

ACCOUNTABILITY REPORT

KEEPING
OUR **PROMISE**
TO CHILDREN

2024

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

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Foreword by World Vision President

Our staff, board and advisory council members, partners, and volunteers have worked tirelessly throughout this past year to support and empower children facing hunger and malnutrition, conflict and violence, disaster, and persistent threats to health and education.

As we carry out this work in 100 countries around the world, we never forget the trust that has been placed in us. We do not take for granted the sacrifices others have made to provide resources to support children's wellbeing. We are stewards of the resources we are given and always demand the highest standards as we carry out this life-saving work—at all times and in all places.

This report underscores our unwavering commitment to transparency and ethical conduct in our stewardship of resources.

One of our significant achievements this year has been the impactful use of sponsorship funding. We have supported nearly 15 million children, including nearly three million registered for sponsorship. This funding has enabled us to provide access to education, clean water, health services, and economic opportunities—helping to break the cycle of poverty and create lasting change.

On a recent visit to southern Africa, I arrived at a drought-stricken village just as we were drilling a new

borehole. This was the only source of water for miles around—and it has transformed children's lives for a generation. Children are once again healthier, able to stay in school, and families can restore their crops and livestock for better nutrition and income generation.

This is a story repeated around the world, and private funding has often played a critical role in addressing the urgent and complex needs children face. An independent evaluation revealed that every dollar of investment by World Vision generated nearly seven dollars in benefits for those we serve, with significant economic gains for families and increased resilience to withstand future shocks.

Grant funding has also enabled us to tackle poverty, disaster response, and public health. A notable example is the Ultra-Poor Graduation Project Model in Zambia which, as I saw for myself, has empowered vulnerable households to become self-sustaining.

This report sets out World Vision's firm commitment to transparency and accountability as we bring lasting change for children, ensuring every girl and boy can achieve their God-given potential in life.



Andrew Morley
World Vision International President
and Chief Executive Officer



Wise Stewardship of Resources: A Year in Review

This year's Accountability Report focuses on World Vision's partnerships with donors, sponsors, and development partners as we use resources judiciously to promote child wellbeing across the globe. The report provides evidence of how World Vision is ensuring that resources channelled through our organisation are used efficiently, effectively, and accounted for transparently to enhance the wellbeing of children and communities.

In an era where transparency, ethical conduct, and responsible resource management are paramount, accountability remains central to World Vision's mission. This year-in-review section of the Accountability Report outlines how World Vision manages sponsorship, private, and grant funding to create sustainable, community-driven programmes that improve the wellbeing of children, families, and communities through robust ethical stewardship and rigorous monitoring processes.

Sponsorship Funding: Ethical Responsibility and Lasting Change

Sponsorship funding is the foundation of World Vision's Area Programmes, impacting the lives of 14.3 million children, including 2.87 million children registered for sponsorship as at December 2024. Sponsorship contributions, along with supplementary private and public resources, support essential services such as education, clean water, health, and economic opportunities that help break the cycle of poverty.

To maintain accountability, child monitoring is conducted using advanced systems like Horizon Hope, which tracks and evaluates progress. Sponsors receive regular updates detailing the tangible impact of their support. World Vision collaborates with communities to allocate resources based on local needs, fostering ownership and respecting the dignity of the children and families served.



Private Funding: Catalysing Innovation and Addressing Urgent Needs

Private funding from individual donors, corporations, and foundations enables World Vision to respond to urgent challenges, from emergency relief to long-term development. Accountability begins with transparent agreements, comprehensive tracking systems, and regular impact reports. These processes ensure that donor contributions align with organisational goals and community priorities. Rigorous financial oversight and independent evaluations reinforce trust.

One notable example is the THRIVE programme, which was evaluated by Limestone Analytics. The assessment found that every dollar invested generated nearly seven dollars in benefits. Although the THRIVE programme has not yet been scaled up across the Partnership, it demonstrates how significant economic gains and increased resilience can be achieved among participating households during times of crisis. This evidence underscores the power of private funding when managed responsibly, strengthening stakeholder confidence in World Vision's impact.

Grant Funding: Expanding Reach for Vulnerable Communities

Grant funding from governments and international organisations enables World Vision to implement large-scale interventions in areas such as poverty alleviation, disaster response, and public health. This funding is vital in fragile and conflict-affected regions, supporting programmes that meet immediate needs while building long-term resilience.

Grant management adheres to strict donor guidelines and international standards, ensuring transparency through detailed reporting and evaluation. World Vision employs the Development Programme Approach and



the DMEAL Framework (Design, Monitoring, Evaluation, Accountability, and Learning) to deliver measurable outcomes.

Key grant-funded interventions include the Child Rights Code project in Georgia, funded by the Austrian Development Agency and the EU, which addressed 1,403 child abuse cases through Mobile Intervention Groups. In Zambia, the Ultra-Poor Graduation Project, supported by the U.S. Department of State, empowered households to achieve financial independence. Beneficiaries like Yoshwa Katuta and his family

expanded their business, doubled their savings, and improved their children's education—showcasing the programme's long-term impact.

Through these initiatives, World Vision demonstrates its unwavering commitment to ethical resource management and maximising positive change for vulnerable communities worldwide. By prioritising transparency, accountability, and collaboration, the organisation ensures that every contribution—whether from sponsorship, private donations, or grants—drives meaningful, sustainable progress.



