aggregated above the level of office responsible for managing the donor relationship. The organisation aspires to a progressive complete disclosure of product responsibility covering the range of revenue-generating products.

Product and Service Labelling

All child sponsorship information and labelling from all WVV offices address potential accountability issues of sponsor and child privacy and protection¹¹⁷. All sponsorship operations are assessed on a regular basis (locally, nationally and globally) for compliance with our voluntary code of practice, and compliance is reported directly to the WVI Board.

At this stage, there is no further fidelity in the information regarding incidents of non-compliance with regulations and voluntary codes, other than that reported in the immediately preceding section.

Donor customer satisfaction is monitored in individual offices across the Partnership, though information is not aggregated or reported at the global level at this time¹¹⁸.

Marketing and Communications

All offices are required to integrate five principles into their public awareness strategies and campaigns, including marketing, fundraising, donor communications, and media and public relations¹¹⁹.

- **Alignment of messages:** Messages must be consistent with the WVV core documents, policies and positions. Activities should communicate established Partnership positions in ways that also stimulate support and action.
- **Portrayal of people:** The messages and materials we use must respect the dignity, worth and uniqueness of people, including children. We enable those portrayed to influence our messaging. We also adhere to relevant codes of conduct on ethical communications practices for non-government and charitable organisations. Communications about children and others must comply with WVV's Standards on Reporting on Vulnerable Children and the WVV Policy on Child Protection.
- **Relevant and contextualised messages:** Messages must be appropriate to the cultural, social and political context concerned, provided that that does not compromise WVV's mission, vision and values.
- **Public education:** As part of our commitment to transformational development, we work to inform the general public, and potential donors, about relief and development issues from a Christian perspective.
- **Meeting expressed ministry needs:** Marketing programmes strive to maximise the volume of financial resources raised, at the same time seeking to ensure that funds raised are correctly matched to ministry needs.

¹¹⁶ GRI Indicator PR4: Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes. [GRI NGOSS: pg. 43]

¹¹⁷ GRI Indicator PR3: Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements. [GRI NGOSS: pg. 43]

¹¹⁸ GRI Indicator PR5: Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. [GRI NGOSS: pg. 43]

¹¹⁹ GRI Indicator PR6: Programmes for adherence to laws, standards, and voluntary codes related to fundraising and marketing communications, including advertising, promotion and sponsorship. NGO commentary added to invite reporting on complaints of breaches of standard for fundraising and marketing communications. [GRI NGOSS: pg. 43]

Many WV offices conform to voluntary codes of practice for ethical fundraising in their jurisdictions, in addition to upholding the internal standard.

WV's Child Sponsorship Policy requires that parents are fully informed as to the nature of WV child sponsorship and agree to enrol their children with the understanding that the programme benefits the community as well as their children. Sponsor donations are combined with resources from other sponsors and donors to support transformational development programmes. Sponsored children and their families are participants in these programmes and among their primary beneficiaries, but equity is encouraged among both sponsored and non-sponsored children and families. Child sponsorship marketing and communication materials unambiguously and clearly disclose the funding approach described above. Marketing materials as a whole must communicate the benefits to sponsored children and families in ways that fully express this policy. The dignity and privacy of children, families, communities and sponsors are protected.

Compliance¹²⁰

The overarching policy on sponsorship has practice standards covering product and service commitments to tactical management, child management procedures, project closure/phase-down, communications, sponsor visits and customer relationship service management procedures.

Sponsorship standards deal in detail with development and disaster management programming, industry standards, the well-being of children, selection of children, parental permission, the impact on sponsored children, adequacy of funding to meet the requirements of policy, sharing credit, sponsor transformation, integration of funding approaches, marketing communication, child protection, information security and customer relations management procedures.

IT trends in cloud computing, big data and social media are having some of the most dramatic impacts on product development and delivery, particularly with respect to customer data governance, security and privacy. National laws on data security are impacting systems development, with corresponding adjustments to field operations where required.

As such, the organisation has also developed policies on:

- Minimum Standards for Internet Presence;
- Global Social Media Policy; and
- Child Visits.

All fundraising offices are expected to maintain such policies. This is both a requirement by law in many countries and also a voluntary code for WV¹²¹.

Each national office has a contextualised structure. Responsibility is shared across business functions, including but not limited to marketing and communications, programming effectiveness teams, field operations, specific sponsorship operations and standard back office functions (e.g. finance and supply chains).

The Partnership has Global Leaders for Child Sponsorship, Marketing and Communications, who share responsibility for establishing and maintaining the standards for child sponsorship and revenue generation in general. Regional offices support all the business functions listed above. As of 2013, responsibility for relationships with bilateral and multilateral agencies usually rests with programming or programme effectiveness teams in both funding and implementing offices.

¹²⁰ SO8. Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. [GRI NGOSS: pg. 43]

¹²¹ An example of the WV US web privacy policy can be found at:
<http://www.worldvision.org/content.nsf/pages/privacy-policy?Open>

With the strengthening of taxation regimes in many of the countries where WV works, the contribution made by WV through the payment of income tax on behalf of expatriate staff has increased substantially. In several cases identified during the period under review, where taxation law had changed or not been fully taken into account, steps are being taken to ensure compliance.

No incidents of non-compliance with regulations and voluntary codes concerning marketing communications, customer privacy or non-compliance with laws and regulations concerning the provision and use of products and services have come to our attention during the reporting period¹²².

Our People

This section of the report deals with WV's own human resources and labour practices. It expands significantly on information provided in our 2010 and 2011 Accountability Reports.

People & Culture is the global human resources function serving the WV Partnership. Its purpose is to lead the enterprise in creating value for children and communities through our people – our most valuable assets – and to provide strategic solutions to critical organisational people challenges.

Its role is to ensure that the organisation's staff and volunteers are aligned to the core values and focused on the strategic mission of WV. This includes strategic responsibility to ensure that human resources organisational architecture, infrastructure, capabilities, systems and practices support Partnership strategies and operational ministry goals. It also includes functional responsibility to ensure that the human resources practices of the organisation are effective and appropriate to current and emerging needs.

The Global Centre People & Culture function is also responsible for implementing the people and culture requirements of the organisation and employees across the Partnership.

The chief people officer (CPO) is the most senior position with operational responsibility for people and culture. The CPO sits on the WVI Operating Committee and reports to the chief operating officer (COO) and international president/CEO. Five Global Centre People & Culture directors have responsibility for operations and strategy, reporting directly to the CPO.

Seven regional directors (in East Africa, Southern Africa, West Africa, South Asia, East Asia/Pacific, Latin America and Caribbean and Middle East and Eastern Europe) have responsibility for People & Culture operations in their regions. They report directly to their regional leaders but have a matrix relationship to the CPO.

¹²² GRI Indicator PR7: Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. GRI Indicator PR8: Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. GRI Indicator PR9: Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. [GRI NGOSS: pg. 43]

Strategic Areas of Focus and Strategic Deliverables last revised Sept 2011

World Vision
People & Culture

P&C's "LEADER" Strategy	Strategic Areas of Focus:	Strategic Deliverables:
L Leadership	Build the capability and depth of our global leadership group and cadre of high potential employees	Quality Leadership
E Engagement	Create a committed, engaged global workforce, and ensure employee well-being	Engaged and "Well" Workforce
A Accountability	Establish a strategically aligned culture of accountability	Accountable and Values-Based Workforce
D Depth of Talent	Attract, develop and retain a diverse and skilled global workforce	Capable and Available Workforce
ER Execution & Rigour	Follow proven organisational disciplines to deliver sustainable results - <i>fast, focused and flexible</i>	Strategic and Professional P&C Function

Creating Value Through People

2

Figure 4. People & Culture's "LEADER" strategy

Employment

In 2012, the various entities in the WV Partnership employed 45,649 staff globally. This included full-time and part-time WV staff, as well as employees of VisionFund International (our microfinance subsidiary) and affiliated MFIs.

Some information is available on the breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity or ratios of basic salary of men to women by employee category¹²³; however, consolidation of this information at the global level is not feasible.

A new information system, OurPeople, is progressing towards Partnership-wide implementation. Over thirty thousand of WV's forty-five thousand employees around the world have their data on OurPeople. Data for staff of all regional and national offices is scheduled for inclusion by 30 June 2013, with work to follow for Vision Fund and a select number of support offices.

