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Members of the Independent Review Panel
Accountable Now
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Dear IRP Members,

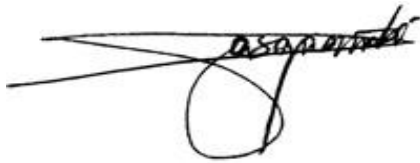
I am very grateful for your continued work of reviewing our regular accountability report and sharing with us your feedback. I also want to appreciate the last call that helped clarify your feedback points and sharing with you our approach to becoming even more accountable to our valued stakeholders. It is in this spirit that I'm pleased to share with you the following reaction/comments from World Vision in response to your valuable feedback.

- I am always encouraged with your feedback recognising our institutional commitment to accountability and our organization will continue to improve in demonstrating good practices of accountability in all our operations.
- In our last discussion, we agreed on the shared challenge of calculating carbon emissions as a means to demonstrate environmental accountability. While this is important, I appreciate the fact that the revised reporting framework does not require calculation of carbon emissions which will be replaced by evidence demonstrating how the organization contributes to environmental accountability, including on carbon emissions. This is in line with World Vision's commitment and we will include more evidence of this commitment in our future reports.
- I take note of your request for more information on World Vision's procedures for local hiring, workplace training, global talent management and diversity workforce. These points were adequately addressed in our previous reports and in the spirit of keeping our accountability report

to a reasonable size (number of pages), we try to avoid repetition of our reported practices when these have not changed. However, we will include more information on these practices in our future report.

Once more, I want to reiterate our commitment to the highest practices of accountability and transparency and to continue working with Accountable Now in promoting these good practices in our sector. Please find in the attached table below more details raised in your letter.

Regards,

A handwritten signature in black ink, appearing to read 'Elie Gasagara', written over a horizontal line.

Elie Gasagara
Partnership Leader, Global Accountability
World Vision International

PROFILE DISCLOSURES

	Panel Feedback	World Vision Response
I.	Strategy and Analysis	
I.1	<p>Statement from the most senior decision-maker</p> <p><i>Fully addressed</i></p> <p>The opening statement by Kevin Jenkins, World Vision's President and CEO, demonstrates a strong institutional commitment to accountability, with World Vision's new global strategy centred on impact, accountability and collaboration.</p> <p>The description of how children were involved in helping develop and track implementation of the strategy, was noted positively as a solid example of ongoing and meaningful stakeholder engagement – a key tenet of dynamic accountability.</p> <p>Kevin Jenkins openly acknowledges an allegation of corruption against a staff member in Gaza in 2016, and expresses World Vision's commitment to react to the outcome of the ongoing case appropriately, including changing internal systems and processes if necessary.</p>	<p><i>Noted with thanks.</i></p>
II.	Organisational Profile	
2.1 – 2.6	<p>Name of organisation / Primary activities / Operational structure / Headquarter location / Number of countries / Nature of ownership</p> <p><i>Fully addressed</i></p>	<p><i>Noted.</i></p>
2.7	<p>Target Audience</p> <p><i>Addressed</i></p> <p>It is stated that World Vision is committed to "improving the well-being of vulnerable children" - however, it is not clear whether this is the sole</p>	<p><i>We take note of the need for further clarification and we will give more detail in future reports.</i></p>

	target audience as earlier in this section of the report World Vision is said to be "dedicated to working with children, families and communities". It would be helpful to have a clearly stated target audience, as well as a geographical breakdown of where they are.	
2.8 – 2.9	Scale of organisation / Significant changes to previous reporting <i>Fully addressed</i>	<i>Thanks.</i>
2.10	Awards received <i>Fully addressed</i> The Panel congratulates World Vision and their national entities for the awards they received in 2016 – particularly VisionFund as the Asian Development Bank's inaugural Civil Society Partnership Award recipient.	<i>Noted with thanks.</i>
III.	Report Parameters	
3.1 – 3.4	Reporting period / Date of most recent report / Reporting cycle / Contact person <i>Fully addressed</i>	<i>Thanks.</i>
3.5	Reporting process <i>Addressed</i> World Vision's Global Accountability team oversees the reporting process and includes contributions from relevant departments and entities, and committees as identified in the 2014 report. It would be helpful to specify these again however, to increase the reader-friendliness of the report and ensure each subsequent report is standalone without requiring reference to previous reports. According to the 2014 report, the WVI Operations Committee and the Board's Audit and Risk Committee review the report. The final report is disseminated to internal and external stakeholders, including WVI staff,	<i>The detailing of the review process was not included in part due to space constraints as we continue striving to reduce the size of the report. World Vision follows a rigorous process of reviewing this report as described in previous former reports. We will provide more details in our future reports, including links to previous reports as appropriate.</i>

