



ACCOUNTABILITY REPORT

REINFORCING
ACCOUNTABILITY
THROUGH
RESILIENCE

2025



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

Andrew Morley – World Vision International President & CEO

The world around us is transforming beyond recognition. Funding cuts, shifting expectations among donors, and increased fragility in the communities we serve are just some of the radical changes we are witnessing across the entire humanitarian sector.

Our mission, however, remains simple: to bring bold hope to the world's most vulnerable children. To equip and empower every child for a bright future, full of hope and promise – to achieve everything in life that God intended.

As ever, we evolve and keep pace with this shifting landscape, ensuring we can reach the most vulnerable children we are called to serve. Alongside this, we must continually strengthen our accountability, transparency, and stewardship. This is more important than ever.

As a Christian organisation, we know that we are mere stewards of these God-given resources. These have been entrusted to us by donors, grant funders, child sponsors and partners – many of whom have made significant personal sacrifice to do so.

We never take this for granted. That is why we must ensure that we constantly evaluate and fine-tune our operations to ensure every possible resource reaches the children who need it most. We must build on our existing culture of accountability, and secure resilience for the future. This is our responsibility to everyone who supports our mission, and above all to the children and communities we serve.

In this report, you will find highlights of how World Vision is strengthening assurance, safeguarding, digital accountability, and local partnership models to remain effective and accountable in a more fragile and constrained funding environment. This involves crucial partnerships, and collaboration with donors, sponsors, and development partners, as well as our prudent use of resources to bring hope in a world which needs us more than ever.

As we look forward to a future where change is the only constant, we commit to our vision of a world in which every child will experience fullness of life, just as Jesus Christ has commanded ([John 10:10](#)).



STEWARDSHIP, ACCOUNTABILITY AND RESILIENCE

In the midst of a rapidly changing world, World Vision has deepened its commitment to accountability, stewardship and resilience, honouring the trust of those who make our work possible and safeguarding the well-being of the children and communities we serve. In FY 2025, World Vision strengthened its financial oversight, safeguarding systems, community accountability mechanisms, and digital tools to ensure resources are managed responsibly, and programmes remain responsive to the people we serve. The organisation also reinforced governance structures, invested in local partnerships, strengthened feedback systems, and supported staff well-being — building the organisational capacity needed to sustain impact, maintain trust, and deliver on its commitments to children, communities and supporters worldwide.

STEWARDSHIP OF RESOURCES

Child Sponsorship

In a year of diminishing funding and higher expectations around visibility, safeguarding and data quality, Child Sponsorship remained one of World Vision's most stable and trusted funding streams while we continue to adapt programme delivery in fragile and complex contexts.

Today, more than 2 million sponsors support 2.2 million children across 49 countries. Through sponsorship in some of the world's toughest places, we are helping to improve the lives of more than 14 million children globally by providing access to education, clean water, health services, livelihoods assistance and safe, meaningful opportunities for participation. Through integrated family and community interventions, an estimated 11.5 million children benefited from improved well-being.

Child well-being outcomes were continuously monitored through a mobile child monitoring system that tracks attendance, participation and risks. In FY 2025, 92% of school-age children registered in World Vision's sponsorship programmes were enrolled in school, while 88% took part in at least three programme activities supporting their physical and spiritual development and rights. Routine data reviews through monthly, quarterly and annual dashboards strengthened operational decision-making, risk management and adaptive programming.

Stories like that of seven-year-old Boubakar from Senegal's Kaffrine region highlight the programme's focus on inclusion and resilience. Born with a disability and previously facing mobility barriers and exclusion, he received a wheelchair through sponsorship support. This enhanced his mobility, social participation and dignity, while community awareness efforts reduced stigma and improved attitudes toward children with disabilities.

"The community now has greater consideration for us," said his sister Mariama. "Children living with disabilities are no longer hidden away."