In July 2012, WV rolled out a new Partnership Management Policy on Recruitment and Selection. The purpose of the policy is to outline and define WV's global policy regarding sourcing, recruitment, selection and hiring. Global standards and guidelines are currently being developed to support implementation of the new Partnership Management Policy. This new global recruitment system, which supports the policy and ensures on-going recruitment transparency, will also be rolled out across the Partnership in a three-year project as part of the Our People (Human Resource Information System) system.

Compensation and Benefits

Our staff serve with WV because they are committed to the work we do, our core values and Christian identity. As we set staff compensation levels, we seek to balance the need to

¹²³ GRI NGOSS Indicators LA13 and LA14.

attract and retain quality staff with our commitment to careful stewardship of donated funds and the expectations for the use of those funds¹²⁴.

Our Total Rewards Philosophy is a comprehensive policy approved by the WV International Board and used to guide appropriate and fair compensation levels for all WV entities. The policy covers aspects of both financial and non-financial rewards to attract, motivate and retain staff in the organisation. It covers compensation, benefits, recognition, development and career opportunities, organisational value and affiliation, and working culture. It specifically requires all WV compensation programmes to take into account:

1. Consistency with our targeted yields to community and project;
2. Stewardship responsibilities to the donors, the children and the communities we serve and our staff;
3. The ability to attract, develop and retain competent staff with a heart for WV's mission and vision;
4. Recognition of rewards and high performance;
5. A culture of accountability, fairness, equity and transparency;
6. Flexibility during emergencies and the ability to accommodate our changing needs;
7. Operational efficiencies to minimise time and cost in management;
8. Consistency with our Christian mission and NGO status; and
9. Consistency with local legal, political, socioeconomic and cultural policies and practices.

WVI participates jointly with WV, Inc. (also known as WV United States), an unconsolidated affiliate, in a non-contributory Cash Balance Retirement Plan covering substantially all U.S.-based employees of WVI. WVI also has an international defined contribution plan covering substantially all non-U.S. citizens, non-resident expatriates and contract employees who are not included in the plan referred to above¹²⁵. Further information is available in WVI's Consolidated Financial Statements (see page 16).

The Total Rewards Philosophy covers both financial and non-financial rewards, such as employee regulatory and other allowances and benefits. As with the financial component, the package provided to our staff is designed to be competitive at the 50th percentile within its labour market. To ensure that an appropriate minimum level of benefits are provided to all WV employees, a set of Health and Welfare Minimum Benefit Standards have been developed for comparison to the local labour market and regulatory environment.

WVI used external consultants to benchmark, and determine, salaries and benefits. All salary and benefits are determined in accordance with the Total Rewards Philosophy. Expatriate allowances vary according to geography and market conditions. These allowances are not designed as incentives, but rather are in place to keep the employee from suffering loss as a result of the organisation's need to relocate them. The benefits are determined in accordance with the Total Rewards Philosophy. For example, WVI used an external consultant to determine costs, trends and expenses for an individual moving from their home location to the executive office in the UK. These benefits were reviewed and approved by the WVI Board Executive Committee for the international president, and by WVI's chief operating officer for all other executive staff. All allowances were approved by persons who were not receiving them.

¹²⁴ GRI Indicator 4.5: Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance). [GRI NGOSS: pg. 28]

¹²⁵ GRI Indicator EC3: Coverage of the organisation's defined benefit plan obligations. [GRI NGOSS: pg. 33]

Benefits provided to full-time employees vary between entities due to differences in regulation, customs and markets. The following guidelines have been established and are applied in accordance with local market and regulatory needs¹²⁶:

- Healthcare and dependent care flexible spending, where appropriate under national tax law;
- Employee basic life insurance, optional additional life insurance and optional child life insurance;
- Short-term and long-term disability;
- Business accident travel insurance, medical assistance / evaluation insurance;
- Workers compensation;
- Employee Assistance Programme benefits (legal, financial and health assistance services); and
- Retirement pension plan.

Executive Remuneration

WVI executive salaries are set towards the mid-point of a range of comparable positions, weighted 80 per cent for NGOs and 20 per cent for the total labour market. Annual reviews of executive salary ranges are undertaken and may be reviewed in accordance with labour market movements, ability of the organisation to pay and individual performance of the executive. Salary increases for executive-level staff must be in alignment with the Total Rewards Philosophy, which applies to executive and non-executive staff. All executive salaries listed in this report are signed off by the international president, and also form part of the “Intermediate Sanctions” compensation review conducted annually by the WVI Board’s People Committee and reported to the full board.

The international president’s compensation is approved directly by the Executive Committee of the WVI Board. The international president’s compensation is documented in a written employment contract and is determined taking into account recommendations of an independent compensation consultant, compensation surveys or studies and performance.

As indicated previously, although not required to do so, we have maintained our practice of providing information on the salaries of WVI’s senior executives and senior staff and loans (if any) to staff.

Details of the compensation of the senior executives with the five highest base salaries, plus that of the chief people officer, are listed below. The compensation is for the calendar year 2011 and is broken down into the following categories:

- Base salary;
- One-time compensation adjustments and allowances such as relocation allowances;
- On-going expatriate allowances and other taxable benefits; and
- Non-taxable benefits, primarily pension contributions and employer-provided health benefits.

¹²⁶ GRI Indicator LA3: Benefits provided to full-time employees that are not provided to temporary or part-time employees, major operations. [GRI NGOSS: pg. 38]

Name and Title	Location and Status	Base Gross Salary – as per contract	One time allowances where executive has been relocated as an expatriate – as per contract Expressed as net of tax	On-going expatriate allowances – as per contract Expressed as net of tax	Benefits Pension and Health
Kevin Jenkins International President/CEO	UK Expatriate	GBP 278,000	GBP 30,000 (2010 allowance paid in 2011)	GBP 72,000	GBP 38,471
David Young Chief Operating Officer	US National	USD 345,000			USD 26,026
Dirk Booy Partnership Leader Global Field Operations	UK Expatriate	GBP 165,504		GBP 36,979	GBP 20,308
Ken Casey Partnership Leader Integrated Ministry	US National	USD 247,500			USD 52,511
Eric Fullilove Chief Financial Officer	UK Expatriate	GBP 146,212	GBP 22,500	GBP 8,611	GBP 16,955
Bessie Vaneris Chief People Officer	UK Expatriate	GBP 140,000		GBP 17,180	GBP 17,092

Table 13. Compensation of the senior executives, Calendar Year 2011

As a non-profit tax-exempt entity registered in the United States, WVI is subject to oversight from the U.S. Internal Revenue Service (IRS) in a number of areas, including compensation of staff. The IRS has established a “safe harbour” process (also known as “Intermediate Sanctions”) for setting senior executive compensation. This creates a presumption that the compensation is reasonable. The process includes benchmarking against other organisations and review and approval by the entity’s board. WVI follows this process, which is a safeguard to make sure the public can have confidence that charities have the skills and leadership they need to do their work while remunerating them in a way that respects donors’ aspirations.

WV has policies that allow some of the individuals listed above additional benefits such as travel for companions or housing allowance. The organisation has policies in place regarding payment, reimbursement and provision of all of the expenses described, and requires substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the international president/CEO and senior partnership executives regarding expenses provided. Where an executive has been asked to relocate, appropriate expatriate terms and conditions are applied. These are detailed in the executive’s contract and are approved either by the Executive Committee of the WVI Board – in the case of the international president/CEO – or by the COO and CEO for all other executives.

The loan to a senior executive reported in the 2011 report remained outstanding, with a principal balance as of 30 September 2012 of USD 758,435.20. Regular principal and interest payments were received throughout FY12¹²⁷.

¹²⁷ This loan was resolved in November 2012 and no longer is outstanding.

There were 161 WVI employees who received more than USD 100,000 in reportable compensation in the 2011/12 financial year.

Labour/Management Relations

Freedom of Association and Collective Bargaining¹²⁸

It is rare in the international NGO world for employees to be part of collective bargaining agreements¹²⁹.

WV promotes a corporate culture of fairness, respect and open communication in line with our Core Value “We value people”. We recognises that employees may experience conflicts, issues or disputes in the workplace, which may make maintaining positive and constructive relationships difficult and expect staff and managers to make their best attempt at resolving workplace issues through regular, open communication within the department’s management structure. Several options for feedback, complaints and resolution are available to the workforce, with escalation and involvement of the People & Culture group as appropriate¹³⁰. Where appropriate, the organisation attempts to apply Christian mechanisms of dispute resolution consistent with accepted good practice.

