Feedback from the Independent Review Panel
Review Round November 2015

14 December 2015

Dear Mr. Jenkins,

Many thanks for submitting your INGO Accountability Charter report. In times of conflict and climate change, when civil society organisations (CSOs) have an increasingly important role to play, the space for civil society is shrinking in many parts of the world. Strong accountability and the demonstration that we "walk our talk" have never been more important. It is also against this background that the Charter has initiated an alliance with seven national CSO accountability frameworks to strengthen our collective voice as we devise a shared Global Standard for CSO Accountability.

Before providing you with an individual assessment of your report, there were some issues that arose in all or many reports that the Independent Review Panel wants to share with you:

Getting fit for the digital age
Digitisation allows for unprecedented connectivity. At a time when citizens have increased levels of agency and literacy this is a game changer in the way CSOs work. Mobilisation and relationship building with large numbers of people to *co-create* the change they want to see is at the heart of most new CSO strategies – particularly in campaigning. Working *with*, not *for* stakeholders, is not just seen as the right thing to do, but also as the most impactful.

Important in this evolution is moving ICSOs from transparency to actively sharing information, from consultation to joint decision making and from taking responsibility for others to sharing mutually defined responsibilities.

The Charter has initiated the *Digital Accountability* project and Amnesty International, Greenpeace, Oxfam, Transparency International and others are already intensively involved in this project. We look forward to more cooperation with and among Member organisations on this particular issue and for these issues to be addressed more in future reports.

Globalisation / National level accountability
Decentralisation processes usually place more responsibility and capacity at the national level. To ensure an ICSO presents a unified, coherent voice and can protect its brand, a strong and globally shared understanding of mutual accountability is key. Thus, decentralisation often goes hand in hand with a stronger mandate for the ICSOs' global accountability mechanisms. These should help national entities build capacity in the accountability practice, and also demand stronger delivery on global commitments. Charter Members are encouraged to ensure that all their entities adhere at least to the following minimum standards: transparency, effective and independent oversight, involving people we serve, coordination with partners, sound financial management and impact focus.

Inclusion and diversity
Many Charter Members still focus mainly on gender when demonstrating their accountability in terms of diversity. This is a lost opportunity. As we all know, there is also discrimination on the basis of disability, age, ethnicity, etc. Actively reaching out to these constituencies will strengthen their rights and their participation. For example, positive action can increase the employment of those with disabilities or from minority ethnic groups. Such inclusion is central

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to a human rights based approach, but may also improve results by tapping into a wider base of experience. For further advice, click here on the outcome of a Charter webinar on inclusion or here to look at some good practice examples of Charter Members.

Please ensure that all points listed above are taken into consideration when further developing your accountability practices in the coming months and collecting data for the next INGO Accountability Charter report.

Organisation-specific feedback to World Vision International

World Vision International's eight accountability report to the INGO Accountability Charter is generally evaluated as very good, comprehensive and having taken on board previous Panel feedback.

Commendable **evidence** is submitted of accountability working well in practice. World Vision's focus on outcome accountability can also be praised. The report furthermore provides a very good programmatic framework. In particular, the way World Vision encourages national offices via the workshop in Swaziland to take an accountability lens when producing their annual reports (3.5) is seen as **Good Practice** for other organisations. Other Good Practice examples for other organisations include: Thorough risk management (4.1, pages 20/21) and data reporting around humanitarian response. World Vision takes accountability seriously and systematic changes are obviously challenging for such a large organisation. However, it is not clear how WVI shares the report and developments internally which would be crucial for driving change.

Overall, World Vision is commended for sharing learning with the broader sector and for really taking responsibility for advancing accountability beyond its own organisation into the sector. It is appreciated that Elie Gasagara, Partnership Leader Global Accountability, regularly represents the INGO Accountability Charter in meetings of the International Aid Transparency Initiative (IATI) or of the Quality & Accountability (Q&A) group.