To strengthen transparency and meaningful sponsor-child connections, World Vision delivered more than 17.6 million engagement materials, including photos, videos and correspondence. Digital innovations are also being piloted to improve interaction, data quality, staff efficiency and donor visibility into programme delivery. Safeguarding, ethical communication and data protection remain non-negotiable across all activities.

Operational contexts remain challenging, with 17% of registered children living in fragile or highly mobile environments. Working with 34 Area Development Programmes across five field offices, Child Sponsorship analysed operational data and learnings to strengthen delivery in complex settings—central to sustaining resilience, programme credibility and long-term commitments with communities.

In a year of uncertainty about global-level aid funding, we are grateful for the increasing number of people recognising the life-changing potential of Child Sponsorship. 10 Support Offices achieved net growth, contributing to the strongest results in 11 years, including 257,636 new sponsorships and 31,435 through "Chosen"¹.

Looking ahead to FY 2026, Child Sponsorship will build and reinforce resilience by prioritising child outcomes, enhancing adaptability in high-risk contexts, strengthening data-driven decisions, and selectively advancing digital innovations that deepen impact and engagement.

¹ Title as presented on the organization's website: [Chosen](#) | [World Vision International](#)

Grant Funding

Grant funding from governments and international partners remained critical to World Vision's ability to deliver large-scale programmes for vulnerable communities, despite an increasingly constrained global funding environment.

In response, World Vision improved value for money, risk management, localisation and adaptive programme delivery across its grant portfolio. Rigorous financial controls, comprehensive reporting, independent evaluations, the Adaptive Programme Approach and the Design, Monitoring, Evaluation, Accountability, and Learning (DMEAL) framework ensured strong stewardship of donor resources, informed decision-making and effective delivery in fragile and high-risk contexts.

These investments delivered tangible results. In Ethiopia's Tigray Region, funding from Global Affairs Canada supported the establishment of child-friendly spaces, the construction of classrooms and teacher training. Partnership with the World Food Programme enabled food assistance for 9.8 million people across Lebanon, Chad, Sudan and the Democratic Republic of Congo. Grants from The Global Fund provided essential malaria, tuberculosis and HIV/AIDS services to 24 million people, improving lives in countries that include Angola, Somalia and Eswatini.

In FY 2025, World Vision continued to demonstrate responsible stewardship of donor funding by delivering measurable outcomes, maintaining strong financial oversight and adapting programmes to maximise impact in fragile contexts.

Private Funding: Mobilising Donors to Deepen Our Impact

Private contributions from individuals, corporations and foundations continued to strengthen World Vision's organisational resilience by providing flexible funding for rapid response, innovation, and sustained community impact.

During the year, World Vision strengthened outcome reporting and donor visibility through transparent funding agreements, robust tracking systems, regular impact reporting and independent evaluations, ensuring private contributions remained aligned with organisational priorities and delivered measurable results.

A key example was the continued expansion of the mWater platform (worldvision.mwater.co/#/), under the 2030 Water, Sanitation and Hygiene (WASH) business plan, [Mapping the Blue Thread](#). The platform digitally maps and monitors all new and repaired water points, strengthening data quality, operational efficiency and accountability. Since 2021, 195,544 water points have been mapped globally, providing reliable evidence of programme performance.

These improvements demonstrate World Vision's commitment to responsible stewardship of private funding, using flexible resources to strengthen programme effectiveness, accountability and lasting impact for the communities it serves.



"Focus Group Discussion with children, Ethiopia.
Photo: World Vision Ethiopia"

Enough! World Vision's Global Campaign to End Hunger

Impact at a Glance – Hunger, Nutrition and Food Security

244 MILLION

Children reached through hunger, nutrition, and food security changes

406

Policy changes that World Vision contributed to, related to hunger, nutrition, food security

\$2 BILLION

Nutrition-sensitive and nutrition-specific field spending

82 Countries

Across a shifting humanitarian landscape of tighter funding, rising fragility, and increased scrutiny, World Vision is strengthening accountability and focusing its approach to better protect children's well-being.