When these attempts fail, employees have access to a grievance and reconciliation process. The policy proceeds to the parameters of grievance processes and their outcome. Grievance procedures are in place at the WVI level. Consistent grievance procedures must also be in place at the office or entity level. These procedures are reviewed on an office-by-office basis as part of an office’s Peer Review assessment.

In 2012, there were 24 cases of employee grievance that were escalated to the Partnership level. These included a range of general grievances and harassment allegations. Of this total, three were partially substantiated, 11 were fully substantiated, seven were not substantiated, and three are still under investigation. Appropriate management action was taken¹³¹.

Labour Practices and Decent Work¹³²

The five largest national “field offices”, based on number of staff (in descending order) are India, Ethiopia, Cambodia, Kenya and Bangladesh. The five largest national “support offices”, based on number of staff (in descending order) are United States, Taiwan, South Korea, Australia and Canada.

The statistics in Table 14 summarise the global total workforce for WV, including full-time, part-time, and employees of VisionFund International (our microfinance subsidiary) and of affiliated MFIs. These numbers are not disaggregated by region, nor are the volunteer numbers disaggregated at this time by frequency and function. This data is maintained at entity level and is not available globally at this time.

¹²⁸ GRI Indicator HR5: Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights. [GRI NGOSS: pg. 40]

¹²⁹ GRI Indicator LA4: Percentage of employees covered by collective bargaining agreements. [GRI NGOSS: pg. 38]

¹³⁰ GRI Indicator NGO9: Mechanisms for workforce feedback and complaints, and their resolution. [GRI NGOSS: pg. 38]

¹³¹ Data from report to WVI Board – People Committee in November 2012.

¹³² GRI Indicator LA1: Total workforce, including volunteers, by employment type, employment contract, and region. GRI NGOSS adds commentary recommending reporting on the number and different categories of volunteers by frequency, function and type.

	FY12	FY11	FY10
Total number of employees (incl. microfinance institutions):	45,649	44,528	41,500
Full-time	43,317	40,883	37,900
Part-time	1,187	1,151	1,800
Temporary	1,145	2,494	1,800
Total volunteers	20,805	n/a	19,500
% male staff / % female staff	57 / 43	57 / 43	54 / 46
% of staff under 41 years of age / % staff 41 years of age or older	70 / 30	67 / 33	n/a
% staff working in microfinance institutions	14 (6,182)	12 (5,299)	12 (4,803)
% growth from previous reporting period (year)	3	7	4
Turnover rate (voluntary and involuntary) ¹³³	15% (6,847)	16% (7,124)	18% (7,470)

Table 14. Summary of the total WV workforce

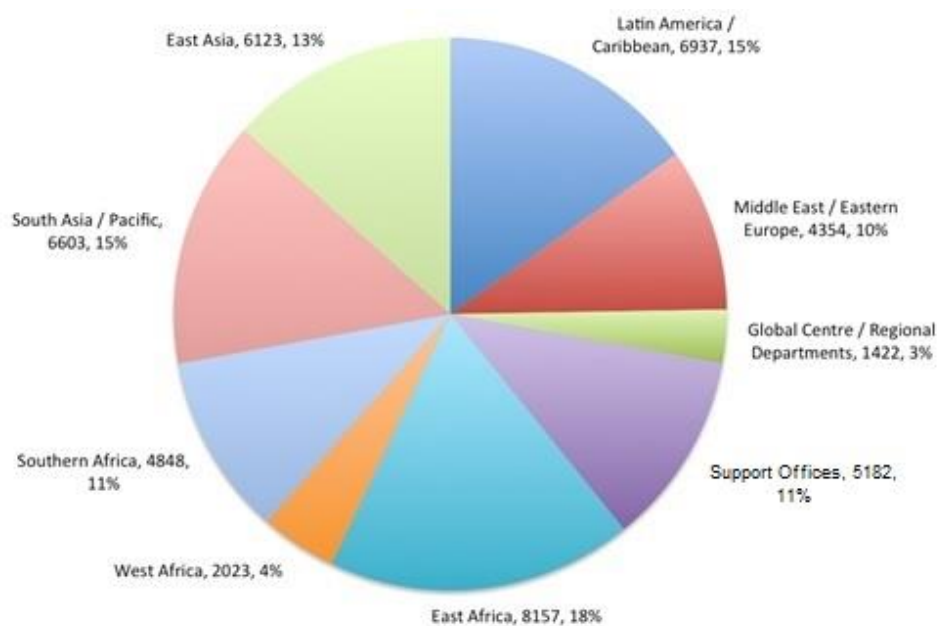


Figure 5. Staff distribution by location and office type

Training and Education

Staff training continues to be provided at all levels. Significant effort is now being put into improving the quality and outcomes of training, as well as better targeting of training needs.

Building knowledge and competency for programme effectiveness is managed at multiple levels of the organisation:

- I. Publicly available Integrated Competency Development (ICD) resources facilitate and support programme effectiveness competency development for local programme-level staff. These resources support self-directed learning.

¹³³ GRI Indicator LA2: Total number and rate of employee turnover by age, group, gender and region. [GRI NGOSS: pg. 38]

2. Design, monitoring and evaluation specialists, from both the global Development and Humanitarian groups (in the Integrated Ministry group), facilitate blended learning approaches designed in-situ to build field staff competency for programme effectiveness (including DME and accountability). Participants at these events are responsible for building competency and facilitating development of similar skills among staff back in their home countries.
3. Regional and national-level policy and programme subject matter experts (SME) are responsible for supporting local field-level programming activities, including local competency development for programme managers and community development facilitators.

At the local level, the focus is on staff skill-building linked directly to the office's capacity assessments and individual development plans. We are also making more use of technologies for e-learning to enable easier access for all staff. Capacity building is focused on training for WVV's core operating processes, information on sectoral specialisations and our three key ministry areas.

The organisation also continues to focus on the provision of systems training, project management training, group facilitation, security training, people management and leadership. These are offered locally, nationally, regionally and globally, as appropriate. The senior executive group sponsors the leadership development training at the global level, in order to send a strong message about the importance of leading the organisation well¹³⁴.

At the operational level, significant training initiatives in this past year have included Child Sponsorship, Child Protection, Project Management, the WVV Development Programme Approach, the Horizon system for project reporting, orientation for national office leaders and finance leaders, fraud and corruption training, core training for humanitarian emergencies and leadership, and the development of the organisation's core "Welcome to World Vision" orientation module. Because of the broad spread of our employees, and lack of a centralised reporting database for training records, we are still unable to report globally on this metric¹³⁵. Individual entities maintain their own records at this time.

It is WVV policy that all employees of the Partnership receive a semi-annual and annual review of their performance. At the annual review in September, the previous year is reviewed, and work objectives and a personal development plan for the following year are established. At the mid-point of the year in April, objectives and development plans are reviewed and adjusted if necessary. Both reviews are documented and inform salary revisions, should they take place¹³⁶.

Staff engagement uses a range of mechanisms, including staff surveys and the performance review processes¹³⁷. Careful attention is paid to the results of the Our Voice survey to encourage integration of staff views and timely and appropriate action in response to concerns raised.

Diversity and Equal Opportunity

WVV was founded on the Biblical principle that all peoples are created in the image of God. Our Core Values state that we value people, emphasise partnership, seek justice, and are committed to the poor.

¹³⁴ GRI Indicator LA11: Programmes for life skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. NGO commentary added to include volunteers. [GRI NGOSS: pg. 38]

¹³⁵ GRI Indicator LA10: Average hours of training per year per employee, by employee category. NGO commentary added to include volunteers. [GRI NGOSS: pg. 38]

¹³⁶ GRI Indicator LA12: Percentage of employees receiving regular performance and career development reviews. [GRI NGOSS: pg. 38]

¹³⁷ See NGO9, page 77, and LA12, page 79.

The Partnership's management policy on recruitment and selection recognises that recruiting qualified staff is of critical importance to the ministry of WV. Accordingly, WV endeavours to source, attract, recruit, and select the most capable and qualified staff to fulfil its ministry purposes, hiring people who can actively engage in the work of WV in the context of our Christian identity and values. We also seek to ensure that the process is consistent with our values.