Assurance and Addressing Financial Misconduct

World Vision reaffirms its commitment to continuously preventing fraudulent activity, maintaining a transparent whistleblowing mechanism, and promptly investigating irregularities when they occur. Assurance and investigations are complementary processes that help identify vulnerabilities, strengthen controls, and build donor confidence.

Assurance and risk mitigation

Global Assurance and Advisory, operating independently from management and reporting directly to the World Vision Board, plays a critical role in assessing and strengthening governance systems, risk management, and internal controls. It adheres to the Institute of Internal Auditors (IIA) Standards and successfully passed an External Quality Assurance Review in 2020.

Its assurance activities primarily focus on high-risk areas and systemic issues, ensuring that internal control gaps are promptly identified and addressed through actionable recommendations.

In 2024, Global Assurance and Advisory issued 89 internal audit reports across all operational regions, raising 953 audit recommendations. These are tracked and validated quarterly, with 90% of issues resolved within the recommended timeframe. The timely implementation of these recommendations has directly contributed to reducing vulnerabilities that could lead to financial misconduct.

Responding to Financial Misconduct

In 2024, World Vision continued to strengthen its approach to addressing financial misconduct through rigorous investigations and preventive actions.

Training and Awareness

A total of 691 staff members participated in fraud awareness and investigations training, equipping them to detect and appropriately respond to fraudulent behaviour.

Investigations and Enforcement Actions

In FY24, 312 allegations were reviewed, resulting in 160 investigations into financial misconduct—an increase from 136 in 2023—largely due to improved staff awareness of reporting mechanisms. These investigations identified financial losses totalling US\$693,000, up from US\$418,000 in the previous year. Three employees were referred to law enforcement for potential prosecution, and recovery efforts were initiated, resulting in the recouping of approximately 10% of misappropriated funds. To reduce future risk,

internal controls were reinforced to enhance financial oversight and deter misconduct.

Transparency

To ensure transparency with donors regarding financial misconduct, the Global Director of World Vision's Global Internal Investigations Unit collaborates with representatives from the World Food Programme, United States Agency for International Development, and the Global Fund's Office of the Inspector-General to continually improve the professional standards of our financial misconduct investigations.

To further prioritise transparency in our financial practices, World Vision aligns with global standards such as the International Aid Transparency Initiative (IATI). We publish our financial data annually, including total spending, planned budgets for the following three years, and detailed allocations by recipient country or region. Incoming funds, disbursements, and expenditures are also reported quarterly and made publicly available on the IATI platform.

Integration of Assurance and Investigations

Our audit and investigations teams work closely to maintain a unified approach to financial accountability. This collaboration supports early identification of vulnerabilities through audits and ensures effective follow-up through investigations. In 2024, the two functions jointly issued 68 Process Improvement Memos to address process gaps immediately. The assurance team subsequently followed up and validated the implementation of recommended actions.

Microfinance and Fraud Management

VisionFund, World Vision's microfinance subsidiary, empowers rural entrepreneurs by providing small loans and financial services that support the growth of small businesses. Fraud risk is managed through standardised operational controls, strong governance within microfinance institutions (MFIs), and oversight by regional and global leadership. All institutions undergo both internal and external audits.

In 2024, total reported fraud within VisionFund's network was US\$1.1 million (0.71% of net assets), up from US\$0.47 million in 2023 and US\$0.33 million in 2022. The 2024 increase was largely due to one major case. The recovery rate for fraud losses is 24%, however this does not include potential recoveries from the major fraud case, which are subject to an ongoing court case. Timely detection of fraud remains embedded in the culture of VisionFund's MFIs, ensuring swift response and accountability.



Faith and Stewardship of Resources – We Are First Accountable to God

Scripture in 2 Corinthians 5:10 reminds us of our accountability: *“For we must all appear before the judgment seat of Christ, so that each of us may receive what is due us for the things done while in the body, whether good or bad.”*

Our Core Values also make clear those to whom we are accountable: the poor, those suffering in life-threatening emergencies, our partners, our staff, and ultimately, our Lord and Saviour Jesus Christ, whom we follow in fulfilling our mission.

As we continue to steward the resources entrusted to us by God, we are mindful that we hold *“a sacred trust*

from God through donors on behalf of the poor.” Our staff are called to be professional, to deliver meaningful results for children, and to serve as witnesses to the good news of the Kingdom of God.

To strengthen our accountability to God in 2025, World Vision International has initiated a thematic review of office alignment with World Vision’s Faith and Development policy standards, identifying potential risks, strengthening controls, and highlighting areas for growth.

Preventing Harm to Children and Adults through Safeguarding

World Vision prioritises the needs of children and adults in every response and programme, ensuring their voices are heard and their wellbeing remains paramount. Our commitment to continuously strengthening systems and building strong partnerships reflects our resolve to prevent abusers from ever working with children or vulnerable adults again. Through these efforts, we strive to create a safe and nurturing environment for all.

We remain vigilant in embedding safeguarding as a foundational element of our organisational culture—sensitising stakeholders on incident reporting, enforcing behaviour protocols, and ensuring that breaches are reported and addressed. We take decisive action to prevent and respond to harm, with a particular focus on preventing sexual exploitation and abuse. This supports a zero-tolerance culture where everyone is treated with respect and dignity, and any concerns of abuse or misconduct can be raised and addressed swiftly and effectively.

The year 2024 marked sustained progress in World Vision's approach to safeguarding children and communities from harm.

