Improvement Analysis
World Vision International
August 2019

Inclusivity, human rights, women's rights and gender equality (C3)

The response focuses on World Vision's approach to gender equality in its work. It states that World Vision has adopted the Minimum Standards for Mainstreaming Gender Equality; the Panel would like to know more about what this looks like in practice. For example, does the organisation have a gender equality policy (Standard 1) or gender equality indicators (Standard 6)?

The report explains that in 2018 World Vision applied a gender lens to programming tools, and that gender equality was integrated into programme planning, monitoring and evaluating guidance for field offices. Can World Vision provide examples from any offices have started implementing the approaches in the guidance?

The Panel appreciates that WV's Programme Quality Self-Review tool was also updated to include more specific questions around gender equality, to assess whether the guidance is having an effect. This is expected to enable better reporting on the inclusion of girls and women, which the Panel looks forward to in future reports. It is stated that the proportion of WVI's microfinance clients in 2018 who are female was 70%, though high participation of women in microfinance tends to be the norm – as such it would be interesting to know about figures for other programmes in future.

The report did not explain World Vision's approach to other aspects of inclusivity such as disability, sexual orientation, ethnicity, or minority groups in the contexts WV works in. Are there specific efforts to engage those at risk of being excluded from WV's work? The Panel would like to see information about this in the next interim report. Examples to refer to in this regard include CBM's policy framework on inclusion, CARE's gender policy, Restless Development's recruitment and equal opportunities policies (see pp. 24-27 of their Employee Handbook).

Responsible stewardship for the environment (C5)

WV recognises the importance of addressing environmental challenges in both programmes and operations.

It notes the interconnectedness of sustainable environmental management, rural livelihoods, and families being able to provide for children's wellbeing. This perspective is integrated into livelihoods programming, and an example is provided, of the Farmer Managed Natural Regeneration model.

Regarding mitigating the environmental impact of operations, the report provides examples from the UK and Germany offices. WV UK began updating its environmental policy in 2018 and examples of efforts to reduce, reuse, and recycle are listed. The Panel notes positively the 28% reduction in energy use in the main office over the past decade.

The report states that WVI does not mandate particular approaches to individual offices, and that some offices have their own policies. The Panel would like to know how many offices have environmental policies, and whether the Secretariat promotes action on this issue amongst offices.

WV's approach to environmental sustainability has been flagged as an area for improvement in several previous feedback letters, so the Panel is pleased to see more information in this report. The Panel is also aware that WVI is looking into developing a new environmental management policy, and looks forward to an update on this in the interim report.

In future reports we would also like to see more evidence of WV promoting action on environmental issues throughout the federation, and any examples of efforts in countries where awareness of/approach to environmental issues may not be as strong as in the UK and Germany.

Staff development (H2)

The response is brief, referring to a staff development policy and stating that entities and local offices are responsible for ensuring staff development activities are in line with strategy, and fairly accessible by all staff.

Again, as the policy is not linked and there is no explanation of key points, it is difficult to really understand how staff development works in practice. In the next report the Panel would like to know how training needs are identified, how performance

appraisals are implemented, what training opportunities are offered, and to what extent staff actually undertake training.

This is a point to address in the next interim report.

Resources are acquired in line with your values, globally accepted standards and without compromising independence (I1)

World Vision's core value of appreciating people guides the organisation to acquire resources in ways that respect the dignity, uniqueness and intrinsic worth of every person. Another core value, "we are stewards", guides WV to make use of resources in line with the purpose for which they were given and in a way that brings maximum benefit to the communities WV works in.

What does this mean in practice? Are there any policies or processes guiding the implementation of these values? This could include guidance on accepting (or rejecting) funding/resources from certain industries or organisations.

The Panel requests more detailed information in the next interim report.

Complaints handling mechanisms and overview of complaints (external) (J3)

The report refers to World Vision's Programme Accountability Framework, which sets out the organisation's commitment to ensuring accessible complaints mechanisms are in place in every community where they operate. These are complemented by national office and Partnership-wide mechanisms.

WV's Child and Adult Safeguarding Policy, which was linked earlier in the report, provides guidance on reporting incidents. However, there does not appear to be a dedicated policy or guidance covering feedback and complaints in an overarching way, and it is also not made clear on the website how general complaints can be submitted and how they would be handled.

There is a "report a concern" link in the footer of the website which leads to the Integrity and Protection Hotline. Under question J4 of the report, it is stated that this is accessible by the public but is mainly aimed at WV employees or other affiliated persons, and is intended to be used as a secondary method of reporting, "in those exceptional cases where a person has been discouraged from reporting or may fear for his or her job or well-being."

The Panel urges World Vision to create a general complaints policy (or if one already exists, to make this easily accessible online) geared at external stakeholders, which covers all complaints – not only serious/safeguarding incidents. The policy should include information on how complaints will be processed and the general timeline that can be expected. This is a priority to focus on for the next interim report.

The report provides detailed information on complaints received in 2018 relating to child safeguarding, adult safeguarding, and financial loss incidents. This information includes the number of reports made, how many of these were substantiated, the perpetrators' affiliation with WV, and the action taken in response to substantiated cases. The Panel appreciates this detailed information; this is a good example of what we hope to see from all Accountable Now members.

The Panel notes positively that WV prioritises the needs of survivors when responding to complaints, and either provides or enables access to medical care, psychosocial care, psychological counselling, legal aid and other interventions as needed.

The Panel understands that complaints relating to programme effectiveness are dealt with by individual offices, and there is therefore no centralised overview of complaints available. Is this something that could be achieved in future, e.g. by individual offices sharing a summary of complaints received with the International office? A centralised overview could help identify any common trends or challenges, and facilitate learning across the partnership.

Finally, can WV share any lessons learned or changes implemented in response to complaints received, and information on how complaints mechanisms are promoted so that stakeholders know about and are encouraged to use them?