The **Enough! Campaign** concentrated efforts on three interconnected priorities in FY 2025: **essential nutrition actions, healthy and nutritious school meals, and effective food and cash assistance.**

This deliberate shift to fewer, higher-impact areas enhances accountability for results and directs resources toward maximum benefit for children.

Global advocacy also advanced nutrition accountability. At the Nutrition for Growth Summit in Paris, governments and partners announced 403 commitments exceeding US\$27.5 billion to tackle malnutrition. World Vision influenced commitments across multiple countries and pledged to mobilise US\$1 billion in private fundraising alongside US\$1.1 billion in microfinance support, diversifying resources to sustain programmes despite shifting donor priorities.

Momentum for school meals also grew. At the 2025 School Meals Coalition Summit in Brazil, reports highlighted programmes reaching approximately 466 million children worldwide, largely financed through domestic budgets—an encouraging indicator of sustainability. Through advocacy, child-led research, and implementation, World Vision supports the translation of these investments into accountable, inclusive systems that prioritise the most vulnerable children.

Food and cash assistance proved vital in fragile and conflict-affected settings, where escalating needs meet declining humanitarian funding.

In FY 2025, World Vision reached [9.8 million people—including 5.8 million children](#)—with food assistance, 85% of which was delivered in fragile contexts.

Evidence from the Enough! Campaign, including the joint [Hunger, Harm and Hard Choices](#) study with World Food Programme (WFP) across 13 crisis contexts, shows how ration reductions trigger harmful coping strategies that harm children's nutrition, education, health, and protection. These findings shape more transparent, accountable, and resilient humanitarian responses.

Engagement in global climate processes, including the [Hungry Futures Index](#), advances child-centred, climate-resilient food systems that address the intersecting threats of climate change, hunger, and child vulnerability.

Looking ahead to 2028, the Enough! Campaign will scale its reach to 500 million children while sharpening priorities, strengthening accountability, and deepening focus on sustainable, resilient food systems.

GOVERNANCE AND ASSURANCE

Leadership and Governance

World Vision demonstrated an ongoing commitment to robust leadership, accountability and governance by publishing annual reports and financial statements that transparently show how resources were used. Resources were also invested to expand and enhance compliance, risk management, governance, and internal audit capabilities — all in service of World Vision's mission to serve God by working with the poor and oppressed.

Assurance and Audit

Global Assurance and Advisory (GAA) is a key capability for ensuring transparency and accountability. It operates independently of management and reports directly to the Board. The team issued over 72 internal audit reports in FY 2025 across all operational regions, covering risk-based audits, thematic reviews, IT audits, and compliance engagements in high-risk areas such as grant management, safeguarding, blocked-party screening, leadership expenses, and IT controls. Audit recommendations had an 84% overall implementation rate, and by January 2026, most had been closed, with focused management attention on a smaller number that required longer-term, regionally supported resolution. VisionFund, World Vision's microfinance provider, is subject to the same independent audit oversight: network-wide reported fraud fell 34% year-on-year to US\$0.73 million (0.46% of net assets), reflecting improved detection and a strengthening culture of accountability.

Investigations and Enforcement

GAA and Investigations serve as complementary mechanisms, with investigative findings shaping risk assessments and control improvements alongside audit findings. To further strengthen its investigative capabilities, World Vision consolidated several teams into a single Global Integrated Investigations department, with dedicated Financial and People Investigations specialists, enabling more efficient and effective investigations.

Additional efforts in FY 2025 included raising awareness amongst staff of what, and how to report suspect misconduct. Partly due to the increase in awareness, 167 investigations were opened (up from 103 in FY 2024) and 170 closed (vs. 160), with confirmed losses of US\$848,000 (vs. US\$693,000 in FY 2024). These investigations led to 27 terminations, 4 referrals to authorities, and 1 arrest or conviction. The leading root causes were non-compliance with policies or standards (23%), inadequate monitoring of controls (15%), and process failures (13%) — findings that are shaping FY 2026 priorities on policy compliance, process oversight, and monitoring in higher-risk areas. Additionally, the Integrated Investigations department maintains ongoing communication with key donors and partners, including the World Food Programme and the Global Fund's Office of the Inspector General, to strengthen the professional standards of its financial misconduct investigations.