The organisation publishes a very comprehensive website on accountability (here) where they share details of reports, Charter membership (including the logo) and contact information on relevant staff. The report provides again updates on a large number of areas in which World Vision is developing new policies, gathering knowledge, or piloting new systems. It is evident that the organisation is working to improve within a number of areas and their openness on the identified gaps and challenges are appreciated. Developing the reporting from simple compilation of information to overall succinct and candid assessment of the larger trends is the necessary next step to underpin strong **institutional commitment** in future reports.

World Vision has clearly taken on board last year's Panel feedback and showed progress identified in last year's Improvement Analysis. The Panel has identified the following weaknesses in this year's report: In-correct reference table (the next full report will not be assessed if flaws in this regard reoccur), gaps in their coordination with other actors (NGO6), environmental management (EN16, EN18, EN26) and local hiring (EC7). These are captured in the updated **Improvement Analysis** which serves again as a baseline for World Vision to summarise progress made in these areas. Please feel free to adjust and complement this analysis from your perspective.

As mentioned above, the reference table is sometimes not accurate or incomplete (e.g. information for LA13 can be found on pages 9, 10, 37, 46 and 47 instead of 49). The use of many acronyms is not always accessible for the reader. Nevertheless, the format has greatly

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improved from the recent report which the Panel criticised for its inaccessibility for the reader. Moreover, links to mentioned policies are mostly missing.

Overall, World Vision is commended for a very high level of transparency and accountability to its key stakeholders. The Panel therefore suggests **reporting every two years against the Charter commitments from now on**. In a very brief interim report for the year 2015 (4-6 pages), the Panel would only like to see an updated CEO statement, any major changes in comparison to 2014, and information on progress highlighted by the Panel in this year's Improvement Analysis.

Our intention is that this letter, and any response you may wish to provide, is made publicly available on the Charter website along with your report. You can find the reports that were previously reviewed on our website. 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 these comments or amendments by 20 January 2016.

If you have any other feedback or comments on our work, please share them with us by sending them to the Charter Secretariat. We are also available for bilateral conversations with Members' senior leadership team and look always forward to hearing your views.

Yours sincerely,
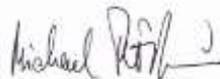
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Review Round October 2015
Cover Note on Accountability Report

World Vision International

Reporting period: 01 October 2013 – 30 September 2014

PROFILE DISCLOSURES	
I. Strategy and Analysis	
1.1	**Statement from the most senior decision-maker** *Fully addressed* The joint and succinct statement by Kevin Jenkins, World Vision's President and CEO, and Josef Stiegler, Chair, contains a solid commitment to accountability, understood to strengthen a culture of learning and improvement in the organisation as well as to empower communities to hold their development partners to account. In particular, World Vision's *Citizen Voice and Action* approach has contributed to spread awareness of accountability among community members by helping them to understand their rights to call for better services. It is appreciated that the statement is open about failures in regard to misappropriation of assets and cases of fraud and how the organisation aimed at learning from these mistakes. Later in the report, World Vision mentions that a new definition of accountability, encompassing internal and external practices, was adopted in January 2015. Please share this in the next report to underpin the Panel's understanding of how accountability reinforces and drives organisational *decisions*.
II. Organisational Profile	
2.1 – 2.6	**Name of organisation and primary activities / Operational structure Headquarter location / Number of countries / Nature of ownership** *Fully addressed* Comprehensive information is provided per links; direct links would have been appreciated rather than links to the general homepage. A concrete address of World Vision's headquarter would furthermore be appreciated.
2.7	**Target audience** *Partially addressed* The report could be clearer on World Vision's target audience. World Vision mentions sponsored children here; however, in other areas of the report, the organisation says that they are specifically not targeting children. It is important to understand *who* is served with priority and *why* World Vision chose these groups over others to understand if World Vision is optimally effective and accountable.
2.8 – 2.9	**Scale of organisation / Significant changes to previous reporting** *Fully addressed*
2.10	**Awards received** *Fully addressed*

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	The Panel congratulates World Vision and their national entities for the awards they received during 2014.

