**WORLD VISION REPONSE TO INTEGRATED REVIEW PANEL
FEEDBACK ON 2012 PROFILE DISCLOSURES**

III. Report Parameters
3.5 *Reporting process*
Fully addressed
The answer describes a thorough and committed process from World Vision's senior management to develop this report. They can also be commended for actively disseminating the report to relevant stakeholders. More information would be welcome in the next report on how feedback from the staff, the Panel and other key stakeholders is processed in the organisation and if there is a defined plan and active monitoring of progress on accountability commitments between reports.

The 2014 Accountability Report will include information on ways in which feedback on the Accountability reporting process is encouraged and, when received, incorporated in the development and execution of multi-year strategies and workplans.

Integrated Review Panel Feedback	World Vision Response
3.8 ***Basis for reporting*** *(Fully addressed)* World Vision gives a thorough explanation of the basis on which data from national entities, owned subsidies etc. are included in the financial statements of the entire organisation. It would be good to get a clearer indication on how World Vision ensures affiliate entities also adhere to the accountability commitments the organisation has made on the global level. To which extent have the national entities submitted qualitative and quantitative data (beyond the financial data mentioned under 3.5) to inform this report?	*Comprehensive, multi-faceted processes promote the development of a culture accountability and learning at an organisational level and in programming.* *Information provided by various parts of the organization for accountability reporting purposes is drawn from monitoring and reporting systems already in place that generate quantitative and qualitative data to assist planning and performance management based on evidence of results and impact.* *WV continues to invest in more systematic data collection and more rigorous evidence gathering. Increased attention to these matters within Partnership Accountability and Integrated Review and the creation of a new global unit for learning and knowledge management will be described in more detail in the 2014 report.*

IV. Mission, Values, Governance, and Stakeholder Engagement

4.1 ***Governance structure*** *(Fully addressed)* The report provides a clear overview on World Vision's governance structure at the Board level. The report links to the 2010 report (see here, p.11-17) for an overall governance structure of World Vision International. The diversity of the Board enables more different perspectives. However, the Panel notes that the presence of women is	*For WV's response on diversity, the 2013 Accountability Update section on Election and Term Limits of WVI Board Members (page 6) explains that voting members were reminded of the requirement to meet policy requirements on gender in their elections. They were also encouraged to go beyond meeting the requirement and strive for selection of additional qualified women that would exceed the policy and result in more female*

comparably low. How does this specific governance structure optimally support the achievement of World Vision's mission in practice?	*representation. The results were that voting members did indeed meet the policy requirement, but did not exceed it.* *The 2013 Update signals that steps will be taken to reinforce the messaging at the Regional Forums that Boards and Advisory Councils from the National Offices promote the goal to elect additional qualified female candidates to exceed the policy requirements.* *In response to the final question, the 2013 Update explains the ways in which the Global Governance Department supports optimisation of board processes to support achievement of WV's mission and goals.*

4.2 ***Division of power between the governance body and management** (Partially addressed)* The answer provides relevant information on the World Vision President being the only executive out of 24 Board directors. In addition, this section should also describe how responsibilities are divided between the Board and the management and/or executives. Some of this information is given in different parts of the report, though not referenced in the GRI table (e.g. p.21).	*The separation of Board and Management roles and the related division of responsibilities is elaborated in WV policies and guidelines and constitutes an important part of orientation and Board development initiatives. (Please see the 2013 Accountability Report section on Governance (pages 5-7))*

4.4 ***Feedback from internal stakeholders** (Partially addressed)* The report provides information on meaningful mechanisms for staff and internal stakeholders to provide recommendations to the Board. In the next report, the Panel welcomes evidence that these processes work well in practice and have led to positive management response.	*WV's next Accountability Report will include a section on the 2014 Our Voice survey, explaining the processes that ensure that feedback expressed through this and other mechanisms is communicated, leading to positive management response.*