"World Vision Myanmar (WVIM) team member introducing Humanitarian Accountability Mechanisms, in a community meeting. Photo: World Vision Myanmar".

STRENGTHENING PROTECTION OF CHILDREN AND COMMUNITIES

Across all programmes, safeguarding is treated not simply as a compliance requirement, but as a core element of organisational culture, informing behaviour protocols, reporting mechanisms, partner engagement and incident response.

Throughout FY 2025, World Vision upheld its unwavering commitment to safeguarding despite a challenging operational and funding landscape. This was accomplished through strengthened reporting systems, a survivor-centred approach, increased digital readiness and consistent accountability measures. The organisation also reinforced its capacity to prevent and respond to harm. These efforts not only protect those it serves but also strengthen organisational resilience, stakeholder trust and the credibility essential to World Vision's long-term mission.

Strengthening Systemic Safeguarding: Prevention, Reporting and Culture

Safeguarding remained embedded in organisational culture through mandatory training, reinforced behaviour protocols, and routine promotion of reporting pathways. The organisation is committed to preventing and addressing sexual exploitation and abuse across all levels of operation.

Prevention and Culture

Key safeguarding investments and improvements included:

- **Strategic investment in digital safeguarding**, for safer technology use, identifying digital risk factors linked to incidents and equipping the organisation to use AI ethically.
- **Global rollout of proactive detection** — a survivor-centred methodology that enables early detection of safeguarding concerns and risk factors.
- **Creation of child-friendly safeguarding resources** empowering children to report inappropriate behaviour.
- **Launch of World Vision's first internal global safeguarding symposium**, featuring internal and external experts to elevate professional practice.
- **Development of safer child participation protocols**, for national, regional and global advocacy spaces.

Organisational Capacity and Risk Management

Every World Vision entity completed annual safeguarding assessments in FY 2025, generating action plans that strengthen safeguarding systems worldwide. Safeguarding focal points at national, regional and global levels received ongoing capacity-building, including advanced training in survivor-centred investigations. World Vision also promoted safeguarding with local partners through improved tools for identifying and managing partner-related risks, and implemented a contextualised Safeguarding Risk Index to help leaders prioritise investments in high-risk programme areas as funding environments tighten. Survivor advocates played a meaningful role by contributing to policy revisions, speaking at the global symposium, and developing trauma-informed resources that build staff capacity to safely receive disclosures. World Vision's microfinance provider, VisionFund, also expanded safeguarding measures, including e-learning for field staff on safe loan-collection practices, improved safeguarding of client information, enhanced onboarding of staff, and a digital safeguarding risk assessment to make digital banking safer for clients.

Sector Leadership

Externally, World Vision continued its global leadership in sector-wide safeguarding efforts, participating in key interagency groups focused on the Prevention of Sexual Exploitation and Abuse (PSEA), contributing to the Inter-Agency Standing Committee (IASC), and working through the Joining Forces alliance. The organisation also participated in the Misconduct Disclosure Scheme, helping to prevent known offenders from being rehired elsewhere in the sector.

Safeguarding incident disclosures

World Vision believes that transparent disclosure of safeguarding incidents is itself an essential part of accountability, organisational learning, and trust-building with communities, donors and partners.

In FY 2025, the organisation recorded 176 substantiated safeguarding incidents, including 82 involving harm to children, 70 involving harm to adults, and 8 involving harm to both children and adults by employees, volunteers, partners or contractors affiliated with the organisation. A further 12 incidents involved accidental injuries to children and adults during programme activities, alongside 4 fatalities, all of which triggered immediate follow-up and support. World Vision also documented 17 road-traffic accidents within its global fleet that resulted in child injuries, including two fatalities, reinforcing road-safety investments as a critical safeguarding priority.