Key prevention efforts included:

- Hosting the second Global Safeguarding Awareness Week, engaging 33,000 staff;
- Enhancing global safeguarding assessments, with action plans to strengthen systems;
- Delivering an enterprise-wide learning series that built safeguarding capacity for over 1,000 colleagues;
- Launching a safeguarding investigations learning pathway to support a survivor-centred approach and improve engagement, awareness, and incident reporting.



World Vision developed and tested new safeguarding risk management tools, including a **Safeguarding Risk Index**, to assess operational risks and guide preventive investments in our programme areas.

A new proactive detection¹ initiative was also piloted, collecting feedback on staff conduct. This resulted in increased incident reporting and validated guidance for safer practices.

We also engaged more than 1,000 children and community members—including children with disabilities—to refine child-friendly safeguarding materials. These materials are scheduled for global release in 2025 and will enhance safe reporting, prevention, and inclusive awareness in safeguarding efforts.

World Vision's microfinance provider, VisionFund, has also strengthened its safeguarding measures by

enhancing requirements for partners involved in the credit cycle.

Externally, World Vision continues to play a leading role in safeguarding. We actively participate in inter-agency working groups focused on the Prevention of Sexual Exploitation and Abuse (PSEA), and we maintain a strong presence in the Inter-Agency Standing Committee (IASC). World Vision International President and CEO, Andrew Morley, serves as the IASC Champion for PSEAH (Prevention of Sexual Exploitation, Abuse and Harassment), reinforcing our leadership role in this critical area.

We also continue to implement the **Misconduct Disclosure Scheme**, which helps prevent known predators from being re-employed across the sector, protecting children and vulnerable adults from further harm.

El Salvador: "Bobby Conversa" – A User-Friendly Safeguarding Feedback Mechanism

Bobby Conversa ("Bobby Talks") is a virtual chatbot that allows children, adolescents, and adults to safely report abuse, exploitation, or any violations of World Vision El Salvador's safeguarding protocols—whether by staff, volunteers, visitors, or affiliates. In addition to receiving reports, *Bobby Conversa* also gathers positive feedback, suggestions, and comments on World Vision's programmes and projects.

Recognising that in-person reporting can be a barrier, *Bobby Conversa* enables real-time, anonymous reporting without needing World Vision staff present in the community. Plans are underway to make the tool even more accessible, particularly for users with low literacy or disabilities, through participatory evaluation and inclusive design.

[Access the chatbot here](#)

This innovation is being considered for scale-up across other World Vision offices.



¹ "Proactive detection" is intentionally seeking out unreported safeguarding incidents as well as risk factors that could lead to safeguarding incidents. Through this practice, World Vision aims both to prevent harm and enable safe disclosures of safeguarding complaints.

Safeguarding Incidents Disclosure

World Vision is committed to maintaining safeguarding as a foundational part of our organisational culture. We continue to sensitise stakeholders on incident reporting, reinforce behavioural protocols, and ensure that all breaches of policy are reported and addressed. In 2024, there were 168 substantiated safeguarding incidents: 79 involving children, 68 involving adults, and 8 involving both. An additional 13 incidents involved injuries to children and adults during programming. We also recorded 27 Fleet related road traffic accidents (RTAs) that injured children, with three resulting in child fatalities. Every case received dedicated attention to ensure appropriate care and follow-up. All affected children were provided with immediate medical treatment, and follow-up visits were conducted to monitor their recovery and overall well-being. In cases where ongoing needs were identified, financial assistance was extended to families to help cover continued medical costs. When fatal incidents occurred, we provided psychosocial support to the bereaved families to help them cope with the trauma and loss. For each incident, we collaborated with the community, local authorities, and police to ensure proper case management, safety assessments, and coordinated support.

Child safeguarding incidents

Ensuring the safety and wellbeing of children is a core moral and legal responsibility for World Vision. We have a robust, survivor-centred reporting mechanism that empowers children and adults to report concerns securely and confidently, ensuring that survivors receive the necessary care and protection.

In 2024, we received 118 reports of alleged child abuse or exploitation by World Vision staff, volunteers, partners, or contractors. Investigations concluded:

- 87 cases were substantiated (79 involving children only, 8 involving both children and adults)
- 26 were unsubstantiated
- 2 could not be determined
- 1 is under investigation by another NGO
- 2 are ongoing investigations

Of the 87 substantiated cases, 30 involved sexual abuse or exploitation. The two ongoing investigations also relate to allegations of sexual exploitation and abuse.

There were 91 perpetrators identified in the substantiated cases:

- 19 World Vision employees

- 2 contract staff
- 11 World Vision volunteers
- 1 casual staff member
- 37 staff from partner organisations
- 15 contractors or their staff
- 6 individuals whose actions caused harm within a World Vision programme but were not directly affiliated with World Vision

The 89 affected child survivors included:

- 50 direct child beneficiaries (28 female, 22 male)
- 22 non-beneficiaries (13 female, 9 male)
- 17 cases involving groups of beneficiaries

World Vision prioritised survivors' needs, facilitating access to medical care, psychosocial and psychological support, legal aid, and other interventions. In 8 cases, survivors could not be identified or located.