4.6 ***Managing conflicts of interest** Fully addressed* World Vision describes a sound policy in place for detecting and managing conflicts of interest. Evidence that this policy is working well in practice are welcome for the next report.	*The Global Accountability team will work with relevant departments to provide evidence that the policy is working in practice in our 2014 report.*

4.10 ***Ensuring performance of highest***	*The Global Accountability team will work with*

governance body *(Fully addressed)* World Vision describes a sound process for ensuring the necessary set of competencies as well as good representation of key stakeholders in the International Board. The comprehensive processes of self and peer evaluation can be seen as **Good Practice**. It would be interesting to hear what kind of results came out of the evaluation processes and how that was acted upon in the next report.	*Governance Department colleagues to provide more information on functioning of the assessment protocol described in our 2013 Update in our next (2014) Accountability Report.*

4.16 ***Processes for stakeholder engagement*** *(Partially addressed)* World Vision has a One Voice policy in place which requires the engagement of communities in the assessment, design, monitoring and evaluation of all its activities in communities (p. 89) as well as having a community-based complaints handling procedure. Evidence that these policies work well in practice is welcome in the next report.	*Reporting on WVs responsiveness to its many stakeholder constituencies at a global level poses a number of challenges; but we will continue to provide examples of ways in which feedback from staff, from community representatives, from sponsors and supporters, is received systematically and processed by the relevant entities and/or functions. Our capacity to provide evidence of consistent, effective practice will be enhanced with the roll-out of national level accountability reporting.* *One Voice is not a policy but rather a public policy development system that helps advocacy staff create or update the Partnership's public policies and position statements.* *For community engagement and complaints-handling procedures, see the responses on Programme Effectiveness, below, and our 2013 Accountability Update.*

4.17 ***Topics of concern identified by stakeholders*** *(Not addressed)* This indicator asks for key topics that have been raised by stakeholders and how World Vision responded. However, replying to the Panel's feedback (see footnote on p.8) does not really address the concerns World Vision's stakeholders (identified on p.90) might have raised.	*The footnote referred to explained that not every aspect of accountability can be addressed in a single report – when length is already an issue.* *There is no partnership-wide compilation or distillation of 'key topics' that may have been raised diverse stakeholders across the WV partnership. With operations in nearly 100 countries and the list of stakeholders reported on page 90 of our 2012 report and referenced again by the IRP, it would be a significant task to consolidate 'key topics'.* *A fair proxy, in our view, is to demonstrate that,*

	in addition to routine management practices, feedback and response mechanisms are in place for staff (Our Voice), supporters/donors (primarily dealt with by Support Offices) and community representatives (the primary concern of National Offices), and contractors and suppliers (at global and country levels).
	The list of Integrated Incident Management System reports, and how they were addressed is found in Table 17 of the 2013 Accountability Report. A list of reported fraud incidents in 2013 and the organisation's response to those reports, is available upon request. Additional information on protection incidents and WV's response is provided on pages 40-41 of the Report.

PERFORMANCE INDICATORS

I. Programme Effectiveness

NGO1 ***Involvement of affected stakeholder groups*** *(Partially addressed)* The report provides relevant information about World Vision's various tools to engage with stakeholders at all stages of its work. This is in particular codified in the Development Program Approach (DPA) including joint planning processes with communities and building local capacities to implement shared projects. Evidence that this approach works effectively in practice currently rests with the national offices. But a set of indicators is being developed to link outcomes to the global monitoring system. It will be good to see some evidence in the next report that policies work well in practice, meaningfully engaging stakeholders in the design, implementation and evaluation of programmes and activities.	*For World Vision's responses to these questions, please refer to the section under the Child Well-being Outcomes heading in the 2013 Accountability Report (pages 21-24).* *These country level reports have allowed World Vision to establish a baseline on the achievement of CWB targets and the implementation of the Programme Accountability Framework (including the status of feedback/complaints collection in different offices).*