Across incidents, World Vision strove to ensure that affected children and adults received access to timely medical treatment, psychosocial support and ongoing follow-up assessments, according to their wishes. In cases of fatalities, bereaved families received psychosocial care and other relevant support. World Vision also collaborated with local authorities and community structures seeking to ensure appropriate case management, safety planning and coordinated support for survivors and their families. These disclosures are informing stronger prevention efforts in 2026, across oversight, training, and systems.

Child Safeguarding

World Vision received 114 reports related to alleged child abuse, exploitation or harm perpetrated by staff, volunteers, partners or contractors. Following investigation:

- 82 cases were substantiated,
- 20 unsubstantiated,
- 3 inconclusive,
- 6 referred to local authorities,
- 1 investigated by another NGO,
- 2 remained ongoing under World Vision review.

Of the 82 substantiated child safeguarding incidents, 21 involved sexual abuse or exploitation, including one ongoing case under investigation. A total of 87 perpetrators were identified:

- 34 partner organisations' employees,
- 22 World Vision employees,
- 14 contractor staff,
- 9 World Vision volunteers,
- 4 casual staff, and
- 4 unaffiliated individuals causing harm within World Vision supported contexts.

Child survivors included 42 direct child beneficiaries (24 female, 18 male), 19 non-beneficiaries, as well as cases involving groups of beneficiaries and non-beneficiaries. While most survivors received medical, psychosocial, legal or other protective support, according to their wishes, World Vision was unable to confirm assistance for 10 survivors who could not be identified and 6 who could not be located.

Disciplinary action for child safeguarding violations included:

- Termination or non-renewal for 17 World Vision employees, volunteers or contract staff,
- Termination or non-renewal for 11 partner staff and 7 contractors,
- Corrective action for 13 employees, 2 casual staff, and 1 volunteer,
- Resignation of 2 staff during or prior to disciplinary procedures,
- Corrective measures for partner and contractor staff in non-sexual misconduct cases,
- Handover of four partner staff to local authorities for criminal offences.
- 11 substantiated cases were reported to law enforcement—most commonly by survivors or their families—while others were not criminal under local law or were not reported at survivors' request.

World Vision consistently prioritises survivor autonomy, safety and well-being when deciding on referral pathways.

Adult Safeguarding

In FY 2025, World Vision received 136 allegations of harm against adults involving staff, volunteers, partners or contractors. Of these:

- 70 cases were substantiated,
- 49 unsubstantiated,
- 7 inconclusive,
- 3 unable to be investigated,
- 2 investigations led by other organisations, and
- 5 investigations ongoing under World Vision review.

Among the 70 substantiated adult incidents, 15 involved sexual abuse, sexual exploitation or breaches of sexual conduct protocols, with two additional cases still under investigation.

A total of 78 perpetrators were confirmed across adult safeguarding cases:

- 51 World Vision employees,
- 11 partner organisations' staff,
- 9 volunteers,
- 5 contractor staff, and
- 2 casual staff.

Disciplinary measures included:

- Termination or non-renewal for 34 employees, volunteers or contract staff,
- Corrective action for 17 employees and 3 volunteers (non-sexual-misconduct cases),
- Resignations of 6 employees during or following investigations,
- Termination or non-renewal for 6 partner staff and 2 contractors,
- Corrective action and non-reengagement decisions for partner and contractor staff,
- Disciplinary cases pending finalisation for perpetrators undergoing court processes.

Adult survivors included 48 programme participants, 16 non-beneficiaries, 5 cases involving groups of participants and 1 involving a group of non-participants. As with child survivors, World Vision respects the right of adults to decide whether incidents should be reported to authorities, particularly when reporting may create further risk.



Community meeting in Sout Nikom, Cambodia. The programme has empowered 33,100 people across 33 villages over 15 years. Photo: World Vision Cambodia.