Disciplinary and corrective actions included:

- Termination or non-renewal of 16 employees, 3 volunteers, 1 contract staff, and 1 other non-affiliate
- Corrective action for 3 employees, 1 casual staff, 1 contract staff, and 1 volunteer (for non-sexual misconduct)
- Non-reengagement of 7 volunteers and 1 non-affiliate
- Termination or non-renewal of 11 partner staff and 6 contractors or their staff
- Resignations by 2 contractor staff prior to/during investigation, with personnel records updated accordingly
- Corrective action for 20 partner staff, 1 other non-affiliate, and 6 contractor staff (non-sexual misconduct)
- 5 partner staff not to be reengaged
- No action was possible in 5 cases where perpetrators were unidentified or unaffiliated, but harm occurred during World Vision programming

Of the 87 substantiated child safeguarding cases, 34 were reported to local authorities, mostly by survivors or their families in accordance with World Vision's policy. The remaining cases were either not criminal under local law or the survivor did not wish to report. World Vision respects this decision if reporting would pose additional risks to the survivor.

In all cases, World Vision implements preventative measures, such as training staff and affiliates, maintaining effective reporting mechanisms, and informing survivors of available actions and support.

An additional 13 incidents involved accidental injuries to children during programme activities. Medical and other support was provided. Given the size of our global vehicle fleet, the risk of child injury or death in road accidents remains a serious concern. As a result, World Vision increased investment in fleet safety in 2024.

Adult safeguarding incidents

In 2024, World Vision received 117 reports of alleged abuse or exploitation of adults by World Vision employees or volunteers, or by staff of partners or contractors. Each report was investigated, and the outcomes were as follows:

- 68 cases were substantiated
- 42 were unsubstantiated
- 2 could not be determined
- 1 could not be investigated
- 4 investigations are ongoing

Of the 68 substantiated incidents, 26 involved sexual abuse or exploitation. These included cases of sexual activity between staff and adults that, while consensual, were in violation of World Vision's policies and Code of Conduct. Two of the ongoing investigations also relate to allegations of sexual exploitation and abuse.

A total of 79 individuals were identified as subjects of complaint in the substantiated cases:

- 48 World Vision employees
- 2 contract staff
- 3 casual staff
- 3 World Vision volunteers
- 12 employees or affiliates of a partner organisation
- 8 staff of contractors
- 3 others who were not World Vision staff or affiliates but were involved in abuse occurring at a World Vision activity

Disciplinary and corrective action taken in response to the 79 perpetrators included:

- Termination or non-renewal of employment or contracts for 24 employees and 2 contract staff
- Corrective action for 15 employees and 1 volunteer (non-sexual misconduct cases)
- Resignation of 4 employees prior to investigation, 2 during investigations, and 2 employees and 3 casual staff before disciplinary action could be taken
- 2 volunteers will not be reengaged on World Vision projects
- 4 contractor staff had their contracts terminated or not renewed
- 4 partner staff and 2 contractor staff will not be reengaged on World Vision projects
- Corrective action for 8 partner staff and 2 contractor staff (non-sexual misconduct cases)
- 3 non-affiliates will not be reengaged in World Vision projects due to their involvement in incidents that occurred at a WV activity
- 1 perpetrator remains unidentified

Among the survivors in the 68 substantiated cases:

- 48 were adult programme participants (42 female, 6 male)
- 12 were adult non-beneficiaries (11 female, 1 male), living in areas where World Vision operates
- 8 cases involved groups of programme participants
- 1 case involved a group of adult non-programme participants

Twelve of the 68 substantiated cases were reported to local authorities, typically by the survivors or their families. The remaining cases were either not criminal under local law, or survivors chose not to report to the authorities. World Vision respects such decisions if reporting could create additional risks for the survivor.

In these cases, World Vision ensures all possible preventative measures are taken—this includes staff and affiliate training, maintaining effective reporting systems, and informing survivors about available support and action pathways.

² A Gift Notification in World Vision refers to a gift sent by a sponsor to their sponsored child, which may be in the form of a letter, monetary contribution, greeting card, or item. The child and their family decide how to use or spend the gift.

Community Voices Driving Local level Accountability



Indika receiving technical inputs for her farming. Photo: World Vision Lanka

Sri Lanka – Empowering Communities through a Complaint and Feedback Mechanism

A successful intervention funded by the Bureau for Humanitarian Assistance

Indika, a 40-year-old widow, has faced many challenges raising her two children through paddy farming on a single acre of land in Rideegama. Despite applying, her name was initially omitted from the first round of beneficiary selection for a climate-smart agriculture project.

After the list of selected farmers was published, Indika submitted a letter on 10 April 2024 requesting reconsideration. The project team responded promptly. Agricultural instructors and government representatives visited her home to assess her eligibility and better understand her situation. They confirmed her strong commitment to farming and the benefits she would gain from participating in climate-smart agriculture.

On 2 May 2024, Indika received official notification of her selection for the programme. In a follow-up conversation, she expressed deep appreciation for the project's Complaints, Feedback and Response Mechanism.

"Many in our community used to feel excluded from decision-making because we had no clear way to express our views or requests," Indika shared. "This approach has given us a reliable and accessible way to raise our voices. It has created space for open dialogue and helped build trust through transparent engagement."



At the Peace Center in Azraq camp, girls take part in a waste management campaign through the Road to Resilience project, which empowers youth and parents to lead community change. Photo: Joanna Zreineh/World Vision

Syria – Participatory research to improve adolescent girls' and women's access to services

World Vision Syria Response, in partnership with the Global Women's Institute, facilitated listening workshops with 19 Syrian girls and 15 women living as refugees in Al Azraq Camp. The sessions aimed to adapt the findings of Empowered Aid's participatory research to the Jordan context. Discussions centred on gender, core concepts of sexual exploitation and abuse, risk factors in the refugee camp setting, and practical ways to reduce these risks.