	<p>partners, other NGOs, governments and donors. Furthermore, the report along with the accompanying Panel feedback, is published on WVI's intranet and website, which the Panel appreciates.</p> <p>Feedback is encouraged from all staff, and is fed back to the Partnership Leader for Global Accountability. More details about these processes would be appreciated – e.g. are staff asked for feedback via an online survey, email, face to face? How the Panel's feedback is acted upon or considered in future reports?</p>	
3.6 – 3.8	<p>Report boundary / Specific limitations / Basis for reporting</p> <p><i>Fully addressed</i></p> <p>The report covers all of World Vision's entities, including VisionFund International. It does not cover community-based CSOs working in partnership with WVI to implement certain projects.</p> <p>WVI's audited accounts do not include figures from certain WV national offices, which are not consolidated for accounting purposes, as explained in the report.</p>	<i>This is correct. Thanks.</i>
3.10 – 3.11	<p>Reporting parameters</p> <p><i>Fully addressed</i></p> <p>There does not appear to be any significant change in the reporting parameters.</p>	<i>This is correct.</i>
3.12	<p>Reference Table</p> <p><i>Fully addressed</i></p> <p>The reference table is provided on pages 34-39 and was in general a helpful guide to assessing the report. However, there were a few indicators where references were incorrect or insufficient page numbers were provided (3.10/3.11, 4.4, 4.5, 4.12, NGO1, NGO2).</p>	<i>This is noted and we will pay more attention on making detailed references in our future reports.</i>

IV.	Mission, Values, Governance, and Stakeholder Engagement	
4.1	<p>Governance structure</p> <p><i>Fully addressed</i></p> <p>Information about World Vision’s governance structure, including responsibilities of the WVI Council, Board and its committees, as well as boards of national entities and VisionFund International, is provided.</p> <p>The World Vision Partnership risk management policy is mentioned, and we appreciate that this policy document is available on request.</p>	<p><i>As reported previously and agreed with the Panel, we will share on request policies that labelled for external sharing. Only internal policies will not be shared.</i></p>
4.2	<p>Division of power between the governance body and management</p> <p><i>Fully Addressed</i></p> <p>The process of Board supervision of the WVI President and CEO is described, with performance reviews based on key performance indicators set each year. The same process applies at the national entity level.</p>	<p><i>Noted with thanks.</i></p>
4.3	<p>Independence of Board Directors</p> <p><i>Fully addressed</i></p> <p>The WVI board has 24 members, 23 being independent/non-executive.</p>	<p><i>Noted.</i></p>
4.4	<p>Feedback from internal stakeholders</p> <p><i>Fully addressed</i></p> <p>Internal stakeholders have the opportunity to provide in-person feedback to the WVI Council at its meeting every three years and to the WVI Board and President/CEO at regional meetings every three years. Board and advisory council surveys are carried out “on a regular basis” – the Panel would like to know what this is in concrete terms. Finally, staff are able to fill out an annual anonymous survey, with results shared at the</p>	<p><i>We take note and we will provide more details in our future reports.</i></p>

	international and relevant national levels. The Panel would welcome in future reports examples of how this feedback has been used.	
4.5	<p><i>Compensation for members of highest governance body</i></p> <p><i>Fully addressed</i></p> <p>WVI Board members are not compensated, except for the President/CEO who is the only executive member of the Board, and therefore paid a salary.</p> <p>Comprehensive information on remuneration, including financial and non-financial compensation, salary benchmarking, and an overview of the five highest paid senior executives, is provided on pages 29-30.</p> <p>Key points of relevance from the Total Rewards Philosophy are explained, and the Panel appreciates that the policy is available on request.</p>	<i>Noted with thanks.</i>
4.6	<p><i>Managing conflicts of interest</i></p> <p><i>Fully addressed</i></p> <p>All Board members are required to complete an annual conflict of interest declaration and declare any actual or potential conflicts of interest.</p>	<i>Noted.</i>
4.10	<p><i>Process to support highest governance body's own performance</i></p> <p><i>Addressed</i></p> <p>WVI Board members are elected through regional forums and serve for three year terms for a maximum of nine years in total. The Board is evaluated through peer reviews with the WV Partnership every five years, self-assessment of the board every three years, exit interviews, and evaluations after every board meeting. The Governance Committee reviews all recommendations and develops action plans for</p>	<i>We take note and we provide more details in our future reports as possible.</i>