ACCOUNTABILITY TO COMMUNITIES

Community Feedback – Stories from the Field

The following examples illustrate how accountability to communities improves programme quality and strengthens resilience. When people can raise concerns safely and receive timely responses, programmes become more responsive, trust grows, and organisations are better able to adapt in both development and humanitarian contexts.

Afghanistan

Child-Friendly feedback mechanism and Digital Accountability Platform Strengthening Humanitarian Response

In Ghor and Herat provinces, World Vision introduced a child-friendly Digital Accountability Platform (DAP) that enables children and caregivers to safely share feedback in schools, community spaces and child-friendly areas. More than 1,200 people participated through age-appropriate, inclusive feedback mechanisms.

Feedback was logged and acted upon through DAP, reducing the number of unresolved cases to below 10% and improving case management. This critical community feedback informed practical changes, including better activity scheduling, improved access to learning resources and clearer safeguarding communication.

As one child reflected, “Now we know someone listens when we speak.” The initiative demonstrates how digital accountability can strengthen programme quality, trust and responsiveness in humanitarian settings.

Bangladesh

Community Action Prevents Child Marriage

In Dhurua village, a community leader learned that a girl under the age of 18 was about to be married because of her family's financial hardship. He immediately reported the case to World Vision through the Community Feedback and Response Mechanism (CFRM), triggering a rapid response.

A programme facilitator visited the family, explained the legal age for marriage and discussed the risks child marriage poses to a girl's health, education and future. Local Child Protection representatives, Village Development Committee members and government officials also engaged with the family, providing counselling and linking them with World Vision programme staff.

As a result, the marriage was prevented, and the girl returned to school. Reflecting on the experience,

the community leader said, *“Each and every child has equal rights for education, decision making and living. We should create space for them as a human being*

The case strengthened confidence in the community accountability system, demonstrating how trusted reporting mechanisms can protect children's rights, support families in making informed decisions, and deliver practical solutions while preserving family dignity..

Myanmar

When Communities Speak, Change Happens: A Story of Accountability in Action

Following the devastating earthquake that struck Amarapura Township on 28 March 2025, community member Moe. Moe (pseudonym) helped compile information on affected families and connected with World Vision Myanmar to ensure urgent needs were identified. Her actions enabled a rapid, community-led response.

Working with a local partner, World Vision provided Multi-Purpose Cash Assistance to 60 households, while 65 children received Child Protection Kits and psychosocial support. Community participation ensured assistance reached those most in need and strengthened local ownership of the response.

To reinforce accountability, World Vision introduced humanitarian accountability mechanisms alongside a digital feedback system that enabled communities to raise concerns in real time. During the response, 7,156 cases were recorded, including suggestions, complaints, queries and messages of appreciation. Concerns relating to beneficiary selection, staff behaviour and corruption were investigated and addressed promptly.

This experience shows how community-led accountability strengthens transparency, builds trust and enables humanitarian programmes to respond quickly, fairly and effectively during emergencies.

Digital Accountability Platforms

Progress and Achievements Since Street Map Digital Accountability Platform Deployment

World Vision continued to strengthen its programming through a commitment to the Core Humanitarian Standards (CHS) and the internal Programme Accountability Framework (PAF). These frameworks require field offices to maintain robust community feedback and response mechanisms that provide secure, accessible channels for recording cases and analysing feedback trends. To support this objective and following extensive field testing and comparison of available tools, World Vision selected the open-source Street Map (SMAP) Digital Accountability Platform (DAP) in March 2024 as a preferred solution for digitalising feedback systems.

The SMAP DAP platform has seen significant uptake. As of the end of FY 2025, 34 field (programming) offices have received capacity strengthening to support their adoption and effective use, and 22 field offices have been actively using the platform.

This progress demonstrates growing institutional capability to manage community feedback and complaints in a more systematic and transparent manner.