NGO2 ***Mechanisms for feedback and complaints*** *(Partially addressed)* Collecting and acting on feedback and complaints ranks high within the organisation's overall priorities. Programmes using the Development Programme Approach in 2012 should have (community-based) complaints and response mechanisms in place, but World Vision International has not yet an instrument to validate this. The organisation can be commended for describing rather honestly	*WV's 2014 analysis of the country level reports referred to above revealed that collecting and acting on feedback and complaints was reported in a more ad-hoc manner than the other accountability dimensions tracked. More work needs to be done to ensure such mechanisms are instituted and functional in all World Vision programmes (see page 22 of the 2013 Accountability Update).*

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some challenges its feedback mechanisms still face e.g. lack of accessibility for children or staff that is insufficiently aware or the standards in place. Currently, data on feedback, complaints and actions taken in response to complaints is not compiled at the international level. The information provided on several complaints through the Integrated Incidents Management is very well recorded. The Panel looks forward to more evidence that feedback and complaints mechanisms work well in practice across the entire organisation and help inform strategic decisions.	*Regarding the Integrated Incident Management System, in 2014 we have implemented global monthly reporting of all open incidents with their status. These reports are distributed to the regions (the SDOs) for action, and are available to all the functional stakeholders at the GC level. By the end of 2014 we will do a review of the effectiveness of these reports and hence gain an understanding of what further actions need to be taken. The list of incidents reported, and how they were addressed, is included in the 2013 Accountability Report as Table 17.*

NGO3 ***Programme monitoring, evaluation and learning** (Partially addressed)* Good information is provided about the solid mechanisms in place for monitoring and evaluating World Vision's work at the local, national and global level. Work is currently under way to improve the indicators used to assess performance at the national and regional level. For the next report it would be good to provide succinct information on the objectives, targets and indicators of success and some evidence that the MEL mechanisms work well in practice to improve World Vision's effectiveness.	*The CWB Reports referred to above focus on learning what can be done to improve programming approaches. An analysis of "Key Learning and Recommendations from the Summary Report on Child Well-Being" was produced in 2014. An overview is provided on page 21 of the 2013 Accountability Update. More detailed information will be provided in the 2014 Accountability Report.*

NGO4 ***Gender and diversity*** *Fully addressed* World Vision reports on policies in place to ensure inclusion with regard to women, children, elderly people, sexual orientation, and persons with disabilities in the entire programme cycle. It would be good to provide some evidence in the next report that this works well in practice: e.g. evidence that staff is well aware of and applying these policies and specific inclusion targets with regard to relevant groups that have been achieved in the programmes.	*In relation to programming, our 2013 Accountability Update includes information on the inclusion of persons with disabilities and an accountability workshop that included a segment on the need for particular attention to be paid to inclusion of the elderly. Activities carried out under the Channels of Hope umbrella document fully, WV's efforts to prevent discrimination and stigmatisation of people affected by HIV-Aids. See the Gender and Diversity section of the 2013 Accountability Report, page 28.* *People & Culture tracks adherence to the WVI Board Policy on Diversity which is a Board requirement. P&C also track gender and other diversity data at the global level for the organisation.*

	All of WV's National Offices have been asked to develop a country-specific strategy for diversity in relation to organisational management and programmes that is aligned to their local context. These are incorporated into the National Strategy.
	At the organisational level, there is not a generic diversity profile. Targets are not centrally set, as World Vision considers this poor People & Culture practice. Countries are encouraged to set targets aligned to their needs, in accordance with WV policies reflecting international principles and practice.

NGO6 *Coordination with other actors (Partially addressed)* World Vision acknowledges partnering as a key driver to success. It sees its role as a catalyst of change and capacity builder for local partners and describes the key criteria for choosing relevant partners. However, the whole passage is rather long and not very focused. It would profit from a few clear sentences on: • How does World Vision ensure to avoid duplication of efforts? • How does the organisation prioritise building capacities of others where this is more effective and how does it ensure to leverage its impact through partnership rather than doing it all alone? • Can World Vision provide evidence that its systems to coordinate with other partners work well in practice?	*The length of the passage is a reflection of the number of ways in which 'partnering' is a methodology that applies across the organisation in a variety of contexts.* *The IRP's guidance on questions to frame a more focused explanation is appreciated and particular effort will be made to address these questions in our 2014 Accountability Report.*