	<p>the board. The Panel appreciates these reviews, and would like to hear how their outcomes are being used.</p>	
<p>4.12</p>	<p>Social charters, principles or other initiatives to which the organisation subscribes</p> <p><i>Addressed</i></p> <p>The report refers to engagement with the UN Global Compact, but a list of other charters/initiatives WVI is a signatory to, such as the Core Humanitarian Standard, is requested, and/or more thorough cross-referencing in the alignment annex.</p>	<p><i>This is noted. World Vision is signatory to many charters and initiatives. We will share the most relevant ones in our next full report.</i></p>
<p>4.14 – 4.15</p>	<p>List of stakeholders / Basis for identification of stakeholders</p> <p><i>Partially addressed</i></p> <p>World Vision’s stakeholders include children, families, communities, governments and other civil society organisations, and are determined by each World Vision office as part of their strategic and programme design processes. However, more information on the specifics of these groups (e.g. age, social/economic background?) and how they are identified, selected and prioritised is requested. Links to any relevant policies/guidelines would be helpful.</p>	<p><i>While we try to provide detailed information, we are also constrained by the size of the report and this is why we didn’t provide the details requested. However, we recognise that a link to our ‘development programming approach’ (http://www.wvi.org/development/guide/development-programming-guidance) would have been helpful as it details the process by which stakeholders are identified, selected and prioritised. We will provide details in our future reports as appropriate.</i></p>

PERFORMANCE INDICATORS

	Panel Feedback	World Vision Response
I.	Programme Effectiveness	
NGO I	<p><i>Involvement of affected stakeholder groups</i></p> <p><i>Fully Addressed</i></p> <p>The response outlines World Vision’s involvement of stakeholder groups in designing, implementing and evaluating its development, relief and advocacy work. The Panel welcomes the provision of examples and evidence through case studies.</p> <p>World Vision’s policies on transformational development and programme effectiveness include standards on accountability to communities and their active involvement in the entire programme life-cycle. The panel requests that World Vision make the links to this policy available on their website. The Development Programme Approach (DPA) – a link would also be welcomed – incorporates these policies and standards in local-level programming, and self-reviews assess programme effectiveness.</p> <p>The response includes a commendably transparent example of a 2015 self-review of 1400 programmes highlighting a low score of community ownership. This led to WV Partnership strengthening community ownership in local programmes, placing a particular focus on the implementation phase.</p> <p>WVI’s Citizen Voice and Action model for advocacy efforts also focuses on community involvement in setting performance indicators and corresponding monitoring of WVI’s efforts. Results are discussed in multi- stakeholder meetings where service improvement with</p>	<p><i>Noted with thanks.</i></p>

	<p>the involvement of all actors is planned. The approach is being expanded and adapted for more fragile contexts.</p> <p>The Panel also notes positively the involvement of children in decision-making processes, with children making recommendations to the World Vision Triennial Council, and rating progress with the use of a child-friendly accountability mechanism, as outlined on pages 10—11 of the report.</p> <p>On the whole, the Panel identifies World Vision’s efforts to involve its stakeholders as a good practice.</p>	<p><i>Thanks for recognising our engagement with stakeholders as a good practice.</i></p>
<p>NGO 2</p>	<p><i>Mechanisms for feedback and complaints</i></p> <p><i>Partially addressed</i></p> <p>World Vision has a complaints and feedback mechanism, but these are not clearly explained or easily accessible to stakeholders, which is one of the key expectations for Accountable Now members. The Panel has welcomed the opportunity to discuss this with World Vision’s management, and we look forward to further developments on this issue.</p> <p>The results of a pilot project on beneficiary feedback mechanisms indicated that feedback and complaints mechanisms should be contextualised to each programme location, and complaints are therefore handled on a programme basis. However, the Panel requests more information on the different channels available to submit feedback and complaints – e.g. online forms, surveys, face to face consultations – as well as evidence that these are well known and lead to positive management response.</p> <p>There are some commendable examples provided of how World Vision has been listening to and dealing with complaints and feedback in</p>	<p><i>World Vision takes complaints and feedback mechanisms seriously and we have in place various systems to seek complaints and feedback. Our accountability report shared some cases, including examples from selected countries. We will continue sharing information in our future reports as appropriate. At the same time, we will work on improving our website to ensure better communication of, and access to, our complaints and feedback systems.</i></p>