While some field offices continue to operate alternative digital accountability platforms, World Vision is progressively transitioning to the SMAP Digital Accountability Platform (DAP). This organisation-wide shift is creating a more consistent and integrated approach to capturing, managing, and responding to community feedback across diverse operating contexts.



*"A community member places her input in a suggestion box, Laos.
Photo: World Vision Laos"*

Localisation

As a signatory to the [Grand Bargain](#), World Vision continues to strengthen its work with local actors in ways that reinforce localisation, accountability and resilience. In the current funding environment, locally led response is not only a principled commitment but also a resilience strategy that improves continuity, reach, and accountability in fragile settings. A new global management policy on working with partners — setting out clear principles for equitable partnership, a stronger focus on local actors' role from early response to sustaining outcomes, and an intentional preference for partnering — is now being implemented across both humanitarian and development portfolios.

This approach has been embedded throughout World Vision's Disaster Management Standards and Emergency Management System, so that working with local and other partners is integrated from the onset of any response. World Vision seeks mutual accountability with all partners, including local and national actors. Through Partnership Performance and Health Check (PPHC) processes, partners score each dimension of the partnership, including facilitation, trust, mutual benefit, complementarity, and its goal, focus, and outcomes. This creates a safe space for feedback, enabling programme teams, country offices and their partners to reflect on the quality of their partnerships and identify improvements needed to maximise impact, resilience and sustainability.

Examples from Ukraine and the Democratic Republic of Congo (DRC) illustrate how local partners are enabling greater resilience in humanitarian response. Together with partners,

World Vision is able to reach crisis-affected populations across 10 regions of Ukraine with interventions designed uniquely for each area, based on local expertise. In FY 2025, to strengthen accountability to local partners, World Vision's Ukraine Crisis Response followed up its first partner survey, asking partners what had changed. Partners [reported](#) significant progress across all areas, including a move toward longer-term strategic partnerships that commit to building systems and processes reflecting the ambition and goals of local organisations (from 1.7 to 3.7 out of 5), alongside similar improvements from assuring Indirect Cost Recovery (1.3 to 3.2) to ensuring partners contribute to humanitarian coordination mechanisms (2.1 to 3.4).

In the Democratic Republic of Congo (DRC), the critical need to sustain humanitarian response in conflict-affected eastern provinces has sharpened World Vision's focus on partnering. Local partners are able to continue supplying relief even during the most acute moments, and to support adaptive programming that responds to urgent resilience and livelihoods needs. To maximise this, World Vision DRC continues to build the capabilities of existing partners, identify and build strategic relationships with new partners, and plan together for response.

Strengthening partnerships in these ways helps ensure World Vision contributes to more accountable, resilient systems where local actors drive lasting change.



"World Vision Laos team members introducing Feedback and Complaints Mechanisms, in a community meeting. Photo: World Vision Laos".

ORGANISATIONAL RESILIENCE

People & Culture – Supporting Well-being

To enable World Vision to keep Our Promise to the world's most vulnerable children, World Vision's People & Culture (P&C) department has a mission to attract, develop and empower its greatest driver for success – its staff. Across the Partnership, P&C is committed to enabling a thriving Christ-centred culture where World Vision staff are safe, enjoy their work, benefit from growth opportunities and can fulfil God's calling in their lives. World Vision's core values, mindsets, and behaviours include "We value people" and "unity, inclusion and trust". These commitments shape how World Vision supports and empowers its global workforce, holding it to account to prioritise people and to act in ways that respect the dignity, uniqueness, and intrinsic worth of every staff member.

Like many of our peer organisations, World Vision is navigating the realities of the global Humanitarian Reset, which includes adapting to evolving funding streams and embracing locally-led operational models. For staff, these shifts introduce new ways of working, demand greater agility, and require deeper cross-border collaboration than ever before. At the same time, rising socio-political instability and civil-military access challenges have intensified security risks, prompting the need for enhanced safety protocols, integrated travel risk solutions, and resilience training. These developments highlight the critical importance of sustained investment in staff care, psychological safety, leadership development, and healthy work environments to maintain engagement and well-being — reflecting a broader shift toward understanding how the design of work, leadership practices, and organisational culture shape staff experience and long-term workforce sustainability. Business continuity planning and organisational resilience remain critical areas of operational focus, resource allocation, and expertise.

