World Vision

Mihir Bhatt   Elodie Le Grand

John Clark   Charlie Martial Ngounou

Louise James   Jeremy Sandbrook

Jane Kiragu   Danilo Songco

Simon Lawry-White   Saroeun Soeung

Members of the Independent Review Panel
Accountable Now
C/- International Civil Society Centre
Agricolastraße 26 · 10555 Berlin · Germany

October 29, 2018

Dear IRP members,

I appreciate the feedback you continue to provide to us in the spirit of continual improvement in our work to serve the most vulnerable children in communities where we work. Your comments are taken seriously and we will strive to address these in our future accountability reports.

- While this was an interim report, it was produced in the context of high media attention on safeguarding and we made efforts to highlight cases of abuse to children and adults that we observed in World Vision. Despite clear policies and strenuous efforts to eliminate the sexual exploitation and abuse of children and adults, we are not immune from such incidents. We continue to use the regrettable examples we do have to strengthen our systems and train our staff to further minimise the chance of further cases.
- World Vision typically will terminate staff involved in abusing children and vulnerable adults where investigations substantiate serious misbehaviours against our code of conduct. It is also our policy that safeguarding violations will be referred to legal authorities, unless a report is judged likely to cause greater harm to existing victims or potential future victims.
- Based on your repeated requests for our policies to be accessible and shared with you, we decided to put selected policies on our public website where they will be available for consultation. We hope to get this completed during this coming fiscal year.

More responses to your feedback are provided in the table below for your consideration. We are working on our detailed report, which will be aligned with the new reporting framework.

Regards,

Elie Gasagara
Partnership Leader, Global Accountability
World Vision International

PROFILE DISCLOSURES		
	Panel Feedback	**World Vision Response**
I.	**Strategy and Analysis**	
1.1	**Statement from the most senior decision-maker** *Addressed* The opening statement by World Vision's President and CEO, Kevin Jenkins, underscores the importance of accountability to and feedback from key stakeholders in shaping WVI's work. Feedback and learning have informed WVI's strategic direction, including how they prioritise the people and communities they work with. The statement also addresses the safeguarding crisis which emerged in the sector in early 2018, highlighting World Vision's zero tolerance approach to sexual exploitation and abuse, and the policies and protocols in place. These are stated to be available on request – the Panel encourages WVI to proactively make them available on its website so that all staff, stakeholders and the public can identify their rights and hold WVI accountable.	Noted with thanks. We are working to make selected policies accessible to the public on our external website.
	Material changes from the last report	
	World Vision launched their global strategy, Our Promise 2030, in November 2016. It is mentioned that several strategic initiatives were launched in 2017 – a summary is provided online in WVI's Partnership Overview. An update on financial and human resources is provided, along with a link to WVI's biennial child well-being impact report. In 2017, WVI began including adult exploitation and abuse in their global incident management system, to better report on incidents beyond those involving children.	Noted with thanks.
III.	**Mission, Values, Governance, and Stakeholder Engagement**	
4.14 – 15	**List of stakeholders / Basis for identification of stakeholders**	

	Addressed	Noted.
	World Vision's key stakeholders are the most vulnerable children. Strategically, WVI focuses its work on countries and regions with the highest proportion of most vulnerable children, and on ensuring these children participate in and benefit from each of its programmes.	We will provide more details on how we prioritise working with the most vulnerable children in our next report.
	To identify the locations in which it carries out its programmes, WVI uses a fragility index, and in each country, contextualised definitions of fragility. In terms of programme inclusion, the report refers to a number of policies which guide the prioritisation of most vulnerable children – either a link to these, or some more details on how prioritisation within communities is guided, would be welcome in the next report, as would a fuller description of how potential partners and other stakeholders are identified.	

