WORLD VISION REPONSE TO THE INDEPENDENT REVIEW PANEL
Accountability Update Report - Review Round November 2014
World Vision International
Reporting period: 01 October 2012 – 30 September 2013

Integrated Review Panel Feedback	World Vision Response
I. Strategy and Analysis 1.1 ***Statement from the most senior decision-maker*** *Fully addressed* The statement provided by the organisations' most senior decision-makers contains a solid commitment to accountability, as it describes their deepened efforts to improve in this area (e.g. impact, risk assessment, anti-corruption). As suggested in the previous report, the Panel would have found it helpful to understand more how this commitment to accountability has shaped World Vision's strategy and key management decisions. Furthermore, this would have been a good place to provide more information on the approach taken with this Update Report.	*The tone set by the Senior executives to accountability has always guided World Vision work to maintain high standards of accountability practices in our work. In this area, there are discussions to have some accountability indicators included in strategy documents to facilitate monitoring and reporting. The progress on these will be included in future reports as this will materialise. We also take note of the remark to include the approach taken to compiling the accountability report in this section.*
II. Organisational Profile 2.1 – 2.7 ***Name of organisation and primary activities / Operational structure Headquarter location / Number of countries / Nature of ownership Target audience*** *Fully addressed* 2.8 – 2.9 ***Scale of organisation / Significant changes to previous reporting*** *Fully addressed* The number of volunteers provided is an estimate and applies to World Vision International only. 2.10 ***Awards received*** *Fully addressed* The Panel congratulates World Vision Thailand and Korea for the awards they received during 2013.	*This is noted with thanks.*
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	*Noted with thanks.*

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October 2012 to 30 September 2013.	
3.5 *Reporting process* *Fully addressed* In the response letter to the Panel's previous feedback letter, the organisation states that the next report will include more information on how feedback is encouraged, received and incorporated in strategy development, as suggested by the Panel in their feedback on the previous report.	*Our next report will address this issue in more details – providing update and challenges as appropriate.*
3.6 – 3.7 *Report boundary / Specific limitations* *Fully addressed*	*Noted with thanks.*
3.8 *Basis for reporting* *Fully addressed* In the response letter to the Panel's feedback letter, the organisation provides more information and states that their next report will include more information on the creation of a new, global unit for learning and knowledge management. The Panel welcomes progress in this regard.	*Noted – more details will be provided in the next report.*
3.10 – 3.12 *Reporting parameters / Reference table* *Fully addressed*	*Noted with thanks.*
IV. Mission, Values, Governance, and Stakeholder Engagement	
4.1 *Governance structure* *Fully addressed* In the response letter to the Panel's previous feedback letter, the organisation refers to pages in the Update Report and mentions that steps for improvement in the areas highlighted by the Panel (e.g. low number of women represented in the Board or how specifically the governance structure supports World Vision's mission) are taken.	*The comment is noted and the organisation continues to make efforts in this area – ensuring that the policy requirement is met and encouraging for more qualified women. An update on this will be provided in the next report.*
4.2 *Division of power between the governance body and management* *Partially addressed* In the response letter to the Panel's previous feedback letter, World Vision refers to pages in the Update Report that are not included in the reference table (p. 5-7). This information provides some information on how the Board has worked during the reporting period, i.e.	*Noted. More details will be provided in our next report.*

