



**Accountable
Now**

GLOBAL STANDARDS LOCAL TRUST



World Vision International Independent Review Panel Feedback

**Accountability Report 2017
Review Round August 2018**



World Vision International

Feedback from the Independent Review Panel

Review Round August 2018

13 September 2018

Dear Kevin Jenkins,

Thank you for submitting your interim accountability report. We, the Independent Review Panel of Accountable Now, appreciate your efforts to continuously strengthen accountability to communities, local partners, supporters, staff, donors, or other key constituencies. Our key focus is on accountability to those you serve. It is against this background that we critically discussed your report and came to the individual assessment below.

World Vision's eleventh accountability report is a concise interim report responding to the Panel's last [improvement analysis](#). The statement by President and CEO Kevin Jenkins again highlights a strong institutional commitment to safeguarding against abuse and harassment.

The Panel notes positive improvement or clarification on several areas identified in its last improvement analysis. As in previous reports, links to some key policies were missing (such as the new guidelines on responding to sexual exploitation and abuse of adults, child protection policies and the WVI Code of Conduct) and would be appreciated in future reports.

The Panel appreciates the inclusion in this report of a detailed overview of WVI's incident disclosure processes, with a summary of incidents and the organisation's responses in the reporting period. We would be interested to know more about the disciplinary action taken and referral to local authorities/local law enforcement in the cases where abuse (financial, sexual or other) has been substantiated – are there guidelines on what is or is not reported?

An overview of results from WVI's 2017 Partner Trust Survey is also provided, with a slight increase in results compared to 2016.

Finally, the Panel appreciates World Vision's reference to its Accountable Now membership, the Global Standard for CSO Accountability, and publication of World Vision's accountability reports, on the accountability page of their [website](#), and the inclusion of our logo in the footer of the website.

Our intention is that this feedback letter, and any response you may wish to provide, is made publicly available on the Accountable Now website along



with your report – as it is the case with all previously reviewed reports. However, should there be errors of fact in the feedback above or in the note below; we would of course wish to correct these before publication. Please share any comments or amendments by 11 October 2018. If you have any other feedback or comments on our work, please share them with us by sending them to the Accountable Now Secretariat.

Yours sincerely,

Mihir Bhatt

John Clark

Elodie Le Grand

Jeremy Sandbrook



World Vision International's Accountability Report 2017

Review Round August 2018

PROFILE DISCLOSURES

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.

Although the statement affirms a strong institutional commitment to accountability, it did not address the specific areas highlighted previously by the Panel.

Material changes since 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.



IV. Mission, Values, Governance, and Stakeholder Engagement

4.14-15

List of stakeholders / Basis for identification of stakeholders

Addressed

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.

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

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 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



| | |
|---|--|
| | <p>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.</p> |
| <p>IV. Human Resource Management</p> | |
| EC7 | <p>Procedure for local hiring</p> <p><i>Addressed</i></p> <p>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.</p> |
| LA10 | <p>Workforce training</p> <p><i>Addressed</i></p> <p>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.</p> <p>In addition, WVI provides core training programmes on organisational values and leadership development to all offices.</p> |
| LA12 | <p>Global talent management</p> <p><i>Addressed</i></p> <p>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.</p> <p>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).</p> |



| | |
|------|---|
| | <p>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.</p> |
| LA13 | <p><i>Diversity of workforce and governance bodies</i></p> <p><i>Partially addressed</i></p> <p>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).</p> <p>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.</p> <p>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).</p> <p>The Panel also repeats its question from the last feedback letter about whether specifically seeking to hire Christian staff is compliant with anti-discrimination laws.</p> |