II. Financial Management

NGO7 *Resource allocation (Fully addressed)* The report provides comprehensive information on the financial procedures for allocating resources in line with World Visions strategic plan. World Vision refers to USAID as the accounting standards used for financial reporting (p.63). However, no information is provided on how resources are tracked.	GC Finance Department's purpose is to provide financial reporting and analysis to the Partnership, and manage its financial risks. This is achieved by developing forecasting, budgeting and financial reporting systems that enable monitoring of key Partnership financial risks and strengthening the network of Partnership finance staff. Through the Global Centre (Finance) Department, World Vision International tracks all resources contributed by fund-raising entities (Support Offices) to the WV partnership and the allocation of those resources, in line with approved Strategies and Budgets.

	WV's audited financial statements are available on the WVI website. (http://www.wvi.org/accountability/publication/2013-wvi-audited-financial-statements)

II. Environmental Management

EN16 *Greenhouse gas emissions of operations (*Partially addressed) The report refers to a substantial investment of World Vision in establishing an Environmental Sustainability Management System (ESMS) which is currently piloted. It does not, however, provide any data on actual emissions of World Vision operations. EN18 *Initiatives to reduce emissions of operations (*Partially addressed) While substantial work has been invested into identifying areas of environmental concern and conceptualising policies and partnerships to tackle them, no specific initiatives are listed by which World Vision has concretely reduced its own environmental impact. EN26 *Initiatives to mitigate environmental impact of activities and services (*Partially addressed) See EN18.	WV's new Environmental Sustainability Management System (ESMS), described in the 2012 report, was finalised for presentation to senior management at the end of 2013. The work done on this system has been recognised by peer NGOs and international standard setting bodies. Regrettably, resource constraints have prevented the allocation of human and other material to promote take-up. The Global Accountability Department has recommended that a time frame be established for implementation of the ESMS, and more rigorous data collection on improvement against an environmental impact baseline.

IV. Human Resource Management

NGO9 *Mechanisms to raise grievances* *Partially addressed* World Vision promotes a corporate culture of fairness and constructive conflict resolution. Grievance procedures are in place at the office or entity level. A link to these procedures would be helpful in the next report. In 2012, there were 24 cases of employee grievance that were escalated to the Partnership level. World Vision is asked to specify the management action taken and if grievances were resolved.	*It is not clear what kind of 'link' is desired in relation to WV's internal grievance procedures, but additional information will be provided in the 2014 Accountability Report on the relevant policies and guidelines and on the consolidation of information on processing of grievances within WVI.* *For 2013, see the section titled Responding to Staff Feedback and Complaints in the Accountability Update (page 39). In addition, staff feedback through the Whistleblower hotline and other avenues is included in the Integrated Incident Management System reports listed as Table 17 in the 2013 Accountability Report.* *Access to information on the processing of grievances by other entities in the WV partnership will be improved with rollout of the proposed common 'accountability reporting' framework.*