	<p>Nepal, Somalia, Cambodia and Iraq and the Panel commends World Vision for the additional information provided in addressing such issues.</p> <p>There is a WV Partnership-wide whistle blower system, primarily for internal stakeholders but also open to the public. 47 complaints were investigated in 2016. What was the outcome – how many were resolved? The Panel would welcome the provision of a policy document relating to the whistle blower system for further information on how submissions are dealt with, time frames, etc. Some complaints relating to fundraising and communications, and how they were responded to, are also outlined in Section 4.1 of the report.</p> <p>Finally, the Panel encouraged World Vision in its last feedback letter to actively monitor feedback on platforms such as Great Non-profits and Charity Navigator to address complaints made against them. There are no recent comments on Great Non-profits and WV US’ communications team appears to be responding on Charity Navigator, which the Panel commends.</p>	<p><i>As indicated above, we will share on request policies that are labelled for external sharing. Only internal policies will not be shared.</i></p> <p><i>This monitoring is being done as reported in our previous response to the Panel.</i></p>
<p>NGO 3</p>	<p><i>Programme monitoring, evaluation and learning</i></p> <p><i>Fully Addressed</i></p> <p>A comprehensive description of World Vision’s monitoring, evaluation and planning in its development, relief, and advocacy programmes is provided.</p> <p>MEL is guided by the Learning through Evaluation with Accountability Planning (LEAP) framework, of which the latest iteration introduces more national-level standardisation into programming.</p> <p>Field offices are developing technical approaches and programmes which should allow World Vision to report at scale on child wellbeing</p>	<p><i>We appreciate the interest in our MEL systems, including the engagement of children.</i></p>

	<p>indicators in the future, and the Panel is interested in seeing the results of this.</p> <p>The Panel welcomes World Vision’s efforts in engaging children in its MEL systems and the publication of a Global Child Well-being Report which consolidated results from 60 field offices. The 2017 Global Report is anticipated to use financial, sponsorship and programmatic data from World Vision’s Horizon 3 information system for the first time – the Panel looks forward to seeing how this leads to improved learning and development opportunities for WV. Bond evidence principles are also used to evaluate programmes and track progress, with 36 evaluations in 2016.</p> <p>Finally, the Panel commends World Vision on launching a Partnership-wide “Fail Fest” in 2016, encouraging staff to share failed approaches/projects which led to positive change and results, and reinforcing the concept of “failing forward” to encourage innovation. This is seen as a good practice and the Panel hopes that it contributes to WV’s aim to encourage a culture of more open and honest learning.</p> <p>A number of examples in Section 2 of the report described how these various MEL processes provide information that have led to adaptive management of WV programs.</p>	<p><i>We are working towards full utilisation of Horizon 3 in our operations but this presents some challenges. We will be reporting in future on how the Horizon programme information system is utilised and how it can improve learning and development as the system is operational.</i></p> <p><i>Thanks for recognising our ‘fail fest’ as good practice. This is very encouraging to us and will strengthen the case for doing more of this internally.</i></p>
<p>NGO 4</p>	<p>Gender and diversity</p> <p><i>Fully addressed</i></p> <p>World Vision acknowledges that barriers to inclusion differ according to the contexts of their various field offices, but identifies gender and disability of critical importance overall.</p> <p>The Gender Equality Framework for Action which tracked key output indicators such as</p>	<p><i>This is correct and we are working to improve our systems.</i></p>