III.   Report Parameters

3.1 – 3.4	**Reporting period / Date of most recent report / Reporting cycle / Contact person** *Fully addressed* The report covers the period from 01 October 2013 to 30 September 2014. The date of the most previous report is not explicitly mentioned but was submitted for the fall review round 2014.
3.5	**Reporting process** *Fully addressed* The answer (page 4) describes a very solid process in place to compile the information for this report: The Global Accountability team seeks inputs from all relevant entities and the WVI Operations Committee as well as the Board's Audit and Risk Committee review the report. The Panel welcomes the fact that World Vision publishes the Charter report on its website, shares a link and shares a summary outcome with staff. It would be good if Panel feedback was clearly published. How was staff actually involved in the preparation of this report? It is moreover positively noted that World Vision initiated accountability reporting at national offices, encouraging different offices to include an accountability component in their annual external reports. An accountability workshop took place in Swaziland where a template and guide were developed (page 5). The Panel regards this workshop as **Good Practice** for other Charter Members and welcomes progress updates in future reports to hear evidence how national office reporting has de facto improved due to cascading accountability through the organisation.
3.6 – 3.7	**Report boundary / Specific limitations** *Fully addressed* Among other operational changes, World Vision has started new operations in 2014 to respond to the critical needs of people affected by war in Iraq and Syria. As mentioned in the opening statement, channelling large volumes of donor aid to sensitive locations such as Iraq poses new challenges and the Panel looks forward to hearing more about this in the next report.
3.8	**Basis for reporting** *Fully addressed* This report is produced on behalf of all World Vision entities, including VisionFund International. The report does not cover community-based civil society organisations (CBOs), which in some countries are contracted to manage particular aspects of programmes. It is positively noted that the Global Accountability unit was set up in 2014 including a full-time Partnership Leader.
3.10 / 3.11	**Reporting parameters** *Fully addressed* During 2014, World Vision developed a new online programme management

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	information system, Horizon 3, which brings together previously disparate systems to track and report on finance, sponsorship and programme-related data. During FY15, a second wave of implementation will include a range of enhancements such as mobile data collection, dashboards and reporting. It is said that this will significantly strengthen the organisation's ability to utilise data for timely reporting and evidence-based decision-making (see also NGO3). The Panel looks forward to being informed on progress in this regard.
3.12	**Reference table** *Fully addressed* The reference table is provided on pages 56 to 60. Whereas the page references are correct in this table, the mentioned indicators under different headings are not correct (e.g. "About the report" on pages 4/5 refers to 3.1, 3.3, 3.5, 3.6, 3.7 and 3.8 and <u>not</u> to 2.1, 2.2 and 2.3).

IV.	**Mission, Values, Governance, and Stakeholder Engagement**

4.1	**Governance structure** *Fully addressed* The overall governance and operational structure are described in more detail in the 2010 and 2012 reports, whereas this response gives relevant updates on issues raised in last year's Panel feedback. Thus, the report outlines how World Vision's federal governance structure optimally supports the efficient achievement of the organisation's mission in practice (e.g. regional and national perspectives of represented stakeholder groups form decision-making), which power is with local entities and what kind of risk management is in place. In particular how the risk management is set up (page 21) is considered **Good Practice** for other Charter Members. A link to the mentioned Charter for Relationships for Engagement would be appreciated in next year's report.
4.2	**Division of power between the governance body and management** *Partially addressed* A clear and mutually supportive process is described on how the Board supervises and evaluates the President / CEO and senior management helps the Board to function effectively. The work of different Board committees is mentioned throughout the report (e.g. Partnership Governance Committee on page 9 or Audit and Risk Committee on page 4) but a focused overview would be helpful. Moreover, as mentioned in last year's Panel feedback, actual results from the governance review in 2013 would have been helpful. Continuous and fast world developments necessitate ongoing adaptation – including to ensure optimal effectiveness of our governance. What are the greatest challenges World Vision faces in this regard and how will you address them in the future? E.g. how do you work effectively with 24 diverse Board members?
4.3	**Independence of Board Members** *Fully addressed* The WVI board has 24 members, 23 being independent/non-executive.
4.4	**Feedback from internal stakeholders** *Fully addressed*