World Vision will not unlawfully discriminate against any candidate on any grounds, including age, gender, ethnicity, beliefs or disability.

The WVI Diversity Management Policy requires that all WV offices shall:

- Align all policies with the WV Core Values and endeavour that all such policies will work consistently for everyone;
- Ensure that the WV workforce will reflect the global constituency wherein the business of WV is conducted;
- Commit to recruiting, hiring, training, developing and retaining qualified people irrespective of race, ethnicity, gender, nationality, age, marital status and disability;
- Develop and maintain an organisational culture which values diversity, upholds the dignity of all employees and demonstrates fairness and equity in all aspects of the workforce;
- Provide a work environment that seeks to engage the full utilisation of a diverse workforce, by providing and adequately communicating opportunities for the career development of everyone, irrespective of race, ethnicity, gender, nationality, age, marital status and disability;
- Intentionally and transparently support the recruitment of women to leadership positions in the Partnership;
- Provide a work environment that demonstrates fairness and equity in employment, succession planning, compensation and benefit programmes for all;
- Foster understanding and support for diversity management;
- Encourage throughout the Partnership employees to excel and maximise their individual potential towards achievement of organisational and personal objectives;
- Identify data sources for use in measurement and evaluation of the Partnership's efforts in implementing identified policies, strategies and programmes with reference to diversity; and
- Clearly communicate and visibly display the Diversity Management Policy to all staff.

WV has policies in place to improve the working environment, covering such areas of concern as environmental hazards, unsafe working conditions or processes, drug and alcohol abuse, and workplace violence. WV is committed to ensuring our workplaces are healthy and safe for our employees, working to prevent, prepare for and respond to accidents and injuries, and prepare for response to natural disasters. WV provides guidance to employees on safety standards and seeks to ensure that WV facilities are equipped for prevention and response to workplace risks and hazards¹³⁸.

The Partnership management policy on occupational health and safety, and responsibilities to staff, is being rolled out across all entities. All staff are covered by this policy. Formal adoption of occupational health and safety committees is on an office-by-office basis¹³⁹.

¹³⁸ WVI Partnership Management Policy on Workplace Health and Safety. Signed 1 July 2012.

¹³⁹ GRI Indicator LA6: Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes. [GRI NGOSS: pg. 38]

Policies developed in areas relevant to ensuring a safe workplace include¹⁴⁰:

- Staff Well-Being;
- Flexible Work Arrangements;
- Code of Conduct; and
- Harassment.

Category of Allegation Type	Resolution/Findings
Sexual harassment (six instances reported, not including those reported through the Integrity and Protection Hotline listed on page 60)	<ol style="list-style-type: none"> 1. Allegations were investigated and substantiated. The employee was terminated. 2. The national director reviewed the allegations with the employee, and the employee resigned. 3. Allegations were investigated and were found to be unsubstantiated. 4. Support office: Allegation was partially substantiated – employee received a corrective action. 5. Support office: Allegation was substantiated – employee was terminated. 6. Support office: Allegation was partially substantiated – employee received a corrective action.

Table 15. Reported incidents of sexual harassment

As part of efforts to move to Level B reporting, information was sought this year on rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities (including among volunteers) by region¹⁴¹, as well as on education, training, counselling, prevention, and risk control programmes in place to assist workforce members, their families, volunteers or community members regarding serious diseases¹⁴². Our conclusion is that consolidating information on these issues at the global level is not feasible.

Information is available at the Partnership level on security incidents and WVI fleet-related fatalities (see following section). In other respects, information that may be available at the level of national entities is not consolidated globally – some of this is confidential and private information. There are several processes at the global and national entity levels (such as an automated travel advisory service) that provide information to WV people (staff, volunteers, contractors, visitors and so on) regarding health and other risks.

Corporate Security

The security of all staff is of utmost importance to WV. WV strives to do all that it reasonably can to ensure that its staff are as secure as possible as they go about their work. The security of WV staff is always a higher priority than the security of property.

As well as protecting our staff and property, good security allows WV to continue working in challenging environments. WV seeks to ensure that staff are informed, through appropriate assessment and briefing, about the significant risks they may face as part of their work. While recognising that individual staff also have a role and responsibility for their own safety and security, WV strives to mitigate identified risks to staff through security planning, training and management¹⁴³.

¹⁴⁰ GRI Indicator LA9: Health and safety topics covered in formal agreements with trade unions. [GRI NGOSS: pg. 38] the indicator is not applicable to World Vision.

¹⁴¹ GRI Indicator LA7: Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities (including among volunteers) by region. [GRI NGOSS pg.38]

¹⁴² GRI Indicator LA8: Education, training, counselling, prevention, and risk control programmes in place to assist workforce members, their families, volunteers or community members regarding serious diseases. [GRI NGOSS pg.38]

¹⁴³ WVI Partnership Management Policy on Security Management. Signed Jan 2013.

The 2010 Partnership Security and Security Management Policies require WVI offices to adopt and implement appropriate policies and processes to address the safety and security of staff and assets. The Security Policy mandates the international president to establish and keep updated a management policy on global security. This management security policy forms the basis of new Core Security Requirements (CSRs).

The organisation maintains a country risk rating database, which is available to all staff on wvcentral. One hundred per cent of high- and medium-risk locations have corporate security and risk implementation plans and 50 per cent of low-risk locations had plans approved.

Security Practices

Given the nature of its work in conflicted and fragile contexts, fourteen high-risk locations had full-time security officers. Over the 12 months ending in December 2012, the organisation had 19 security incidents.

The WVI Partnership directly employs the following security personnel:

- Corporate security office – 15
- Regional security directors and advisors – 11
- All operational country offices have a security manager or focal point. Depending on the size of the office and risk level, there may be more than one security officer on staff (e.g. Democratic Republic of Congo, Haiti).

We are not able to report the percentage of security personnel who have received formal training in the organisation's policies or specific procedures for human rights issues and their application to security¹⁴⁴; however, particular attention is paid to the selection and orientation of security staff. All WVI staff are required to reaffirm their commitment to the WVI Code of Conduct and Child Protection standards on an annual basis. Table 16, below, shows the levels of security training mandated by the security management policy. Security training requirements do not apply to third-party organisations providing security personnel.

Type of training	Required of
Online security management training	Managers of staff visiting or deployed anywhere in the field and managers in and out of the field who have management or budget responsibilities related to security.
Online personal security training	All staff.
Hostile Environment Awareness Training (HEAT)	Required for international staff visiting or deployed to high-risk countries. Highly recommended for medium-risk countries.
Local field-based training	National staff working in high-risk countries to understand the context-specific security risks and mitigation measures. Recommended for medium-risk countries.
Security Risk Management Training (SRMT)	Required for those with either security responsibilities or management responsibilities over staff visiting or deployed anywhere in the field.
First aid training	Key staff should complete basic first aid training. In medium- or high-risk contexts, selected staff should be trained to deal with trauma incidents as well.
Capacity building	Recommended for all field security personnel.

Table 16. Mandated levels of security training

¹⁴⁴ GRI Indicator HR8: Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations. [GRI NGOSS: pg. 40]

Table 17 shows the number of staff trained in staff risk and security as of December 2012.

(New) Selected Metrics	As of December 2012
Total number of Staff having completed on line security training	9,705
Total number of staff having completed HEAT training	224
Total number of staff having completed SRMT training	165
Total number of staff having completed specialised training (HOPS, Executive Training)	39
Number of travel agents for regional and national offices using Travel Tracker	70

Table 17. Numbers of staff who have received staff risk & security training

Fleet Management and Fleet Safety

For many years, WV and the communities in which we work have lived with death and injury resulting from road accidents. In 2010 awareness of the human and other costs of inaction prompted WV and other NGOs as well as private sector partners to join forces in a campaign to improve fleet management, maintenance and driver training. In addition to the dividends of improved road safety for children and their families with fleet accident fatalities over the last three years halved, WV has identified “accountability” gains in procurement and in terms of responsible stewardship of our fleet assets.

With over 4,000 vehicles on the road globally and 7,000 motorbikes, the Fleet Management team have documented significantly reduced fuel consumption, maintenance and insurance costs as a result of the emphasis on fleet safety training and driver behaviour changes, with savings of 25 per cent in maintenance cost and 18 per cent in fuel costs in 2012 in particular operations where training has taken place.