	<p>mainstreaming gender in programming and strengthening organisational commitment, concluded in 2016. Unfortunately, delays in rolling out WV's data management system Horizon, limited their ability to track outcomes. Progress is however identified in a programme engaging faith leaders on gender issues, mainstreaming gender equality into a health project model and the Food Programming Management Group training manual, as well as the conceptualisation of a campaign to end violence against girls and boys.</p> <p>Whilst progress on disability was less evident, WV India is stated to have made progress on inclusive programming in this area. The Panel nevertheless would like to know what further improvements in this area are planned and how specific examples such as this could be used to inform organisational-wide approaches in the future. The Panel welcomes the fact that the Gender Equality Policy is available on request.</p>	
<p>NGO 5</p>	<p><i>Advocacy positions and public awareness campaigns</i></p> <p><i>Fully Addressed</i></p> <p>World Vision's advocacy work is governed by the Promotion of Justice Policy which outlines the principles and processes that shape their advocacy. A quote from the policy highlights listening and consultation with stakeholders as key tenets of advocacy. Whilst the Panel understands that the policy is an internal one, it would still be interested in further information of how policy positions are evidence based, how corrective actions are taken, and how campaigns are exited. Policies can also be shared with the Panel confidentially if desired, and will not be published.</p> <p>Advocacy is monitored as part of the WV Partnership Strategic Measures, with a goal to</p>	<p><i>We are grateful for the Panel's understanding, and while internal policies will not be shared publicly, we will aim to ensure the Panel understands their intent.</i></p>

	<p>achieve the well-being of 150 million children by 2016. Changes in policy and policy implementation, and the number of children those policies apply to, are measured rather than the number of children reached directly. A new challenge for WV in the reporting period was evaluating a WV Partnership-wide campaign, with the Child Health Now campaign in its final year. Both internal and external reports with learning opportunities were produced, and a joint learning event was held with Save the Children, which the Panel notes positively.</p> <p>There are clear examples of how learnings from the Child Health Now campaign fed into the design of WV's new global campaign, with 2000 children included in the design of the new campaign and an increased focus on working in coalitions as evidenced by joining efforts with the Global Partnership to end violence against children. The Panel commends these efforts.</p>	
<p>NGO 6</p>	<p>Coordination with other actors</p> <p><i>Fully addressed</i></p> <p>World Vision's new Partnership Strategy (not linked, but available on their website here) reaffirms their commitment to partnering, collaboration and alliances.</p> <p>WV's Development Programme Approach includes processes to empower various local stakeholders to own project plans, through joint analysis, planning and decision-making as well as monitoring and evaluation. The Panel commends these efforts, and the provided example on Local Partnership Training includes a particularly positive example of negotiating power-asymmetric relationships.</p> <p>Reference is made to a partnering Agreement Checklist to help partners consider accountability to each other and how to adhere to WV's accountability standards, as well as a</p>	<p><i>World Vision's strategy is linked in section 1.1. (Overview of World Vision) though we recognize it could have been linked again when referenced in this section).</i></p> <p><i>We recognize that links to the reference documents would have been useful. The 'Partnering Agreement Checklist' is included in section 6 of the Local Partnering in Practice guide at http://www.wvi.org/sites/default/files/Local%20Partnering%20in%20Practice.pdf and the 'Guidance for Financial Partnering to guide partner selection and management' is located at http://www.wvi.org/development/publication/guidance-financial-partnering</i></p> <p><i>We will give more reference in our future reports.</i></p>

	<p>Guidance for Financial Partnering to guide partner selection and management – links to these policies are requested.</p> <p>A new course on Advanced Partnering and Negotiation has been developed for national-level staff, promoting mutual accountability through transparency and equity. This is commended, particularly in light of the latest LEAP approach to technical programme design considering the plans of other national actors.</p> <p>The Panel also notes positively World Vision’s contribution to the discussion around how cross-sector collaboration at the national level helps achieve the SDGs, through a joint policy paper with The Partnering Initiative.</p>	
<p>II. Financial Management</p>		
<p>NGO 7</p>	<p>Resource allocation</p> <p><i>Fully Addressed</i></p> <p>World Vision International’s consolidated, audited financial statements are published on their website annually – the Panel repeats its request from previous feedback letters to a <i>direct link</i> to the most recent statements.</p> <p>WVI’s resource allocation, tracking and control procedures as well as anti-corruption and fraud efforts are explained comprehensively. The Panel notes positively WV’s move to require all staff to complete an online anti-corruption training module by the end of 2017. WVI’s transition to publicly report financial flows using the International Aid Transparency Initiative standard is also welcomed.</p> <p>The Panel looks forward to more information in the next report on WV’s review of their resource allocation process in realisation of their new global strategy, as well as progress made with IATI standard alignments.</p> <p>The Panel appreciates that the policies</p>	<p><i>Noted. In future, we will include a direct link for the latest statement as possible.</i></p> <p><i>We will also include in our future report how we are aligning resource allocation with the new strategy.</i></p>