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	The answer demonstrates a systematic mechanism by internal stakeholders to communicate to the WVI Board – e.g. via senior staff which attend Board committees or via the People Committee whose key objective is to advise the Board on staff issues. Last year's report provided very good evidence and specific examples of stakeholder involvement, which would have been welcomed in this report, too.
4.5	***Compensation and benefits*** *Fully addressed* Apart from the President / CEO who serves as an executive member of the Board, all Board members are non-compensated volunteers. Pages 48 to 50 describe detailed procedures in place to determine and benchmark executive salaries. A table provides insights of the WVI senior executives with the five highest base salaries. A link to the Total Rewards Philosophy will be appreciated in next year's report. What are departure arrangements?
4.6	***Managing conflicts of interest*** *Fully addressed* All Board members must annually identify and disclose any actual or potential conflict of interest which also includes information about financial interests. Is this information published?
4.10	***Ensuring performance and support of highest governance body*** *Addressed* World Vision describes a sound process of regular reviews after each Board meeting and comprehensive peer reviews. Practical examples of findings would have helped inform this report. How does the commendable Partnership Governance Committee use results from these performance evaluations to improve the effectiveness of the Board? Please provide practical evidence that the described processes lead to greater effectiveness in practice. A link to the *Standing Policies Manual* would be helpful in order to access actual information on appointments, term limits or responsibilities. Furthermore, as suggested in last year's Panel feedback, a link to the Policy on Board and Advisory would be appreciated in the next report.
4.12	***Social charters, principles or other initiatives to which the organisation subscribes*** *Fully addressed*
4.14, 4.15	***List of stakeholders / Basis for identification of stakeholders*** *Addressed* Stakeholders and partnering are outlined on pages 13/14; some more information is given on page 34 ("clients are primarily poor women and men with dependent children in their household") and World Vision provides the age group of children they specifically target. However, an overall comprehensive overview is missing and the process for prioritisation of stakeholders could be more explicit. Moreover, the 2012 report provided a list of criteria determining the value of external relationship which was highly commended by the Panel at the time.

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PERFORMANCE INDICATORS	
I. Programme Effectiveness	
NGO1	***Involvement of affected stakeholder groups*** *Fully addressed* The Development Programme Approach (DPA) is designed to empower local stakeholders to lead the development process from the beginning – including relevant community members and focusing on the most vulnerable children. Social accountability whereby citizens are given a voice versus their governments but also World Vision as a service provider has been considerably widened in the activities. Findings from baselines and evaluations are shared with communities, partners and project staff to validate (or question) and discuss the findings. The report provides anecdotal evidence that improving WV's accountability has led to increased trust between WV and communities, enabling them to manage their projects better (page 15). However, the average rating of below 1.5 out of 3 is not too high overall. This might be due to being the baseline for a new accountability system but World Vision should explain this in more detail. Furthermore, the organisation revised its Policy on Child Sponsorship in 2014, allowing for more empowerment of children in this regard. A link to this policy would be welcome in the next report. To enhance organisational accountability to communities, and strengthen programme effectiveness, WV is also piloting an annual community review process to discuss progress, successes and challenges, including results from monitoring and complaints and feedback mechanisms, and to validate or update programme implementation plans for the next year (page 19). The Panel welcomes to be kept informed on these commendable developments and outcomes. Overall, less information on processes and more on outcome / evidence is welcome in the next full report.
NGO2	***Mechanisms for feedback and complaints*** *Addressed* In 2014, complaint response mechanisms (CRMs) remained a critical standard in the implementation of food programmes. Moreover, numerous examples are given of cross-sector collaboration of improving accountability including feedback mechanisms (e.g. WV Sudan). Efforts were made in 2014 to introduce technology into accountability mechanisms e.g. the commendable Photo Voice tool allows collecting children's feedback and complaints during evaluations. Contextualised beneficiary feedback mechanisms have been developed in a pilot for seven countries. While this is all very interesting anecdotal information, it falls short of laying out a succinct and federation wide approach on how World Vision ensures feedback and complaints are systematically invited, collected, analysed and acted upon.. The report omits information on the different types of complaints received. Why were 15% of the complaints not responded to?
NGO3	***Programme monitoring, evaluation and learning*** *Addressed* World Vision's move from individual project design and funding towards more