	FY11 YTD Sept	FY12 YTD Sept
Total # of accident fatalities	16	11
Locations:		
EAR	3	3
SAR	2	2
WAR	1	1
LACRO	4	2
MEERO	3	0
APR	3	3

**Table 18: Traffic accidents involving WV vehicles
Number of fatalities (staff and others)**

By creating a positive environment for WV drivers, there have been measurable improvements in morale and productivity. With the installation of onboard computers, there has been a marked reduction in unauthorised use of motor vehicles, which reduces the likelihood of WV staff being involved in illegal or other activity that would bring WV’s presence and operations into disrepute.

Fleet Forum

As one of the founding members of the multi-stakeholder Fleet Forum, WV has participated in a number of initiatives to increase awareness of the impact and cost of fleet operations within the NGO world. This provides an accountability framework for NGOs, with activities focusing on fleet management tools, fleet management metrics, fleet safety as well as the environmental measurement of fleet operations within their operational area.

Environmental Accountability

Disclosure of Management Approach

Goal and performance: WV's actions as a Partnership contribute through ecologically sound, socially and economically viable and just practices towards communities' capacity to attain and sustain long-term well-being for their children.

Policy: Multiple policies govern, and guidelines support, WV's Natural Environment and Climate Issues (NECI) agenda. Policies and guidelines include, but are not limited to:

Natural Environment and Climate Issues		
Environmental Policy	Carbon footprint guidelines and toolkit	WVI Environmental Sustainability Management system
Climate change policy and advocacy positions background paper	Terms of reference for climate change groups	Carbon footprint working group terms of reference.

Organisational responsibility: The director for Natural Environment and Climate Issues leads a global team and community of practice. Information is shared internally between the members of the community, which meets virtually on a regular basis and face-to-face every two years. Tools and best practices are shared on the global intranet.

Training and awareness: The global team and the community of practice produce education and awareness tools. This reporting year, a tutorial was developed to assist in the implementation of an environmental management system.

Monitoring and follow-up: A comprehensive Environmental Management System, which includes all the necessary tools for monitoring and follow-up on environmental performance, has been developed and piloted. It provides environmental impact measurement tools (e.g. carbon footprint), compliance assessment tools, an internal audit checklist, and more.

As a partnership of Christians, WV understands that the earth and its physical systems are created by God. They are expressions of God's creativity and essence, with intrinsic value, and also his principal means of caring for his children. People, as created beings, are responsible to God as stewards of creation, and will be held accountable for protection of the planet.

Since the natural environment is critical to sustaining life (air, water, food and shelter), proper understanding and stewardship of the natural environment is central to ensuring the sustained well-being of children, families and communities. Degradation of the environment – through non-sustainable harvesting of natural resources, use of the environment as a dump for waste, or non-sustainable land-use – inevitably contributes to undermining well-being, especially the well-being of children and other highly vulnerable groups. It also damages the future prosperity of tomorrow's children.

WV seeks to protect or restore the natural resource base and secure just and equitable access to it in the communities where it works, thereby contributing to long-term prosperity, development, well-being and transformation in those communities. This means encouraging good environmental practices among partners and in programmes, but it also

calls us to look critically at our own use of resources – in terms of travel, vehicle use, consumption of energy and supplies in our offices, and so forth.

World Vision has developed its Natural Environment and Climate Issues Strategy (for 2011–2014) around five key pillars:

1. **Understanding:** Knowing the ecological context in which we work and live. Understanding the impacts of our operations, how far-reaching they may be, and how to decrease negative impacts as much as feasible. Identifying how people use the natural environment and how they are affected by it.
2. **Managing our impacts:** Minimising negative and boosting positive impacts on the environment that result from our actions. Taking steps to manage and be accountable for our own impacts keeps us from inadvertently doing harm when we mean to do only good.
3. **Protecting:** Stopping degradation, mitigating threats or maintaining favourable conditions so that communities' resource bases are secured from harmful degradation and used in a sustainable, transformed manner.
4. **Restoring:** Taking the environmental resource base from where it is to where it needs to be to support children and their communities' enjoyment of life in all its fullness, including secure, sustainable prosperity in livelihoods that they prefer and can enjoy.
5. **Transforming people:** Mobilising the communities with which we work – donors, the poor, governments, children, the global public, media, marketers, churches, etc. – to accept our created role as stewards. Influencing change in the way all people – from the field to the global level – view their responsibility for the natural environment.

The following developments are noteworthy for this reporting period:

Environmental assessment is now included as a requirement of our integrated programming approach with tools incorporated into our revised programming framework (refer to the discussion on the Development Programme Approach in the section of this report on Programme Effectiveness). It is assumed that all programmes being designed or redesigned are now considering environmental issues as part of the overall programme assessment processes.

We are currently piloting a new tool called Landscape Engagement Spatial and Systems (LEnSS) in Tanzania as part of a new initiative called Secure the Future. The goal of the initiative is sustained well-being for children within families and communities, in the context of climate change and its threats to agriculture and natural resource systems. Using the LEnSS tool, with a comprehensive understanding of the relevant landscape, WV Tanzania is launching new projects to assure basic food access, improve the natural environment upon which rural communities are based, increase the profitability and resilience of farming systems, and enhance local capabilities to support the well-being of children and care for the environment in their communities.

WV is developing an Environment Scorecard to be used across all its development programmes. The tool assesses the current state of environmental health, so that partners can jointly establish goals for either preserving or improving environmental health. Both the LEnSS and Scorecard tools include geographic information system (GIS) capability. This enables the mapping and layering of information for a better understanding of landscapes and ecosystems.

Indicators for Environmental Accountability

Monitoring of NGO accountability for water resources management provides an example of the way in which [GRI] performance indicators can be discussed from the perspective of effectiveness of environmental impact and specific [water and sanitation] activities in development or humanitarian assistance programmes, or from the perspective of organisational environmental performance.

Recognition of our own organisational environmental footprint is less well understood and less well reported, particularly in relation to emissions, effluents and waste.

ESMS, and Other Products and Services¹⁴⁵

WV has developed an Environmental Sustainability Management System (ESMS) to help WV offices to better manage the environmental impacts of their operations, but a great deal of work remains to be done to mainstream this tool. Initially piloted in Australia, this tool is based on the International Standard ISO 14001 for Environmental Management Systems. It is currently being disseminated across the Partnership on an opt-in or voluntary basis.

In 2012, the system was fully implemented in the Geneva office. The Middle East and Eastern Europe Region has also done some work in this area, and an Environment Working Group has also been established in WV Pakistan to support the concept of an environmentally friendly workplace.

ESMS describes methods for measuring energy consumption¹⁴⁶, conservation and efficiency improvements. It also describes methods for measuring water consumption¹⁴⁷, recycling and reuse, and describes guidelines for the reduction of greenhouse gas emissions, methods for measuring direct and indirect greenhouse or other gas emissions, and reductions achieved¹⁴⁸.

¹⁴⁵ GRI Indicator EN26: Initiatives to mitigate environmental impacts of activities, products and services, and extent of impact mitigation. [GRI NGOSS: pg. 35]

¹⁴⁶ GRI Indicator EN3: Direct energy consumption by primary energy source; GRI Indicator EN4: Indirect energy consumption by primary source; GRI Indicator EN5: Energy saved due to conservation and efficiency improvements; GRI Indicator EN6: Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives and GRI Indicator EN7: Initiatives to reduce indirect energy consumption and reductions achieved. [GRI NGOSS: pgs. 34–35]

¹⁴⁷ GRI Indicator EN8: Total water withdrawal by source; GRI Indicator EN9: Water sources significantly affected by withdrawal of water; GRI Indicator EN10: Percentage and total volume of water recycled and reused. [GRI NGOSS: pg. 35]

¹⁴⁸ GRI Indicator EN16: Total direct and indirect greenhouse gas emissions by weight; GRI Indicator EN17: Other relevant indirect greenhouse gas emissions by weight; GRI Indicator EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved.

Implementation of Environmental Sustainability Management System in World Vision Geneva

After completing an assessment of the environmental impacts of the office, focusing on energy, travel, water, waste and paper use, and an assessment of compliance with local and national legislation related to the environment, objectives and targets for environmental improvement were formulated. During the assessment phase it was found that the main environmental impact resulted from air travel, which accounted for 96 per cent of the office carbon footprint.