	mentioned, such as the anti-corruption and blocked-party screening policies, are available upon request.	<i>As indicated above, we will share on request policies that labelled for external sharing. Only internal policies will not be shared.</i>
NGO 8	<p>Sources of Funding</p> <p><i>Partially addressed</i></p> <p>World Vision’s sources of funding are outlined by category and region, but the five largest donors are not mentioned.</p>	<i>Noted. We will provide this information in our future report.</i>
III.	Environmental Management	
EN16 EN18 EN26	<p>Greenhouse gas emissions of operations / Initiatives to reduce emissions of operations / Initiatives to mitigate environmental impact of activities and services</p> <p><i>Not addressed</i></p> <p>The Panel acknowledges that World Vision has decided not to track carbon emissions due to cost burdens, and is instead investing in local-level programming that promotes environmental sustainability. Examples are provided of a low-cost land restoration approach in relevant contexts and the creating of the Alliance for Climate-Smart Agriculture in Africa, which the Panel notes positively.</p> <p>However, the Panel maintains its position that this is a weakness area. Even if carbon emissions are not being tracked, are there policies in place to reduce environmental impact? World Vision notes that most of their emissions are from plane travel and fuel consumption – in light of this, an environmentally-friendly travel policy and carbon offsetting would be positive steps. There are many other initiatives that could be implemented, such as water and paper saving, use of environmentally friendly energy sources, etc. that would not require detailed tracking of data.</p> <p>The Panel refers WVI to Commitment 3 of</p>	<i>The revised reporting framework does not require calculation of carbon emissions which will be replaced by evidence demonstrating how the organisation contributes to environmental accountability, including on carbon emissions. This is in line with World Vision commitment and we will include more evidence of this commitment in our future reports.</i>

	<p>Accountable Now’s 12 Accountability Commitments, which is about a healthy planet. All Accountable Now Members have pledged to, “protect the natural environment and enhance its ability to support life for future generations.” The Panel requires a response to this feedback letter, demonstrating how WVI is adhering to this commitment and minimising its environmental impact. The Panel is happy to have a call to discuss this further if WVI wishes.</p> <p>The Panel again points World Vision to Plan International’s comprehensive efforts (pages 98-99) to mitigate their environmental impacts as a good practice.</p>	
IV.	Human Resource Management	
LAI	<p>Size and composition of workforce</p> <p><i>Fully Addressed</i></p> <p>Data for World Vision’s workforce, split by type of contract (full/part time, temporary, volunteer), gender, age, and region is provided. The Panel would welcome more detail on age categories (several rather than just above or below 40 years) as well as a breakdown of staff by responsibility levels and status as expatriate or local, including a gender split for the different levels.</p>	<p><i>Noted. We are constrained in what statistics we can report by our current partnership wide data collection approach, but this approach is periodically modified and we will provide more detail when we can.</i></p>
E7	<p>Procedure for local hiring</p> <p><i>Partially addressed</i></p> <p>The Panel commends the fact that 99% of staff across the WV Partnership are nationals of the office in which they are employed. However, no information is provided on World Vision’s procedures for local hiring to ensure or maintain this figure. Furthermore, World Vision states in Section 4.2 that “Each office is also responsible for factoring in concerns about the impact of World Vision hiring on overall local capacity, other NGOs and the local public sector. WVI hiring policies, practices and standards act as a</p>	<p><i>This was detailed in our 2012 report and the practice has not changed. We try to avoid repeating information available to the public in the spirit of reducing the size of our accountability report. In the future, we will consider giving links to our former reports when the issue was adequately covered.</i></p>