One key recommendation emerging from the workshops was to "create formal or informal accompanying systems for girls and women," to enable safe travel to and from activities at the Peace Center. This was identified by refugee girls as a priority in their context.

To implement this, Peace Center staff used a camp map to organise girls into groups based on where they lived and established designated safe waiting points within each block. These safe points—identified by the girls during the workshops—allowed them to gather and walk together as a group to the Peace Center.

After the accompanying system was introduced, Empowered Aid's adapted safety audit and household survey tools were used to measure its impact on girls' access and safety. Results showed significant improvements, with 57% of girls opting to travel in groups—indicating increased safety and participation. [Co-creating accompanying systems to improve adolescent girls' and women's access to services - ScienceDirect](#)

Ghana – Community feedback and response mechanism improves programme delivery

The community feedback and response mechanism significantly improved the Gift Notification² disbursement process in the Agotime Area Programme of World Vision in Ghana. Initially, the centralised disbursement system created challenges for beneficiaries, who faced long travel distances and delays in accessing funds. Complaints from community members and local leaders highlighted the need for a more accessible system.

In response, World Vision expanded disbursement locations to include neighbouring communities. This strategic adjustment led to timely access to gifts, with families now able to collect them within the established turnaround period. Regular orientation sessions for families on the gift process have also fostered greater preparedness and engagement.

This responsiveness has enhanced beneficiary satisfaction and contributed to higher sponsor retention. Strengthening the connection between registered children and their sponsors is expected to yield long-term benefits for children's wellbeing.



A sponsored child in Ghana receives a gift, part of World Vision's improved disbursement process that now brings gifts closer to families—strengthening connections between children and their sponsors. Photo: Nathaniel Abadji/World Vision



Local partnering, localisation, and the Grand Bargain³

In 2024, World Vision continued to proactively advance its Grand Bargain commitments—ensuring more resources reach those in need and deepening our commitment to equitable partnership approaches. In a spirit of learning and accountability, we conducted our first global partnership survey, combining online feedback and interviews with nearly 200 partners across 31 countries. While most partners viewed World Vision as a good partner, they expressed a desire for greater co-creation, programme adaptability, and improvements in financial partnering. These insights are actively informing our efforts to strengthen equitable partnerships, particularly with local actors.



Bank Mandiri, a valued local partner in Indonesia, distributes school kits to children as part of a joint initiative with World Vision—demonstrating the power of equitable partnerships to improve children's wellbeing and advance Grand Bargain commitments. Photo: World Vision Indonesia.

World Vision enacted a new global management policy on local partnering, applicable across both humanitarian and development portfolios. Equitable partnership is now embedded within our Disaster Management Standards and Emergency Management System, ensuring collaboration with local and other partners is a deliberate, early component of every response. This approach reinforces our commitment to placing affected children at the centre and building mutually accountable partnerships that maximise impact, resilience, and sustainability.

UN Global Compact: World Vision Partnering with Business for Greater Impact

World Vision collaborates with a diverse range of private sector partners, aligned with our commitment as a member of the UN Global Compact. These partnerships help scale solutions and deliver tangible benefits for vulnerable communities:

1. **Clean Water in Ghana:**
A partnership with *Polytank* Ghana is improving access to clean water for communities.
[Read more >](#)
2. **Education in Indonesia:**
Collaboration with *Bank Mandiri* is helping children and communities in East Flores access better education and support.
[Read more >](#)
3. **Emergency Response in Brazil:**
Together with aerospace company *Embraer*, World Vision delivered 20 tons of food, water and supplies to flood-affected areas.
[Read more >](#)

We also invested in improved tracking systems to increase accountability around our Grand Bargain commitments and identify areas for improvement. In parallel, World Vision continues to shape its localisation position and has appointed a senior-level steering group to lead this work across the Partnership.

In daily practice—now formalised in our policy on working with partners—we seek mutual accountability with all partners, especially local and national actors. Through our Partnership Performance and Health Check process, partners evaluate multiple dimensions of the partnership, including facilitation, trust, mutual benefit, complementarity, and overall outcomes. This structured feedback approach promotes open dialogue and enables programme teams and country offices to assess partnership quality and identify areas for growth.

³ The Grand Bargain is an agreement between major donors and humanitarian organisations aimed at directing more resources into the hands of people in need. It serves as a shared commitment to improve the efficiency and effectiveness of humanitarian action. The Grand Bargain is unique in bringing together donors and aid agencies on equal footing, promoting a more collaborative and accountable humanitarian system.
[Frequently Asked Questions \(FAQs\) on the Grand Bargain | IASC](#)

Digital Leap: World Vision Enhances Local-Level Accountability with SMAP Platform

As part of World Vision’s commitment to the Core Humanitarian Standards and its internal Programme Accountability Framework, field offices are required to establish robust community feedback and response mechanisms. These must include secure, accessible tools to record individual cases and analyse data trends. Historically, most offices relied on manual systems such as handwritten logbooks, Excel sheets, or locally developed tools, which often proved inefficient and inconsistent.

In March 2024, following extensive field testing and product comparisons, World Vision International recommended the open-source SMAP platform for offices ready to digitalise their feedback systems. Hosted on a World Vision-managed server, SMAP enables offices to securely store data in the cloud and customise the system to align with local structures and accountability processes.