A range of environmental improvement programmes were formulated, covering travel, energy, water, waste and sustainable supply chain. Measures have been taken to improve monitoring of activities that have an impact on the environment and improve the office's environmental performance. These measures include simple monitoring systems for air travel and vehicle fuel use, change to more environmentally friendly print paper, changed default settings on printers and systems for the reuse of paper to reduce paper consumption, change to organic and environmentally friendly kitchen detergents and beverages, and a change from bottled water to tap water during events and meetings.

The most important change relates to increased awareness among staff members about the environmental impact of the office's activities and what each staff member can do to improve environmental performance. Communication and education among staff members have focused on a range of areas, including: how to reduce and optimise business travel; how to use existing videoconference equipment; and how to use existing recycling containers.

Funding offices of the Partnership have also had opportunities to consider the environmental impacts of products and services, but there is no process in place, at this time, to track information on these indicators at the global level¹⁴⁹.

Several WV national offices have launched their own initiatives contributing to the protection of natural resources, including:

- WV Pakistan implementing an Agro-Forestry and Climate Change project in one of their Area Development Programmes, in which WV distributed solar geysers and fuel-efficient stoves to encourage households to reduce pressure on local forests; and
- WV US delivering a range of projects on Water, Sanitation and Hygiene in Africa, with some of them directly contributing to the protection of natural resources, such as the construction of rooftop rainwater-harvesting systems – 10 in Ghana, two in Mali, 34 in Rwanda and 16 in Uganda.

Farmers Managed Natural Regeneration (FMNR): Progress continues to be made with uptake and spread in Myanmar, Indonesia (E. Sumba) and Timor-Leste. WV is moving beyond impacting mere development programme geographic areas to stimulating

¹⁴⁹ GRI Indicator EN27: Percentage of products sold and their packaging materials that are reclaimed by category. [GRI NGOSS: pg. 35]

movements that affect whole nations and regions¹⁵⁰. A significant step forward in the promotion and implementation of FMNR occurred through WV and the World Agroforestry Centre co-hosting the Beating Famine Conference in Nairobi in April 2012, coupled with follow-up in-country workshops, conferences and training of trainers in Uganda, Tanzania, Kenya and Ethiopia.

Beyond WV staff, these events targeted a wide range of stakeholders – from policy makers and heads of government departments (agriculture, environment), major donors, UN agencies (UNDP, FAO), other NGOs and CBOs, and farmers' groups. These events sowed the seeds of a movement, and there is now a wave of FMNR initiatives occurring in the East Africa region within and outside WV. Progress varies from country to country, but highlights include the formation of a broad coalition in Ethiopia which aims to spread FMNR across the country. The Beating Famine Conference stimulated interest in FMNR in West Africa, where there is already a considerable uptake of FMNR in WV programmes in Senegal, Ghana and Niger. Two research papers were published and co-authored by WV Senegal on natural regeneration in the region of Kaffrine, Senegal¹⁵¹.

WV has played an active role in a network of peer international NGOs in Europe, sharing best practices around environmental performance management. Topics addressed by the group vary from specific practical topics, such as carbon footprint measurement, to more complex discussions around integrating the principles of environmental sustainability into governance and operational structures of international NGOs.

A number of the GRI environmental performance indicators are poorly matched to the operations of non-profit organisations. Our organisation's ability to track and manage environmental impact depends heavily on contexts in the different countries where WV works, as well as on the resources available for each programme.

WV currently places emphasis on addressing environmental impacts at the programme level – that is, awareness of environmental conditions and their importance to sustainable development. Organisational-level environmental impacts have received less attention and remain an area to improve upon. Some entities within WV's Partnership are working on the latter, although this is not enterprise-wide at this time. For example, some individual offices have started to determine their carbon footprints and are able to supply some of this data from their information systems. Fleet Management and the Food Programme Management Group are also beginning to address the environmental impact of our fleet management and food programmes, but we are not able to report comprehensively on these issues at this stage. Several national-level entities have started using an environmental management system to voluntarily track the effects of their organisational culture on climate change.

WV entities could use supply chain (purchasing and shipping) records to determine materials used and the percentage that are recycled input materials, but we do not consolidate this information globally. We are also not able to estimate total environmental protection expenditures and investments¹⁵² for the WV Partnership, and this is unlikely to be prioritised over other needs, given financial constraints¹⁵³.

Programme expenditures on environmental-responsibility elements of projects and programmes are separate from organisational investments in the NECI agenda. The financial

¹⁵⁰ See the video titled "Farmer Managed Natural Regeneration (FMNR): A good news story for a deforested and degraded world." @ <http://www.youtube.com/watch?v=E9Dppl4QGY>

¹⁵¹ Journal of Applied Environmental and Biological Sciences 2(7)271-280
[http://www.textroad.com/pdf/JAEBS/J.%20Appl.%20Environ.%20Biol.%20Sci.,%202\(7\)271-280.%202012.pdf](http://www.textroad.com/pdf/JAEBS/J.%20Appl.%20Environ.%20Biol.%20Sci.,%202(7)271-280.%202012.pdf)

¹⁵² GRI Indicator EN30: Total environmental protection expenditures and investments by type. [GRI NGOSS: pg. 36]

¹⁵³ GRI Indicator EN1: Materials used by weight and volume and GRI Indicator EN2: Percentage of materials used that are recycled input materials. [GRI NGOSS: pg. 34]

systems do allow for coding of these sorts of project and programme activities. However, at this time there is not consistency around environmental project models and how these expenditures and investment activities can be coded in programme and financial systems.

The NECI budget at the Global Centre, includes the director, a small number of staff and modest funding to support the community of practice.

Biodiversity¹⁵⁴

WV's corporate services and global real estate track the location, size and value of land and property owned, leased and managed by the Partnership. This group is uniquely positioned to encourage offices and entities to track environmental performance. At this time, although biodiversity is of interest in terms of our attention to natural environment and climate issues, global records are not kept on the impact of our operations on biodiversity.

Many WV programmes operate in areas and environments where environmental restoration is needed. In some cases restoration is identified as one of the outcomes of the programme. Programmes take responsibility for assessing environmental impact, introduce necessary steps to include activities in programme strategies, and design plans to mitigate potential negative environmental impacts from programme activities. Monitoring and evaluation of such outcomes is not consolidated at global levels at this stage.

Transport¹⁵⁵

WVI Travelservices (Travizon) can now estimate total CO₂ emissions for flights that staff are taking. The calculations use a combination of several industry standards that are all supported by the International Civil Aviation Organisation. The methodology used is a distance-based approach to estimate the emissions based on data currently available on a range of aircraft types. We use the best publicly available data regarding fuel consumption, distance, length of trips and factor in whether or not trips are long-haul, medium-haul or short-haul.

Collectively, WVI staff using the company's Travelservices to book their flights in fiscal year 2012 flew 109,081,178 miles, resulting in 44,069,600 lbs. of CO₂ for these miles. Policy is not yet developed on how to deal with these emissions; however, travellers booking their flights through the WVI Travelservices can now learn about their emissions and start to research the costs to offset the environmental impacts of their travel.

Coordination and Global Engagement¹⁵⁶

WV's definition of partner aligns with the GRI definition of actor. So for the purpose of this narrative we refer to partners as groups and organisations engaged in collaboration for child well-being. WV considers itself a partner, and WV promotes, models and participates in partnerships of many varieties – from the local to the international stage.

¹⁵⁴ GRI Indicator EN11: Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas; GRI Indicator EN12: Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas; GRI Indicator EN13: Habitats protected or restored; GRI Indicator EN14: Strategies, current actions, and future plans for managing impacts on biodiversity; GRI Indicator EN15: Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk. [GRI NGOSS: pg. 35]

¹⁵⁵ GRI Indicator EN29: Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce. [GRI NGOSS: pg. 36]

¹⁵⁶ GRI Indicator EN6: Processes to take into account and coordinate with the activities of other actors. [GRI NGOSS: pg. 31]

Partnering and participation are two of ten foundational principles of our core programming framework, tied into how our work is influenced by external contexts and considered to be vital elements of the sustained well-being of children within their families and communities. Two of our programme effectiveness standards specifically address working effectively with communities and partners¹⁵⁷:

1. WV's preferred local role is to serve as a catalyst and capacity-builder for local partners and partnerships for child well-being¹⁵⁸. In areas where children face critical well-being needs demanding immediate action, WV works with local authorities to plan its direct operational role in addressing these issues while strengthening the capacity of partners to assume the role over time.
2. Programme staff support communities and local partners in advocacy with government and other authorities.