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with committees, but does not provide an overview of how this works in practice. The governance review is positively noted. However, actual results would have been helpful.	
4.3 *Independence of Board Members* *Fully addressed*	*Noted with thanks.*
4.4 *Feedback from internal stakeholders* *Addressed* In the response letter to the Panel's feedback letter on the last report, the organisation states a commitment to include a section on the process for feedback in their next report covering 2014. The Panel looks forward to progress in this regard and highlights that for transparency reasons, this commitment could have been included in the report as well. Moreover, very good evidence and specific examples of stakeholder involvement are provided on p.23/24.	*Noted with thanks. The next report will give details as needed.*
4.5 *Compensation and benefits* *Fully addressed* The organisation's answer in the Update Report is "As in 2012" which was seen as fully addressed and Good Practice by the Panel at the time. However, in light of public demands, the Panel would also be interested to know if the most senior leadership management team reports the receipt of any significant remuneration from outside the organisation to ensure potential conflicts of interest are managed well? And does World Vision publish a register of potential conflicts of interest for senior management?	*We do have conflict disclosure forms for senior management. The forms collects outside remuneration most likely to cause conflicts but does necessarily all forms of outside remunerations that have nothing to do with WV work or creating any conflict of interest* *There is no plan of publishing a register of potential conflicts – especially that our policy for disclosure says that individual disclosures are to be kept confidential.*
4.6 *Managing conflicts of interest* *Fully addressed* In the response letter to the Panel's feedback letter on the last report, the organisation states a commitment to provide evidence in their next report that the policy is working, as suggested by the Panel. Again, for transparency reasons, this commitment could have been included in the actual report as well.	*Noted – more detailed information will be provided in the next report. Details were not included in the last report was a shorter version – including important updates while the next report will be more detailed.*
4.10 *Ensuring performance of highest governance body* *Fully addressed* World Vision describes a sound process for their international as well as national boards.	*Noted with thanks. More details will be provided in the next report. All policies are currently posted on an internal portal for access by World Vision staff. Any request for specific policies by outsiders will need to be*

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They report on the outcomes of a revision done of the Policy on Board and Advisory, leading to a revised policy providing more clarity in how governance bodies shall function. The organisation also commits to providing more information on this policy in their next accountability report. Furthermore, the Panel suggests providing a link to the policy in the next report.	*made to the Global Accountability Partnership Leader who will avail these policies.*
4.12 **Social charters, principles or other initiatives to which the organisation subscribes** *Fully addressed*	*Noted with thanks.*
4.14, 4.15 **List of stakeholders / Basis for identification of stakeholders** *Fully addressed* The organisation's answer in the Update Report is "As in 2012" which were both seen as fully addressed by the Panel at the time. Especially the overall approach for stakeholder identification and list of criteria determining the value of external relationship were highly commended by the Panel.	*Noted with thanks.*
PERFORMANCE INDICATORS	
I. Programme Effectiveness NGO1 **Involvement of affected stakeholder groups** *Partially addressed* As answer to NGO1, presumably the wrong page was referenced in the table as on the following page (p.35), the relevant answer was found providing information on "Accountability to Children and Communities Learning and Exchange Workshop" held during the reporting period and ending in an agreement to in 2014 develop guidance aiming to help establishing feedback mechanisms. The Charter Secretariat and Panel would welcome the mentioned report covering the workshop on accountability to communities which seems particularly interesting from the perspective of digital accountability tools. In the response letter to the Panel's feedback letter, the organisation furthermore refers to additional pages in the Update Report containing information on their system for tracking field offices' contributions to the organisation's targets, including concrete examples from the various offices. Moreover,	*Noted. More details will be provided in the next report.*