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integrated country level planning and monitoring sounds like it has the potential to significantly improve the data available for learning and improving outcomes. The rollout is expected for FY17 and the Panel looks forward to evidence how this will turn out in practice. The newly introduced online information system "Horizon 3" bringing together previously disparate tracking systems should support this. Please provide evidence in the next full report that improvements have been secured in practice.

It is also positively noted that WV is piloting an annual community review process to discuss progress, successes and challenges, including results from monitoring and complaints and feedback mechanisms, and to validate or update programme implementation plans for the next year.

Moreover, the global national office dashboard (GNOD) was recently implemented and measures national office performance and capability to deliver on programming outcomes. It will be interesting to compare national offices' performance and trends by region over the coming years to see how they migrate from *consolidating* to *maturing* to *established*. In addition, the mentioned Child Sponsorship Research project (page 12) sounds commendable and the Panel looks forward to hearing more about future outcomes.

Finally, it is appreciated that after two years of piloting the Child Well-being (CWB) Targets, every field office reported in 2014 on progress towards child well-being in line with its strategy. Overall, has MEL feeding back into good decisions and management response? Is data shared with others (page 19)?

World Vision invests in their MEL systems and uses a sound system of global measurements for programme progress and national entity capacity improvement (see also page 28 or evidence of child-well-being improvements on page 34). It will be important to report against the same parameter in future years to compare developments over time.

NGO4	**_Gender and diversity_**

Gender and diversity
Fully addressed
The Panel congratulates World Vision on the release of their *Learning through Evaluation with Accountability and Planning* (LEAP) 3 in 2014, which stresses gender as essential to improving and sustaining the well-being of girls and boys. Therefore, national offices' strategies, technical approaches, technical programmes and area programmes are all expected to consider gender carefully in planning, implementation, monitoring and evaluation. Offices are expected to report on progress towards these sustainability drivers. What other diversity factors *besides* gender and age does World Vision consider in their systems?

As requested in last year's Panel feedback, a link to the Gender Equality Policy would have been helpful for the reader.

Advocacy positions and public awareness campaigns
Fully addressed
WV's advocacy work is governed by the Promotion of Justice Policy which outlines the principles, development of policy positions and advocacy campaigns and how this works in WV's federal partnership. A link to this policy will be crucial in the next report in order to better understand how policy positions are evidence-based and respectful of people's dignity. How are corrective actions taken and

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		how is a campaign exited. World Vision is commended for the fact that the global national office dashboard (GNOD) has been updated to include indicators for advocacy performance at the local and national level. And it is positively noted that the number of programmes in which World Vision supports communities in their advocacy activities has gone up from less than half to two thirds of total advocacy programmes. It is positively noted that advocacy is systematically embedded in the organisation's strategy, programme, systems and processes (see opening statement) to achieve sustainable change. Finally, the report mentions that campaigns such as Child Health Now (CHS) reached millions of children and triggered millions of actions and numerous policy changes.
NGO6		***Coordination with other actors*** *Partially addressed* Local ownership and (multi-stakeholder) partnering are priority focus areas of World Vision's understanding of sustainability. WV claims that staff has developed a good understanding of activities, power dynamics and linkages in local areas through strong partnerships. Is there evidence for this? Moreover, it is positively noted that communities apply their so-called Citizen Voice and Action (CVA) skills to also hold World Vision to account and thus ensure their voices are heard in WV programmes. The report says that the organisation ensures that their contributions do not duplicate or undermine existing activities and resources. The Panel would be interested to know *how* World Vision knows that this works well in practice. The report acknowledges that there is room for improvement regarding their coordination with local partners (e.g. Vietnam). Does World Vision carry out partnership evaluations? The Panel suggests looking at CARE's 2014 accountability report in this regard and to strengthen the idea of emerging partnerships. In a previous response from World Vision to a Panel feedback letter, the organisation committed to addressing in this report how they ensure that partners meet high standards of accountability (e.g. in terms of financial transparency). However, this question is not answered explicitly this year and the Panel welcomes an update next year. Finally, the Policy Partnership Committee is commendable.
	II. Financial Management	
NGO7		***Resource allocation*** *Fully addressed* World Vision publishes their annual, consolidated, audited, financial statements on their website. A *direct* link would be appreciated. The same strong controls apply as mentioned in the two previous reports. Moreover, a detailed overview of resource collection and allocation per by region is provided (page 44).
NGO8		***Sources of Funding*** *Fully addressed* The report provides clear information on income from the five largest single donors.