	<p>guide; however, these need to be adapted to the local context as governed by national laws and industry practices.” However, the policies, practices and standards that guide this decision making are unclear, as are details about how it works in practice.</p>	
LA10	<p>Workforce training</p> <p><i>Addressed</i></p> <p>Information is provided on the types of training World Vision offers its staff and volunteers – these are mostly basic skill building, use of processes and systems, supervision, people management, leadership and organisational management. Training is provided at all levels from local to global, but there does not appear to be a comprehensive approach or policy across the organisation.</p> <p>Local and technical specialists together with line management define needs, and training is designed and delivered according to programming and management priorities. However, more information or examples of how training needs are identified (e.g. all new staff, during changes in roles and responsibilities, annual training for everyone, to respond to changes in strategy/programming) would be appreciated, along with evidence that training provided is effective in practice.</p>	<p><i>As indicated in our last response to the IRP, we don't track all staff training within the partnership. We made efforts in our last report to give more details on selected training sessions but this does not represent the full picture of trainings conducted in WV. Every manager/leader works with his/her staff members to identify staff development needs at the beginning of the year, which will be implemented as part of staff development and performance. We will continue providing some example of training conducted in our future reports as appropriate.</i></p>
LA12	<p>Global talent management</p> <p><i>Partially addressed</i></p> <p>It is mentioned that World Vision has talent management at global, regional and local levels, using guidelines and tools from HR teams. Whilst it is stated that the focus is on planning for key senior positions and more general talent-pool planning, further details would be appreciated to give an understanding of what strategic and other priorities guide talent</p>	<p><i>Noted. However, we consider some of talent management strategic and priority guidelines not necessarily to be of public domain. We will provide adequate information in our future report as appropriate.</i></p>

	<p>management. Are there goals or benchmarks to measure WV's success and/or progress in this regard?</p> <p>The Panel appreciates that the global policy on performance management is available on request. Summary reviews of staff are expected at least annually and regular individual performance conversations are encouraged. Are these aims achieved in practice?</p> <p>World Vision is working towards a global system to track staff development, and the Panel looks forward to receiving more information and findings in future reports.</p> <p>The results or key findings of the all-staff yearly survey mentioned would be of interest to the Panel, as requested in previous feedback letters.</p>	<p><i>Our performance management is guided by 'Partnering for Performance' and encourages managers to continually have discussions with their staff and evaluate progress and this is done and effectively documented.</i></p> <p><i>We note the Panel's interest in the yearly staff survey, and will consider what findings are relevant and appropriate to share in future reports.</i></p>
<p>LA13</p>	<p><i>Diversity of workforce and governance bodies</i></p> <p><i>Partially addressed</i></p> <p>The response points out that the overall gender balance amongst staff in 2016 remained 57% male to 43% female, and within the 117 most senior leaders 69% male to 31% female. The figures in various country offices vary, with offices in Africa showing between 72-79% male staff. Are there any policies or processes in place to balance these figures?</p> <p>In section 1.3 of the report, it is stated that the WVI Board as well as National Boards are required to have each gender represented by at least one third of the board The international board meets this criteria with 57% male and 43% female board members, whilst 79% of national boards and councils meet the standard. It is stated that a development plan is created to help meet the remaining 21% of the criteria. World Vision states that they seek to hire staff who are Christian and who identify with their mission</p>	<p><i>We note the Panel's interest in policies and processes to address diversity and also their request for information on a range of areas of diversity. We are guided by our management policy on diversity and most of the National Offices have in place diversity plans, recognising that diversity issues vary according to national context.</i></p>