This report discusses coordination on two levels, illustrating the importance that WV places on these activities. The first is partnering and coordination at the programming (or local) level. The second, using our Global Capitals as an example, shows the breadth of organisations that WV belongs to, is affiliated with, partners with, or in which it participates.

Community Engagement¹⁵⁹

In terms of our programming, WV's Development Programme Approach, Disaster Management standards and Public Policy development system, One Voice, encompass specific guidelines for the engagement of communities in the assessment, design, monitoring and evaluation of all activities in communities we serve and the establishment of community-based complaints-handling mechanisms.

Please refer to the Programme Effectiveness section of this report, above, for discussion of these programming approaches and the management of operational impacts on communities.

At an organisational level, we recognise that individuals are responsible for their own ethics, decisions and behaviours that have impacts in the societies in which we engage. A set of *Core capabilities* developed by People & Culture aims to get the right people on board, place people into the right positions, know where to invest our capacity-building efforts, measure the contribution of staff, identify leaders and high performers, handle poor and extraordinary performance, develop organisational culture, develop integrated systems and processes, and do all these things consistently across functions, entities and cultures. Departments and entities are responsible for implementing appropriate (grievance) procedures to deal with incidents arising from inappropriate behaviours.

A scan of departmental manuals across the Partnership demonstrates that WV offices and departments *do not* take culture for granted. Ethical behaviours and culture are included in policies covering all functions. WV's internal audit also assesses Partnership risks, including people (employee) relations, child protection, reputational and legal/compliance. The regional senior directors of operations have responsibility for establishing risk management procedures in their regions.

Through standard orientation of new employees, the People & Culture group supports the global Partnership with comprehensive guidelines and tools that help identify, manage and

¹⁵⁷ GRI Indicator 4.15: Basis for identification and selection of stakeholders with whom to engage. [GRI NGOSS: pg. 29]

¹⁵⁸ Depending on content, potential partners include government, churches, faith-based organisations (FBOs), non-governmental organisations (NGOs), community-based organisations (CBOs), community groups and other civil society groups and local business.

¹⁵⁹ GRI Indicator SO1: Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting. [GRI NGOSS: pg. 41]

correct individual, leadership and organisational behaviours. Individual department training modules include culture and behaviour. All programmes are now required to have community-based complaints-handling procedures. The finance group spent most of 2012 developing a series of anti-corruption training modules that are now available to staff as self-directed modules and followed up on in face-to-face training.

There are layers of monitoring in this arena of social performance. Twice yearly, staff performance reviews address behaviour at individual levels. Achievements against formal performance plans are monitored, which contributes to decisions on annual salary merit increases.

Engagement with Supporters

WV offices that raise funds engage with donors through a variety of platforms including: the website of the local WV office; supporter newsletters and magazines; progress reviews of the specific programmes they are contributing to; updates on sponsored children and the sponsored child's community; a variety of reports (including financial statements) which are available on our website including case studies, reports and position papers; "Supporter Feedback" portals on our website or phone numbers for supporters to provide comments or lodge complaints; blog sites hosted by WV.

Relationships with private individuals are managed by national entities. Each local national office also holds primary responsibility for engagement with the national and local government of its jurisdiction.

Global External Relationships¹⁶⁰

In 2010 a comprehensive review of external engagements was undertaken, which in turn sparked a review of high-priority relationships, the development of more comprehensive strategy documents to guide these engagements, increased understanding of WV partnering principles, and the roles and responsibilities of lead relationship managers/stewards.

Stakeholder groups include¹⁶¹:

- Individual children, their families and their communities
- Donors/funders:
 - Private individuals (e.g. Child Sponsors)
 - Government (bilateral) international development donor agencies (e.g. USAID, EC, USAID, CIDA)
 - The United Nations (multilateral) agencies
 - Private sector: Corporates, Foundations
- Academic institutions
- Partner (peer) INGOs and national/local NGOs/CSOs networks
- Staff and volunteers.

The process of national office strategy development is aligned regionally and internationally across the Partnership through feedback mechanisms, ensuring that offices' priorities and objectives are aligned with regional and Partnership vision, mission, master goals and objectives. National office strategies are implemented through multi-year business plans. Support entities, responsible for securing resources for national offices, take their lead from national office strategies and align their strategies accordingly. Resources being acquired need to align with field strategic priorities, and misaligned proposals for funds and stakeholder engagement should be revised or rejected. Each office's approach to stakeholder

¹⁶⁰ GRI Indicator 4.16: Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group. [GRI NGOSS: pg. 29]

¹⁶¹ GRI Indicator 4.14: List of stakeholder groups engaged by the organisation. [GRI NGOSS: pg. 29]

engagement is reviewed through the Peer Review and Programme Capability Review processes.

An office's strategy development process discerns strategic priorities and describes the choices of where and with whom the national office will work, what it will do, how it is funded and how it carries out its work. This includes describing:

- Priority populations: What geographic areas of the country the national office prioritises and which vulnerable groups the office prioritises (children under five years, youth, disabled, marginalised groups, remote areas, etc.).
- Funding types/level: The resources needed, levels of different funding streams (such as sponsorship, private non-sponsorship funding, grants, local fund raising, etc.), and how these will be secured.

National office strategies also discuss needed changes to the organisation's culture, structure, practices and processes in order to work most effectively towards achieving strategic objectives. This will obviously include evaluations of stakeholder engagement.

The following criteria determine the value of external relationships:

- Level of strategic importance;
- Relationship management;
- Size and geographic scope/impact;
- Estimation of financial and non-financial benefits;
- Line of business (development, humanitarian, advocacy);
- Technical/sectoral and/or functional areas of focus;
- Financial commitments by WV; and
- The level of formality or legal structure of the relationship.

WV's Global Capital Offices in Geneva, New York and Brussels engage in global advocacy on behalf of the WV Partnership – working with the United Nations and specialised agencies as well as global business and civil society. The Strategic Intent documents prepared by WV Global Capitals include comprehensive information on some of the higher priority engagements with the UN and other organisations.

WV has official partnership memorandums of understandings with, among others, UNHCR, World Food Programme and Food and Agriculture Organisation, as well as established relationships with UNICEF and UN International Strategy for Disaster Reduction (ISDR).

WV entities also engage with the private sector, foundations, academic institutions, peer INGOs and national/local NGOs/CSOs (see GRI Indicator 4.13 on page 25, and GRI Indicator NGO6 on page 90, for examples of our approach to engaging partner organisations) and volunteers.

Fines and Sanctions

No sanctions for non-compliance with laws and regulations have come to our attention during the reporting period¹⁶².

To our knowledge, no financial or in-kind contributions have been made to political parties, politicians and related institutions during this reporting period¹⁶³.

No legal actions have been instigated against WVI for anti-competitive behaviour, anti-trust or monopoly practices, or their outcomes during this reporting period¹⁶⁴.

¹⁶² GRI Indicator EN28: Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. [GRI NGOSS: pg. 35]

¹⁶³ GRI Indicator SO6: Total value of financial and in-kind contributions to political parties, politicians and related institutions by country. [GRI NGOSS: pg. 41]