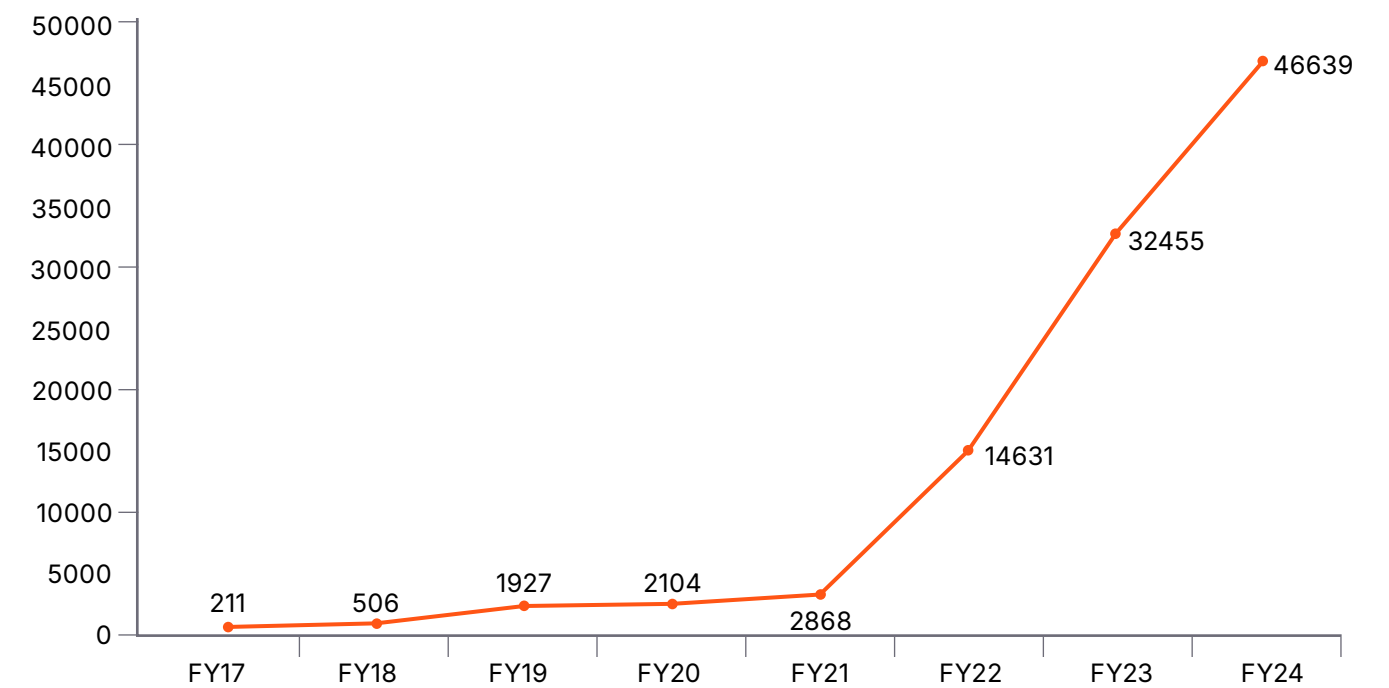
The platform’s use of standardised questions across all feedback forms supports global trend analysis, while protecting privacy—detailed data and personally identifiable information remain visible only to designated staff in each office. This dual approach

allows for both local ownership and organisation-wide visibility of key trends through regional and global dashboards.

SMAP addresses previous gaps in data consolidation, giving managers a clearer picture of issues affecting communities. Intuitive dashboards and automated reports highlight hot spots and emerging challenges, enabling more timely and informed decision-making.

Interest in the platform is growing. In 2024, all nine field offices in West Africa pooled resources to host a joint training event led by the Global Accountability and Transparency team. Other offices, including Ethiopia, Kenya, Sudan, Somalia, Ukraine, and Sri Lanka, also invested in adoption through similar training events. Much of this roll-out was supported by grants from the US Bureau for Humanitarian Assistance and Germany’s Aktion Deutschland Hilft, which funded system enhancements and training for staff and local partners. This support not only accelerated implementation in key countries but also signalled strong donor commitment to digitalising community feedback systems for improved transparency and responsiveness.

Figure 1: World Vision Nepal feedback trends rise after introducing a digital accountability platform (2017-2024)



Ukraine: Digital Accountability Platform Boosts Community Feedback

In 2024, World Vision Ukraine and two local partners used a digital accountability platform to manage nearly 1,000 feedback submissions per month—ranging from 200 to 2,400. Real-time dashboards with adjustable filters enabled automatic trend analysis, saving staff time and improving programme responsiveness.

The platform protects personal data and includes an email alert system that notifies project leads of new feedback requiring follow-up. World Vision aims to close all feedback loops within 10 business days—and since March, has achieved a 95% success rate, reaching 100% between July and November.

Early feedback often concerned cash disbursement status. In response, World Vision adapted registration procedures to proactively inform applicants about timelines and eligibility, significantly reducing hotline calls.