PERFORMANCE INDICATORS		
	Panel Feedback	**World Vision Response**
III.	**Environmental Management**	
EN16, EN18, EN26	**Greenhouse gas emissions of operations / Initiatives to reduce emissions of operations / Initiatives to mitigate environmental impact of activities and services** *Not addressed* The Panel appreciates the information provided by WVI on its efforts to reduce travel expenses, but does not consider this is an adequate response on this issue. Membership of AN entails a commitment to "map our organisation's environmental impact" and to "minimise it to the extent possible". From the information provided it is not possible to assess whether WVI is pursuing this commitment. We note, however, that there has been a steady reduction in field-level travel (high carbon contributing activities), which suggests a reduction in emissions, but presumably many other expenses including accommodation, per diems etc. are included in this expense category. We would ask that fuller attention be given to both the mapping of impact	As indicated in our last response to the Independent Review Panel, World Vision does invest in environmental activities through our programmes and our engagement in climate change initiatives. We don't plan to spend more resources in calculating carbon emissions but we will continue to present various ways we address this issue in our future reports. In our next report we will include examples of how our various country offices are working to minimise their environmental impact.

	and policies and measures to reduce that impact in the next full report. The report also states that WVI's strategy explicitly includes stewardship of the environment, and that country offices work to minimise environmental impact. Examples of how this is done would be appreciated in the next report – e.g. procurement and waste management at field level, recycling, energy efficient lights, minimising printing etc. Information about the environmental impacts of programmes and partners is also requested in the next report.	
IV.	**Human Resource Management**	
EC7	**Procedure for local hiring** *Addressed* The report states that approximately 99% of staff are local hires because World Vision gives priority to filling positions with local, and the Total Rewards Policy guides offices to offer pay at the midpoint of the range of local salaries.	Noted with thanks.
LA10	**Workforce training** *Addressed* World Vision's approach to staff development, promoting a culture of learning and development, is set out in their Staff Development Policy. It is stated that ongoing conversations about performance enable staff to identify strengths and weaknesses, and that individual offices arrange training based on overall needs amongst its staff. Effectiveness of training is monitored by each individual office. How are training programmes evaluated (based on which criteria) and are there figures on staff satisfaction with the training offered? In its last report, WVI stated that it was working towards a global system to track staff development – an update on this would be appreciated, and the Panel suggests that data collected on this point be disaggregated by gender. In addition, WVI provides core training programmes on organizational values and leadership development to all offices.	Noted. Training programmes are often evaluated, though this is not centralised and so WVI does not have comprehensive data on this. Efforts to centralise this data may be time consuming that we don't see the value added in compiling this information against ensuring that managers prioritise staff development. We will continue providing data available without ensuring this will be comprehensive (organisational wide).

LA12	*Global talent management*	Noted with thanks.
	Addressed World Vision identifies and develops successors for key positions, and has an annual organisation-wide talent review process to assess the readiness of identified successors. WVI's performance management approach encourages staff and managers to have open and ongoing conversations about performance, in addition to quarterly, half-yearly, and end-of-year reviews. The Panel commends this approach, as well as the high completion rate (96% in 2016). WVI's annual partnership-wide staff engagement survey informs the organisation's strategic direction and is monitored and acted upon at both local and global levels.	
LA13	**Diversity of workforce and governance bodies**	Noted. We welcome the observation that there are a range of diversity factors. We are working on how to improve in this area and how to communicate this effectively in our future reports. .
	Partially addressed It is stated that World Vision strives to provide equal opportunities, with a Diversity Management Policy and a People and Culture Policy guiding efforts. WVI centrally monitors gender and age as indicators of diversity in their annual demographic survey, and the Panel would have liked to see an update on the areas identified in its last feedback letter (e.g. gender balance in Africa offices and amongst most senior leaders in the organisation). It is stated that local World Vision offices develop diversity plans with targets relevant to their specific contexts. Given that Africa offices had 72-79% male staff as reported in WVI's previous report, the Panel repeats its question as to whether there any plans or targets for improvement in place in these offices. The report states that the next organisation-wide review of workforce and governance diversity will be conducted in 2019. The Panel looks forward to reading about the outcome, and expects diversity factors other than gender and age to be covered (e.g. race, work/educational background, disability).	