Annex I: World Vision International Voluntary Disclosure Report¹⁶⁵

Relevant Questions from Form 990	Section/Page(s)
General Information	Sect. I (p. 12)
Did any officer, director, trustee or key employee have a family relationship or a business relationship with any other officer, director, trustee or key employee?	Not to our knowledge (p. 23)
Did the organisation delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees or key employees to a management company or other person?	No (p. 23)
Did the organisation become aware during the year of a significant diversion of the organisation's assets?	Yes (pp. 56-57)
Did the organisation make any significant change to its organisational documents since last year?	No
Does the organisation have members or stockholders?	Yes (p. 17)
Does the organisation have members, stockholders, or other persons who may elect one of more members of the governing body?	Yes (pp. 17, 21)
Are there any decisions of the governing body subject to approval by members, stockholders or other persons?	Yes (p. 21)
Did the organisation contemporaneously document the meetings held or written actions undertaken during the year by (a) the governing body and (b) each committee with authority to act on behalf of the governing body?	Yes (p. 20)
Does the organisation have local chapters, branches or affiliates?	No (p. 17)
Compensation	
Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision: CEO, Executive Director, top management, other officers or key employees? If so, describe the process.	Yes (p. 76)
Was a loan to or by a current or former officer, director, trustee, key employee, highest compensated employee or disqualified person outstanding as of the organisation's tax year?	Yes (p. 77)
Were there any independent contractors that were paid over \$100,000?	Yes (p. 69)
Policies and Practices	
Does the organisation have a written conflict of interest policy?	Yes (p. 23)
Are officers, directors or trustees, and key employees required to disclose annually, interests that could give rise to conflicts?	Yes (p. 23)
Does the organisation regularly and consistently monitor and enforce compliance with the policy?	Yes (p. 23)
Does the organisation have a written whistleblower policy?	Yes (pp. 55, 60)
Does the organisation have a written document retention and destruction policy?	Various (p. 25)
Did the organisation invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? And if so, has the organisation adopted a written policy or procedure requiring the organisation to evaluate its participation in joint venture arrangements under applicable US federal tax law, and taken steps to safeguard the organisation's exempt status with respect to such arrangements?	Yes (p. 16)
Does the Organisation have lobbying costs?	No (p. 45)
Describe whether, and if so, how the organisation makes its governing documents, conflict of interest policy and financial statements available to the public.	See pp. 6, 8, 16 and 23

¹⁶⁵ This annex provides page numbers for specific disclosures related to the IRS Form 990 for the fiscal year ended 30 September 2012.

Annex 2: GRI NGO Sector Supplement Content Index

(Grey-shaded sections indicate GRI NGOSS Level C requirement.)

Disclosure	Description	Page
Profile Disclosures		
<i>Strategy and analysis</i>		
1.1	Statement from the most senior decision-maker of the organisation	4
<i>Organisational Profile</i>		
2.1	Name of the organization	12
2.2	Primary activities. How these activities relate to the organisation's mission and primary strategic goals.	12
2.3	Operational structure of the organisation, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.	13
2.4	Location of organisation's headquarters.	13
2.5	Number of countries where the organisation operates.	13
2.6	Details and current status of not-for-profit registration.	13
2.7	Target audience and affected stakeholders.	13
2.8	Scale of the reporting organisation.	14
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	14
2.10	Awards received in the reporting period.	13
<i>Reporting parameters</i>		
<i>Report profile</i>		
3.1	Reporting period.	15
3.2	Date of most recent previous report.	15
3.3	Reporting cycle.	15
3.4	Contact point for questions regarding the report or its contents.	2
<i>Report boundary</i>		
3.5	Process for defining report content	15
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased premises, joint ventures, suppliers).	5
3.7	State any specific limitations on the scope of boundary of the report.	15
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.	16
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	16
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	16
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	16
<i>GRI Content Index</i>		

3.12	Table identifying the location of the standard disclosures in the report.	95
<i>Assurance</i>		
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organisation and the assurance provider(s).	17
<i>Governance, Commitments and Engagement</i>		
<i>Governance</i>		
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	17
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives.	17
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	19
4.4	Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.	21
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	73
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	23
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics. Also address qualifications and expertise relating to guiding program effectiveness.	18
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	22
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with nationally and internationally agreed standards, codes of conduct, and principles.	20
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance. Also report on processes for appointment, dismissal and lengths of tenure of members/officials in the highest governance body.	18, 21
<i>Commitments to external initiatives</i>		
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation. Article 15 of the Rio Principles introduced the precautionary approach. A response to 4.11 could address the organisation's approach to risk management in operational planning or the development and introduction of new products.	24
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses. Include date of adoption, countries/operations where applied, and the range of stakeholders involved in the development and governance of these initiatives (e.g., multi-stakeholder, etc.). Differentiate between non-binding, voluntary initiatives and those with which the organisation has an obligation to comply.	23

4.13	Memberships in associations (such as industry associations), coalitions and alliance NGO memberships, and/or national/international advocacy organisations.	25
4.14	List of stakeholder groups engaged by the organisation.	90
4.15	Basis for identification and selection of stakeholders with whom to engage.	89
4.16	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	90
4.17	Key topics and concerns raised through stakeholder engagement, and organisation's response	8
<i>Programme Effectiveness</i>		
Disclosure of management approach		26
<i>Affected stakeholder engagement</i>		
NGO1	Process for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes.	34
<i>Feedback, complaints and action</i>		
NGO2	Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies	36
<i>Monitoring, evaluation and learning</i>		
NGO3	System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.	26
<i>Gender and diversity</i>		
NGO4	Measures to integrate gender and diversity into program design and implementation, and the monitoring, evaluation, and learning cycle.	33
<i>Public awareness and advocacy</i>		
NGO5	Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.	43
<i>Coordination</i>		
NGO6	Processes to take into account and coordinate with the activities of other actors	88
<i>Economics</i>		
Disclosure of management approach		61
<i>Resource allocation</i>		
NGO7	Resource allocation	62
<i>Ethical fundraising</i>		
NGO8	Sources of funding by category and five largest donors and monetary value of their contribution	63
<i>Economic performance</i>		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	65
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	66
EC3	Coverage of the organisation's defined benefit plan obligations	73
EC4	Significant financial assistance received from government	64
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	Not reported
EC6	Policies, practices and proportion of spending on locally-based suppliers at significant locations of operation.	67
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	66

EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	67
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	67
<i>Environment</i>		
Disclosure of management approach		84
EN1	Materials used by weight and volume and GRI Indicator	87
EN2	Percentage of materials used that are recycled input materials	87
EN3	Direct energy consumption by primary energy source	85
EN4	Indirect energy consumption by primary source	85
EN5	Energy saved due to conservation and efficiency improvements	85
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	85
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	85
EN8	Total water withdrawal by source	85
EN9	Water sources significantly affected by withdrawal of water	85
EN10	Percentage and total volume of water recycled and reused	85
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	88
EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	88
EN13	Habitats protected or restored	88
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	88
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	88
EN16	Total direct and indirect greenhouse gas emissions by weight;	85
EN17	Other relevant indirect greenhouse gas emissions by weight	85
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	85
EN19–EN25		86
EN26	Initiatives to mitigate environmental impacts of activities, products and services, and extent of impact mitigation	85
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	86
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	91
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce	88
EN30	Total environmental protection expenditures and investments by type	87
<i>Labour and Decent Work</i>		
Disclosure of management approach		77
LA1	Total workforce, including volunteers, by employment type, employment contract, and region. Commentary added to include volunteers. Commentary added to identify the different categories of volunteers by frequency and function. Commentary added to invite reporting on number of volunteers by type. Reference added.	76

LA2	Total number and rate of employee turnover by age, group, gender and region.	77
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, major operations	74
NGO9	Mechanisms for workforce feedback and complaints, and their resolution	76
LA4	Percentage of employees covered by collective bargaining agreements	76
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	Not reported
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	79
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities (including among volunteers) by region.	80
LA8	Education, training, counselling, prevention, and risk control programmes in place to assist workforce members, their families, volunteers or community members regarding serious diseases.	80
LA9	Health and safety topics covered in formal agreements with trade unions	80
LA10	Average hours of training per year per employee, by employee category. NGO commentary added to include volunteers	78
LA11	Programs for life skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. NGO commentary added to include volunteers	78
LA12	Percentage of employees receiving regular performance and career development reviews	79
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	73
LA14	Ratio of basic salary of men to women by employee category.	73
Human Rights		
Disclosure of management approach		48
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	64
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	64
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	65
HR4	Total number of incidents of discrimination and actions taken	60, 81
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	76
HR6	Operations identified as having significant risk for incidents of child labour and measures taken to contribute to the elimination of child labour	49
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour	49
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	81
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	49
Society		
Disclosure of management approach		53
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting	89

SO2	Percentage and total number of programs / business units analysed for risks related to corruption	54
SO3	Percentage of employees trained in the organisation's anti-corruption policies and procedures	54
SO4	Actions taken in response to incidents of corruption	54
SO5	Public policy positions and participation in public policy development and lobbying	44
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country	91
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	92
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	70
Product Responsibility		
Disclosure of management approach		69
PR1	Life cycle stages in which impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	68
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	68
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	70
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	69
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	69
PR6	Programs for adherence to laws, standards, and voluntary codes related to fundraising and marketing communications, including advertising, promotion and sponsorship. NGO commentary added to invite reporting on complaints of breaches of standard for fundraising and marketing communications.	69
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	71
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	71
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	71

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