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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* *Partially addressed* World Vision explains that their Environmental Sustainability Management System (ESMS) was finalised and submitted to senior management at the end of 2013. However, the implementation of the system is considered voluntary for WV offices and it remains a challenge to get different offices to collect carbon footprint data. What can WVI do to support implementation across the federation? What is the organisation's long-term goal in this regard? As an illustrative example, the commendable emissions table, improvement targets and reduction activities of WV Australia is shared. Moreover, WV field offices, particularly programmes to promote livelihood, are said to have good environmental protection components in place to minimise their negative effect of programming. However, to underpin their commitment World Vision is encouraged to provide at least data for their headquarter if they cannot get all national entities on board as fast as they would like to.

IV.	Human Resource Management
LA1	*Size and composition of workforce* *Fully addressed* Interesting and relevant information is shared in regard to World Vision's workforce. Data is provided for three years in comparison on different contract types, volunteers, gender and age ratios, region, and turnover rates. However, the table on page 19 could be more comprehensive (e.g. > 41 years < is not very clear). How much staff is transitional?
EC7	*Procedure for local hiring* *Not addressed* Although this indicator is not explicitly mentioned in the report, information can be found on the importance of local partnerships (page 6), local ownership (page 13), how CVA builds local skills and capacity for collective action (page 14), or building on local capacity (page 17). For matters of consistency, World Vison is asked to provide information on their approach to hiring local staff (including for senior levels) and how they ensure that these hiring practices do not undermine the local NGO and public sector but rather build capacities on the ground.
LA10	*Workforce training* *Partially addressed* On pages 16 to 17, World Vision explains their generic commitment to building (local) staff capacity and shares illustrative training examples. Other trainings, e.g. on child sponsorship or risk (page 23), are mentioned throughout the report. However, a systematic approach is missing. As a matter of consistency, the Panel strongly encourages World Vision to describe how they identify training needs, how much they invest (as % of overall administrative budget) into training their workforce, and to provide evidence that this is successful.
LA12	*Global talent management* *Partially addressed*