Strengthening Organisational Conditions for People, Safety and Resilience

The Security, Safety, and Resilience (SSR) team advanced several initiatives to strengthen staff well-being and safety across the Partnership, including a more holistic approach to crisis management and a more preventative, systems-oriented approach to staff care. On the security front, the team responded to escalating global risks by delivering critical in-person training — including Hostile Environment Awareness Training, Female Security Training, Crisis Management Training, and Incident Management Training — while expanding capacity-building for local staff. These actions reflect World Vision's commitment to a safe, inclusive, and resilient environment for employees amid rising geopolitical and operational challenges.



*"World Vision Ethiopia team members collecting feedback and complaints from a suggestion box, Ethiopia.
Photo: World Vision Ethiopia"*

Building human and organisational capability is an ongoing strategic and operational priority. Compliance training continues to serve to ensure that employees are equipped to recognise, prevent, and report unacceptable behaviour. Courses that were mandatory for all staff included Anti-Corruption, Information Security and Data Protection Awareness, Code of Conduct, and Harassment Prevention.

Beyond compliance, across the Partnership, leadership actively listened to staff through the annual Our Voice survey. World Vision achieved a high response rate with 87% staff participation. While the survey results were broadly positive, World Vision continues to prioritise ongoing efforts to better understand the organisational conditions that influence staff well-being across different contexts.

P&C continues to advance its Workday HRIS across the Partnership, shifting from initial implementation toward optimisation and strategic use. Despite an overall decrease in headcount, Workday adoption remains strong, providing data-driven insights that inform P&C's strategic objectives and support World Vision's mission in a rapidly changing global context.

World Vision Workforce Summary

Item	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Total staff (including VisionFund microfinance institutions) *	34,950	34,301	33,189	34,152	33,718	31,186
% full-time staff	98	98	98	98	98	98
% part-time staff	2	2	2	2	2	2
% temporary paid staff	<1	<1	<1	<1	<1	<1
% male/% female	57/43	56/44	56/44	56/44	55/45	55/45
% staff up to 40 years of age	64	64	61	61	58	58
% growth from previous reporting year	-7	-2	-3	3	-1	-8
% staff who are locals (nationals of the country in which they are employed)	99	99	99	99	99	99
Turnover rate (voluntary and involuntary)	23	25	22	28	21	26
Total volunteers ***	112,828	87,888	76,418***	70,198***	49,101***	32,309***

*The headcount figures do not include VisionFund Ethiopia.

**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.

**** The above figures represent calendar year data.

FINANCIAL STEWARDSHIP

In an environment of tighter funding, more donor scrutiny, and rising humanitarian needs, World Vision is strengthening financial stewardship through rigorous prioritisation, solid financial controls, and transparent public reporting. World Vision continues to prioritise value for money, effective cost management, and transparent resource allocation to ensure that funding is directed to areas of highest need and impact.

World Vision provides financial data in the [Global Annual Report](#) on a regular basis, and annual audited financial statements for World Vision International and its consolidated affiliates are publicly available at wvi.org/accountability. It also releases information on programme spending by year, country, and sector in accordance with the International Aid Transparency Initiative standard. Together, these disclosures boost donor confidence, promote transparency, and reflect World Vision's dedication to stewardship and resilience in a quickly changing environment.

World Vision continues to be grateful for the trust donors and partners have shown by contributing toward our mission in ever more challenging economic times.

DISCLOSURES RELATED TO THE US IRS FORM 990

World Vision International 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](#).



"Accountability in action: ensuring support reaches those who need it most — A family in Rangpur Area Programme, Bangladesh, receives cash support and participates in capacity-building activities to strengthen their livelihoods. Photo: World Vision Bangladesh"