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World Vision's four dimensions of accountability constitute the first ever global baseline, including the quality of engagement. All in all, the information is relevant and good evidence that policies work well is provided on p.23/24. Given that the Profile Disclosures 4.16 and 4.17 have been moved to this indicator, feedback is provided here. They comment that reporting on their responsiveness to the many stakeholder constituencies present a major challenge and that their capacity to provide evidence will be improved when national accountability reporting is rolled out. A commitment to include more information in the next accountability report is made. Furthermore, in the response to the last Panel feedback, World Vision explains that there is no organisation-wide compilation of topics raised by stakeholders and that a proxy applied is the demonstration that feedback mechanisms are in place.	
NGO2 *Mechanisms for feedback and complaints* *Partially addressed* Presumably the wrong page was referenced in the table as the relevant information was found on the following pages (p.36f.), providing examples on work done to develop feedback mechanisms (see more under NGO1 above). In the response letter to the Panel's feedback on their last report, World Vision provides further information and references additional pages in the Update Report (p.22) providing more knowledge on how the organisation worked on this topic during the reporting period. As highlighted in the feedback on the previous report, the Panel looks forward to more evidence that feedback and complaints mechanisms work well and help inform strategic decisions.	*Noted. More details will be included in the next report as appropriate.*
NGO3 *Programme monitoring, evaluation and learning* *Partially addressed* The organisation refers again to the description of their work during the reporting period with measuring field offices' contribution to organisational-wide targets. The organisation commits to providing more information in their next accountability report. Although a huge step for the organisation, this example does not provide an overview of	*Noted. Details/update will be provided in the next report.*

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the work on monitoring, evaluation and learning and does not provide evidence that the systems in place work well or reported changes since 2012, as asked for by the Panel in their feedback letter to the previous report.	
NGO4 *Gender and diversity* *Fully addressed* Presumably the wrong page was referenced in the table as the relevant information was found on the following page (p.29), providing information on the commendable new Gender Equality Policy and other milestones during the reporting period. A link to the mentioned policy would have been helpful for the reader. The organisation's response to the Panel's feedback provides some further information on work done in this area. As commented in the last feedback, the Panel looks forward to more evidence on effects and that the systems in place work well.	*More details will be provided in the next report. However, as indicated above, all policies are available for WV staff and any request for specific policies will need to be made to the Partnership Leader for Global Accountability who will avail these policies.*
NGO5 *Advocacy positions and public awareness campaigns* *Fully addressed* Presumably the wrong page was referenced in the table as the relevant information was found on the following page (p.27), providing information on work done during the reporting period, for example towards demonstrating the impact that advocacy work can have. World Vision can be commended for having systematically embedded advocacy in their strategy, programme, systems and processes in 2013 (p.27). Similar to other responses in this Update Report, the answer is not fully comprehensible as stand-alone information but has to be read along with World Vision's last full Accountability Report and their response to that Panel feedback letter. The Charter Workshop 2013 was on "How to be effectively accountable for our work?" and it is suggested to have a look at the outcome summary on the Charter website.	*Noted with thanks. Indeed, World Vision advocacy representative attended the Charter workshop 2013.*
NGO6 *Coordination with other actors* *Partially addressed* In their response to the feedback from the Panel, World Vision appreciates the	*More details will be provided in the next report.*

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guidance on questions provided from the Panel (e.g. How does World Vision ensure to leverage impacts and to avoid duplication of efforts? How does World Vision ensure that partners meet high standards of accountability?) and commits to addressing them in their next accountability report. The Panel would also welcome results whether communities apply their so-called Citizen Voice and Action (CVA) skills and learning in other aspects of their lives.	

II. Financial Management

| NGO7 *Resource allocation*
Fully addressed
The report provides relevant financial information for the reporting period and World Vision's financial accountability can be generally regarded as strong.

NGO8 *Sources of Funding*
Addressed
The report provides information on income from five different segments of donors (Sponsorship, Public Sector, Other Private, Food Commodities, GIK). It does, however, not provide any information on the five largest single donors. | *Noted with thanks.*

More details will be provided in the next report. |

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
In their response to the feedback letter from the Panel on the previous report, the organisation explained that their Environmental Sustainability Management System (ESMS) was finalised for presentation to senior management in end 2013 and that implementation is being discussed. The Panel looks forward to more information on progress, to data on actual emissions of World Vision operations, as well as to further initiatives to reduce emissions in the next report. | *More details and update on this will be provided in the next report.* |