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	World Vision's Total Rewards Philosophy covers both financial and non-financial rewards to attract, motivate and retain staff. A link would be appreciated. However, the report omits information on the number of staff that have received official appraisals in 2014. Appraisals and development reviews are key for a successful workforce and the Panel urges World Vision to provide evidence in this regard. Last year's response to the Panel's feedback on the previous report provided interesting information on how World Vision measures success in global talent management and that their staff survey shows positive feedback from staff. It would be interesting to learn more about this survey and the results in the next report – as suggested by the Panel last year.
LA13	**Diversity of workforce and governance bodies** *Partially addressed* On page 9, World Vision mentions that policies in place require that not less than one-third of the Board be represented by either gender; however, it is challenging that suitable volunteers meet all relevant criteria and only 75% of all national boards and advisory councils meet this standard. These boards are held accountable for improvements. In addition, it is aimed to recruit qualified members from younger age groups to expand the diversity range. Pages 46/47 provide a detailed breakdown of staff by gender in the different regions World Visions operates. Whereas, the gender ratio is overall 57% male as opposed to 43% female, regions in Africa show up to between 72% and 79% male employees and support offices are set up by 70% female staff. 14% of the global staff are not Christian. More importantly though, how does World Vision incorporate other diversity dimensions in their workforce and boards (e.g. minority groups or disabilities)?
NGO9	**Mechanisms to raise grievances** *Fully addressed* The answer (pages 50/51) provide a comprehensive overview of mechanisms in place for staff to raise concerns or feedbacks: Integrity and Protection Hotline, normal management channels, and whistleblower hotline. 57 reports were received in 2014 which were mostly about financial or general misconduct, employee matters or conflict of interest. Information on their resolution or where challenges arise is provided.
	V. Responsible Management of Impacts on Society
SO1	**Managing your impact on local communities** *Addressed* World Vision's approach to sustainability is based on the understanding that their contribution to a community's journey will always be temporary. Sustainability is defined as "the ability to maintain and improve upon the outcomes and goals achieved with external support after that support has ended". The challenge is indeed to make sure that the positive changes to child well-being achieved as a result of a WV programme last beyond its transition. It is reported that so-called 'key drivers of sustainability', including an intentional drive to build ownership and to partner effectively and appropriately with local stakeholders, need to be built into associated technical programmes. More information beyond generic

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	promises as well as on concrete exit strategies will be appreciated in the next full report. It is suggested to look at SOS Children's Villages long-term evaluation called "Tracking Footprints" which measures the experiences of people who grew up in SOS Children's Villages facilities. Results from Citizen Voice and Action (CVA) showed positive results; improvements in communities' services and increased development outcomes. Additionally, the Panel would be interested in other general feedback from communities to World Vision – some of which was mentioned throughout the report (e.g. external evaluation by communities).
SO3	***Anti-corruption practices*** *Fully addressed* An Anti-Corruption Policy is in place to ensure that World Vision is accountable and transparent. World Vision states that "risk is high"; however, they and the VisionFund have solid risk management practices in place. Indeed very extensive risk management processes are described on pages 21ff. of the report, but it is not specified which specific risks are covered. It is understood that these may be different in different offices, but corruption is certainly a cross-cutting risk probably covered. Please make it explicit in next report. A series of anti-corruption training modules was implemented in 2014 and 680 staff members from different functions and levels participated in these courses. This figure seems low in relation to over 40.000 staff members globally. The Panel nevertheless appreciates this development and looks forward to evidence that training has improved staff skills and practice.
SO4	***Actions taken in response of corruption incidents*** *Fully addressed* The 2013 report provided thorough information on the internal auditing system and steps taken to strengthen fraud investigation systems. As in the previous year, an overview of the total confirmed fraud loss and different fraud types is openly disclosed in this report (page 53 and in the opening statement).
VI.	**Ethical Fundraising**
PR6	***Ethical fundraising and marketing communications*** *Addressed* World Vision can be commended for their new Child Sponsorship Policy Principles with guidance for sponsorship marketing. A link to this policy would have been very helpful; however, it is overall evident that this establishes a more responsible fundraising practice by clearly communicating the vision for change to communities, amplifying their voices as well as better explaining World Vision's value proposition to the child's community. The Sponsorship Transformation Programme helped to support staff with training and best practice. Moreover, World Vision has invested in improved processes and updated their data privacy and security systems – such as the new Rich Media Transfer system to facilitate fast and secure transfer of photos and videos from field site to global user or the *Keeping Children Safe Online* project. This is a very relevant area and the Charter has initiated the <u>Digital Accountability project</u> to be at the forefront of developments in this regard. It is appreciated that World Vision also offered to create a Peer Advise Group with other Charter Members,

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which is currently being set up with the Charter Secretariat.

Finally, as highlighted by the Panel in their feedback letters, it would be good to collect some aggregated information on any breaches of standards in place in order to obtain a better picture at the global level of how often breaches occur (apart from the five breaches of the digital protocol reported through Ethics Point), in which areas, and how they were acted upon.