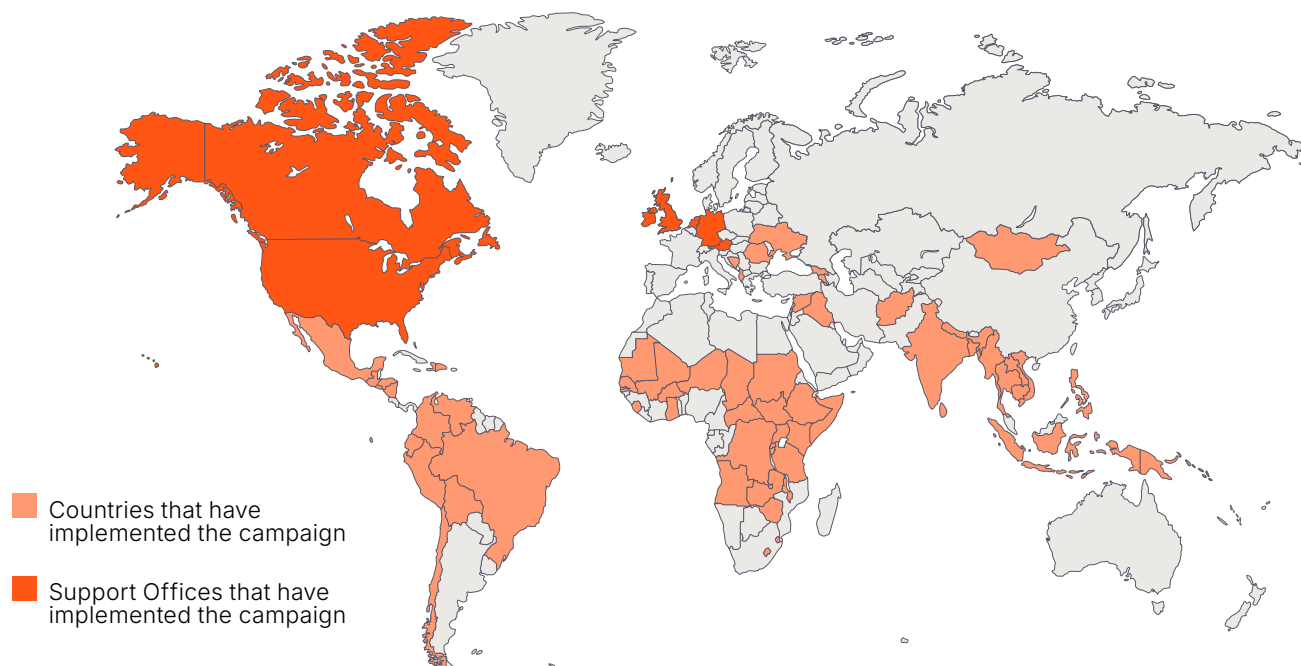
From January to November, 6,974 feedback entries were received—70% via hotline, 9% through QR code surveys. Most related to cash programming (85%), followed by food assistance (6%) and WASH (4%). Inquiries made up 67% of feedback, with 19% being requests, and 10% expressions of gratitude. Only a small percentage were complaints. Notably, 91% of submissions came from women.

These innovations—enhancing accountability, efficiency and community trust—are now earmarked for wider scaling across World Vision offices.



A World Vision staff member in Ukraine updates the digital accountability dashboard—an essential tool enabling real-time feedback analysis and timely responses across programmes, while enhancing transparency and community trust. Photo: Oleksandra Shapkina/World Vision

ENOUGH! World Vision's Bold Campaign to End Child Hunger and Malnutrition



In September 2023, World Vision launched *ENOUGH*—a bold global campaign to mobilise children, citizens and powerholders to declare that in a world of abundance, we have had “ENOUGH!” of child hunger and malnutrition. The campaign envisions a world where every child enjoys enough nourishing food to thrive, aligning with Sustainable Development Goal 2 (SDG2): Zero Hunger.⁴

The campaign’s strategic goals include ensuring children are visible and heard in policies related to hunger, nutrition, and food security, and improving food security, nutrition and resilience for more children through prioritised services.

Tackling child malnutrition requires collective effort. As part of the campaign, World Vision has joined key global partnerships and alliances, including the 4SD Foundation⁵, the Scaling Up Nutrition (SUN) Movement, the Global Alliance for Improved Nutrition, the Global Adolescent Nutrition Network, and the SDG2 Advocacy Hub. Together, these partners have facilitated more than 400 Nutrition Dialogues across 54 countries with over 12,000 participants. Of these, 43% were children’s workshops and 57% were stakeholder dialogues involving women and faith leaders—ensuring their voices influence government commitments for the next decade of child nutrition.

World Vision also collaborates with governments, donors, NGOs and local communities to implement sustainable, impactful school meal programmes. As a founding member of the Global Alliance Against Hunger and Poverty (GAAHP), and a key partner in the School Meal Coalition, World Vision supports initiatives that improve child nutrition and education outcomes, particularly in pandemic recovery contexts. The coalition aims to ensure every child receives a healthy school meal by 2030.

Public-private partnerships play a vital role. For example, collaborations with local agricultural producers not only provide nutritious food but also stimulate local economies—demonstrating how strategic resource use leads to sustainable development outcomes.

World Vision has committed an estimated US\$3.4 billion from September 2023 to 2026 to support international efforts against hunger and poverty, advancing the first two Sustainable Development Goals.

Through *ENOUGH*, World Vision is making a significant financial investment and leveraging strategic partnerships to fight child hunger and malnutrition—and will be held accountable to the campaign commitments outlined [here](#).