IV. Human Resource Management

| LA1 *Size and composition of workforce* | *Noted with thanks.* |

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Addressed Wrong page was referenced in the table as the relevant information was found on the following pages (p.13/14), providing information in table format of the total workforce, divided by age and gender over time (2010-2013) and by region.	
EC7 ***Procedure for local hiring*** *Not addressed* Wrong page was referenced in the table as the indented information was found on the following page (p.13). Although this indicator was fully addressed in the previous accountability report, this is not at all addressed but information is only provided on staff distribution by location etc. The Panel looks forward to again receiving the comprehensive information provided in the previous report.	*This was a shorter version and did not have to address issues that were already fully addressed in the past report especially that here has not been any change during the reporting period. However, adequate information will be provided during the next report – recognizing that not much changes occurred on this subject.*
LA10 ***Workforce training*** *Not addressed* In the reference table, the organisation solely provides the comment "Not Reported". In the response letter to the Panel's feedback on the previous report, the organisation; however, explains that in their view, the resources required for consolidating this information on a global level cannot be justified and instead focuses on staff satisfaction and similar indicators. For the sake of transparency, this comment should have been included in the report as well and above all, statistic on the proxy indicators should have been provided. The Panel looks forward to a sound discussion around this topic in the next report.	*Noted. The situation has not changed and the adequate comment will be included in the next report.*
LA12 ***Global talent management*** *Fully addressed* In their response to the Panel's feedback on the previous report, the organisation provides additional information on how they measure 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.	*Noted with thanks.*
LA13 ***Diversity of workforce and governance bodies*** *Partially addressed* Wrong page was referenced in the table as the relevant information was found on	*Noted. More details will be provided in the next report.*

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the following page (p.13), stating that the organisation's new information management system for human resources, OurPeople, will produce its first set of information in 2013 and in this way provide a baseline for future reporting. It is not commented on whether the information provided in the previous report on diversity still applies.	
NGO9 **Mechanisms to raise grievances** *Fully addressed* Wrong page was referenced in the table as the relevant information was found on the following page (p.41), providing information on 43 incidents collected by their Integrated Incident Management Systems and actions taken. This information provides a very good and comprehensible overview and evidence that the systems function in practice. However, more information whether the incidents were resolved in a satisfying way would be welcome.	*Noted.*

V. Responsible Management of Impacts on Society	
SO1 **Managing your impact on local communities** *Partially addressed* The report provides information on their "Accountability to Children and Communities Learning and Exchange Workshop" (p.35), leading to decisions that guidance for developing feedback mechanisms should be developed. In the organisation's response to the Panel's feedback letter on the previous report, they furthermore state that progress has been made in collecting evidence and that they will provide more information on this in their next report.	*Noted. More details will be provided in the next report.*
SO3 **Anti-corruption practices** *Fully addressed* Relevant information on continuing efforts to this indicator and a table of different fraud types can be found on p.20. The organisation has a solid micro-finance risk assessment in place which focuses on anti-corruption. Since their VisionFund is potentially more exposed to risk, more details are provided in this regard. World Vision furthermore commits to presenting more information on their new	*Noted.*

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training modules in their next report which is appreciated the Panel.	
SO4 *Actions taken in response of corruption incidents* *Fully addressed* The report provides thorough information on the internal auditing system, steps taken to strengthen fraud investigation systems and an overview of the total confirmed fraud loss and different fraud types (p.19/20). This can be potentially seen as **Good Practice**. The Panel would furthermore like to know if it is mandatory for World Vision entities to report on any incidents of corruption and if it is against this background that World Vision is not "aware of any incidents (p.7).	*Noted with thanks. More details will be provided in the next report.*
VI. Ethical Fundraising	
PR6 *Ethical fundraising and marketing communications* *Partially addressed* The report provides information on an updated Child Sponsorship Policy, establishing principles and accountability for the organisation's approach to child sponsorship. Although this is an important milestone for the organisation, a further discussion on the topics this indicator refers to is necessary to provide a complete response. As highlighted by the Panel in their last feedback letter, 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, in which areas and how they were acted upon.	*Noted.*