LA10 **Workforce training** *Partially addressed)* Significant training initiatives on numerous topics have been carried out. The Panel understands the challenge of reporting on specific training hours per employee but recommends providing further details on how much World Visions invests into training of its workforce (as percentage of the overall administrative budget) and if it has evidence that these trainings are successful.	*World Vision continues to disclose such information as can be collected on workforce training, but information on training budgets and impact assessments is not consolidated at the global level.* *It is WV's view that the resources involved in consolidating this information – given the size and structure of the WV partnership and the wide range of 'training' activities provided for our 45,000 plus employees and volunteers – cannot be justified, offering instead, the indicators of staff satisfaction and engagement and efficiency and effectiveness indicators as evidence that the amount of training provided is appropriate and well targeted.*
LA12 **Global talent management** *(Fully addressed)* All employees of the Partnership receive two performance reviews per year (p.78). While World Vision states its commitment to attracting, retaining and developing highly qualified staff, it is not quite clear how this translates into concrete action. Does World Vision have evidence that its HR policies work well in practice?	*People and Culture have a number of mechanisms to measure success in global talent management. These include Performance Management, local and global tracking of Performance Review completion rates, local and global tracking of completion of Development Plans and local and global tracking for the spread of ratings.* *The clearest measure of WV's success in the increased participation in the Our Voice Staff Engagement Survey with positive feedback and concerns raised reviewed, systematically, by senior management and monitored by the WVI Board.*
LA13 **Diversity of workforce and governance bodies** *(Partially addressed)* Consolidated information on the percentage of gender is provided; however data on age, minority groups or other diversity indicators is not given for the governance body. More information how the newly introduced Partnership Management Policy on Recruitment and Selection works in practice is welcome for the next report.	*Diversity in relation to governance and programming is dealt with elsewhere. In relation to the workforce, WV's Partnership Management Policy on Recruitment and Selection is being rolled out progressively. A comprehensive assessment is not expected to become available before FY16 but information on implementation will be included in our 2014 Accountability Report.*

V. Responsible Management of Impacts on Society

SO1 **Managing your impact on local communities** *(Partially addressed)* World Vision has a number of policies in place that ensure it is aware of actual and potential effects its work might have on communities. Links to these policies would be helpful. Moreover, relevant information on	*All WV policies are available on request and information on guidelines, approaches, systems, is regularly shared with peer NGOs and other interested parties. For example, in June 2013, a pilot study in a selection of WV India's ADPs aimed to verify whether communities exposed to the Citizen Voice and Action (CVA) approach are*

how impact data is collected, how local communities' feedback is taken into account and how these processes have led to positive management response is missing and asked for in the next report.	*more likely to demand accountability from WV to meet agreed expectations. It also attempted to assess whether this leads to greater accountability by WV and sought to identify CVA tools and practices that will support WV programme accountability efforts. The findings from the initial visit and pilot study were inconclusive, but further studies are being considered (See 2013 Accountability Report, **Citizen Voice and Action link to programme accountability**).* *As explained above, significant progress has been made in evidence gathering with regard to links between WV activities and improvements in previously identified Child Well Being targets. Given the IRP's interest, more detailed information – both on the results and with regard to our methodology (to close the accountability loop between the compilation of learning and recommendations and management action) - will be included in the 2014 Accountability Report.*
SO3 **Anti-corruption practices** (*Partially addressed*) Exact numbers on the percentage of employees receiving anti-corruption training is not available. However, risks are frequently analysed and a series of six new anti-corruption training modules is now available for all staff. The Panel looks forward to the 2013 report which will include information on training carried out using the new modules.	*The 2013 Accountability Update includes information on continuing efforts to strengthen fraud investigation and audit functions.* *It also includes a section on anti-corruption training, with completion of eight modules that have been applauded by representatives of Transparency International, the world's leading anti-corruption campaigner.* *Our 2014 Accountability report will report on roll-out of the modules and training of trainers in all but one of WV's seven regions, with the participation of an estimated 1,200 to 1,500 staff.*

VI. Ethical Fundraising

PR6 **Ethical fundraising and marketing communications** (*Partially addressed*) World Vision describes some global guidelines for fundraising which ensure e.g. the dignity of people is respected and messages are appropriately contextualised. Mostly regulation on ethical fundraising is nevertheless determined at the national level, where offices comply with the provisions of their jurisdictions or national codes. It would be good to collect some	*The 2013 Accountability Update includes a section on WV's approach to child sponsorship that includes important standard setting components for the WV partnership that may prove to be relevant for other child sponsorship agencies.* *As foreshadowed in the 2012 report, in FY13 the Global Accountability team has agreed on a plan of action with marketing and communication*

aggregated information on any breaches of these standards in order to obtain a better picture at the global level of how often breaches occur, in which areas and how they were acted upon.	*colleagues to work on accountability commitments in these areas. We will report on progress in the FY14 Accountability Report.*