	<p>statement, but where this is not possible, staff who support WV's goals are hired. The Panel questions whether specifically seeking to hire Christian staff is compliant with anti-discrimination laws. The percentage of staff who are Christian is not provided – and this information is not collected anymore – due to privacy reasons.</p> <p>Information on other areas of diversity such as age, race, disability and other minority groups would be appreciated, as well as what targets are set or initiatives are in place to improve diversity.</p>	<p><i>We note the concern about whether including alignment with our Christian identity as a criteria in hiring is compliant with anti-discrimination laws. Laws relating to faith-based employment practices by faith-based organisations vary from country to country, and WV strives always to be in compliance with such laws as applicable.</i></p>
NGO 8	<p><i>Mechanisms to raise grievances</i></p> <p><i>Fully addressed</i></p> <p>World Vision has a number of policies in place which outline organisational values and standards, and the rights of employees – these policies are available upon request.</p> <p>An Integrated Incident Management system covers all departments for the purposes of incident reporting and claims management. The Panel notes this as a good practice, as alert and response times are quickened and incidents can be dealt with, recorded, and referred back to with ease. The system also tracks and incidences of child protection, fraud and corruption.</p> <p>Employees can also make reports through World Vision's whistle blower hotline (via phone or online).</p> <p>53 staff cases were investigated in 2013, and WV states that all were dealt with at various levels of the WV Partnership as appropriate.</p>	<p><i>We note with thanks the recognition of our IIM system as a good practice.</i></p>
V.	Responsible Management of Impacts on Society	
SOI	<i>Managing your impact on local communities</i>	

	<p><i>Partially addressed</i></p> <p>In World Vision’s 2014 report, an explanation of World Vision’s approach to programme sustainability was provided. This is not mentioned in this most recent report, with the focus mostly on World Vision’s commendable child safeguarding policies and mechanisms for stakeholder feedback.</p> <p>However, a cohesive approach to assessing and managing the impact of broader development, advocacy and relief activities on the wider community, including entering, operating and exiting as well as post-intervention evaluation, is missing.</p>	<p><i>We try to avoid repeating information already shared in our reports in the spirit of keeping our report’s size reasonable, but can provide links where necessary.</i></p> <p><i>We will continue working on providing more detail on wider impacts in our detailed report – including results from ex-post evaluations that WV periodically conduct.</i></p>
<p>SO3</p>	<p><i>Anti-corruption practices</i></p> <p><i>Fully addressed</i></p> <p>World Vision has a comprehensive set of controls in place to minimise the risk of corruption and fraud. An anti-corruption policy is in place – available upon request – and is accompanied by a training course and tools. The completion of an online module on anti-corruption is to become a requirement for all staff by the end of 2017, which the Panel commends.</p> <p>The Panel commends WVVI’s controls regarding corrupt practices and the transparency of their records in this regard. The Panel would like to know how the mechanisms and procedures in place are working towards reducing the incidences of fraud in practice.</p> <p>VisionFund also has risk management practices in place, with a stringent definition of fraud.</p> <p>The Panel commends the procedures and policies established, and would encourage reporting on the application and effectiveness of these in reducing and addressing corruption.</p>	<p><i>We strive to enhancing our systems and disseminating widely our anti-corruption policy and seeking for more reports of suspected cases. We will continue sharing details in this regards, including reduction or increase in reported incidents due to our practice on anti-corruption as appropriate.</i></p>

<p>SO4</p>	<p>Actions taken in response of corruption incidents</p> <p><i>Fully addressed</i></p> <p>World Vision tracks and investigates incidents of corruption through its Integrated Incident Management system. 94 cases of financial loss were reported in 2016, and the types of fraud as well as responses are explained.</p> <p>There is also an open and honest reference to the allegation of misappropriation of assets in the Gaza office in 2016. World Vision states its commitment to rectifying any flaws in internal systems and processes if the allegations are proven to be accurate.</p>	<p><i>Noted with thanks.</i></p>
<p>VI.</p>	<p>Ethical Fundraising</p>	
<p>PR6</p>	<p>Ethical fundraising and marketing communications</p> <p><i>Fully addressed</i></p> <p>World Vision has a number of policies and processes in place to ensure responsible and effective fundraising and communications practices. A Child Sponsorship Messaging Guide helps support offices align their local messaging to the Child Sponsorship Partnership Policy, and training is provided to marketers and communicators. Policies are available on request.</p> <p>Child-Safe Digital Engagement Guidelines help marketers and communicators apply child protection standards in any digital engagement, and these are available for use by other organisations too. A link would be welcome.</p> <p>The Panel looks forward to the findings of the Child Sponsorship Research Project on WV's impact through its programmes, in the next report.</p>	

	<p>A detailed overview of complaints in this area is provided, with all incidents responded to and dealt with.</p> <p>Information on whether major institutional gifts and gifts-in-kind are publicised would be appreciated in the next report.</p>	<p><i>Noted. We will provide more relevant information in our future detailed report.</i></p>
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