⁴ Sustainable Development Goal 2 (SDG 2) is one of the 17 goals established by the United Nations in 2015. It aims to achieve “zero hunger” by 2030 by ending hunger, ensuring food security and improved nutrition, and promoting sustainable agriculture.

⁵ Skills, Systems & Synergies for Sustainable Development (4SD) Foundation supports established and emerging leaders to drive equity, justice, and regenerative futures in a complex, rapidly changing world. It promotes integrated action aligned with the Sustainable Development Goals.



People & Culture – Staff Wellbeing, Fairness and Safety

World Vision’s People & Culture team continues to foster a thriving, Christ-centred culture where staff can fulfil their potential and contribute to our shared mission. This is essential to enabling World Vision to keep Our Promise to the world’s most vulnerable children by attracting, developing and empowering our greatest asset – our people.

In 2024, the annual staff survey, *Our Voice*, achieved a 91% response rate. Results showed year-on-year improvements across all categories related to staff and organisational wellbeing, reflecting positive dynamics compared to 2023.

The implementation of Workday, an internal staff software system, now includes 105 offices and approximately 29,000 employees – more than 85% of the World Vision Partnership. Workday-based Talent Management supports the development of talent pools and succession planning. World Vision is committed to fairness in its human resources processes, including talent acquisition and management, and the ongoing development of staff, managers and leaders.

Training and resources were further expanded, increasingly delivered through the Workday learning management system. The World Vision Compliance programme provided training and awareness campaigns on key topics including Anti-Corruption, Safeguarding, Conflict of Interest, and Personal Security.

The Security, Safety and Resilience (SSR) function supported all regions with strategic and tactical capabilities, including threat and scenario assessments,

strategic planning, operational support and training to implement risk mitigations and controls. Global Fleet Management and Fleet Safety introduced additional risk mitigation measures and enhanced the organisation’s ability to capture and report on fleet carbon emissions. The Global Staff Care unit focused on psychological safety as the theme of Staff Care Week, strengthening team wellbeing and performance.

World Vision remains committed to taking appropriate action on all allegations of harassment, including sexual harassment and other forms of inappropriate behaviour in the workplace. All reports, whether raised through management or via the Integrity Protection (whistle-blower) Hotline, are reviewed, investigated where necessary, and followed by appropriate corrective action.

As shown in the table below, there was a 47% increase in cases where the primary issue related to Employee Relations in FY24 compared to FY23. This increase is largely attributed to strengthened efforts across the Partnership to encourage staff reporting and promote a “speak up culture.”

Table 1: Number of cases opened⁶

Type of Case Opened	2023	2024
Employee Relations cases opened, including Grievance/Harassment, Sexual Harassment, and other HR-related allegations (including alleged policy violation).	168 ⁶	247

⁶ This figure is slightly higher than reported last year (162) due to updated 2023 records.

Table 2: World Vision workforce summary

World Vision workforce summary	2020	2021	2022	2023	2024
Total staff (including VisionFund microfinance institutions) *	34,950	34,301	33,189	34,152	33,718**
% full-time staff	98	98	98	98	98
% part-time staff	2	2	2	2	2
% temporary paid staff	<1	<1	<1	<1	<1
% male/% female	57/43	56/44	56/44	56/44	55/45
% of staff up to 40 years of age	64	64	61	61	58
% growth from previous reporting year	-7	-2	-3	+3	-1
% of staff who are locals (nationals of the country in which they are employed)	99	99	99	99	99
Turnover rate (voluntary and involuntary)	23	25	22	28	21
Total volunteers***	112,828	87,888	76,418****	70,198****	49,101****

* The headcount figures do not include VisionFund Ethiopia. World Vision has not collected VisionFund Ethiopia data since FY15 due to local restrictions.

** VisionFund Philippines was unable to provide data for FY24 due to regulatory restrictions. In FY23, they reported a headcount of 695. This lack of FY24 data has contributed to the World Vision Partnership headcount decline.

*** These are volunteers associated with World Vision directly; the number does not include community/community-based organisation volunteers.

**** This is the minimum number of confirmed volunteers.



Leadership and Governance

Good governance enables World Vision to build strong partnerships with its development partners. The organisation nurtures ethical leaders, helping to sustain long-term relationships with donors.

Transparent practices—such as publishing annual reports and financial statements—reinforce trust and encourage ongoing support by clearly demonstrating how contributions are used. World Vision Romania exemplified this by inviting one of its corporate sponsors, Procter & Gamble, to witness the positive impact of its fieldwork on local communities.

This transparency contributed to a twelve-fold increase in funding from Procter & Gamble compared to the previous year. Similarly, by being open about its organisational purpose and identity, World Vision Romania successfully attracted increased support from another corporate sponsor, Lidl, which doubled its financial commitment to nearly USD \$1 million.

By consistently assessing and reporting on programme effectiveness, World Vision Romania demonstrated accountability to both donors and the communities it serves—earning deeper trust and enabling increased investment.

World Vision's investment in assurance—including compliance, risk management, governance, and internal audit—reflects its commitment to honouring its calling to serve God by working with the poor and oppressed. This commitment to integrity contributes to earning the trust and respect of key stakeholders, such as the Romanian Orthodox Church, with whom World Vision has maintained a longstanding relationship through various collaborative activities.



Disclosures Related to the US IRS Form 990

World Vision voluntarily publishes information similar to that which most other US-registered non-profits are required to report through the United States Internal Revenue Service (IRS) Form 990. Additional disclosures relevant to Form 990 are available [here](#).