

## 1. Profile of the Organisation

<b>Name of the organisation</b>	<b>World Vision International</b>
<b>Vision</b>	Our vision for every child, life in all its fullness. Our prayer for every heart, the will to make it so.
<b>Mission</b>	Our mission is to follow our Lord and Saviour Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God.
<b>Values</b>	We are Christian We are committed to the poor We value people We are stewards We are partners We are responsive
<b>Primary brands</b>	 <p><b>World Vision</b></p> <p><b>VisionFund</b> <i>the microfinance subsidiary of World Vision</i></p>

<p><b>Major programmes</b></p>	<p><b>Transforming Communities:</b> Because poverty has both local and global causes, World Vision works within communities and across geographical areas to help individuals and groups improve the well-being of children and overcome poverty</p> <p><b>Responding to Disasters</b> When disasters strike, World Vision is globally positioned to help with immediate needs like food, water and shelter. World Vision also works with communities to recover from disasters and prevent future catastrophes.</p> <p><b>Tackling Injustice</b> World Vision engages institutions, donors, communities and the public to address the underlying issues that perpetuate poverty. World Vision aims to empower communities to speak up for their rights and influence change, both locally and globally.</p>
<p><b>Core activities</b></p>	<p>Child Focussed Programmes/Child sponsorship Grant funded relief and development programs Food Management Programmes Gift in Kind (GIK)/non-food items collection and distribution Policy and Advocacy Microfinance/ Microenterprise Development</p> <p>In 2007, World Vision served more than 100 million people, working in 98 countries. 3.4 million children benefited from sponsorship and 843,000 orphans and vulnerable children received care and support.</p>
<p><b>Ownership and legal form</b></p>	<p>World Vision International is incorporated in the State of California, USA, as a religious non-profit corporation, and maintains its principal legal office in Monrovia, California, USA. WVI serves as the coordinating body for World Vision's global work.</p> <p>World Vision functions as a federated partnership of national offices, many of which are separate, locally incorporated non profit organisations with their own governing boards.</p>

A common mission statement and shared core values and Covenant of Partnership bind the Partnership together.

**International Board**

An international board of directors oversees the World Vision global strategy and coordination. The full board, which meets twice a year, appoints the Partnership's senior officers, approves strategic plans and budgets, and determines international policy. The current board has 24 members from 19 countries and balanced male and female representation. Current Board Members are:

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| Dr. Hannah Anandaraj (India)              | Mr. Callisto Jokonya (Zimbabwe)             |
| Rev. Prof. Andrew Seth Ayetey (Ghana)     | Dr. Utomo Josodirdjo (Indonesia)            |
| Mr. Roberto Costa de Oliveira (Brazil)    | Dr. Rachael Masake (Kenya)                  |
| Dr. Jose Miguel de Angulo (Bolivia)       | Rev. Dr. John Yasuo Masuda (Japan)          |
| Mrs. Maria Antonieta Dominguez (Honduras) | Mrs. Joanna Mockler (USA)                   |
| Mrs. Sharon Dymond (Canada)               | Mrs. Annemarie Pfeifer (Switzerland)        |
| Mrs. Joyce Godwin (USA)                   | Mr. Stephen W. Phelps (UK)                  |
| Rev. Dr. Stephen Hayner (USA)             | Mrs. Anne Robinson (Australia)              |
| Dr. Kleo-Thong Hetrakul (Thailand)        | Mr. George Savides (Australia)              |
| Dr. Dean R Hirsch, President, (USA)       | Dr. Elizabeth Smythe (New Zealand/Aotearoa) |
| Mrs. Tiffany Fair-Ten Huang (Taiwan)      | Mr. Denis St-Amour, Chair (Canada)          |
|   | Mag. Josef Stiegler (Austria)               |
|   | Dr. Rosanna Wong (Hong Kong)                |

	<p>The Members of World Vision International, with voting rights at the Triennial Council are:</p> <ul style="list-style-type: none"> <li>* the 24 WVI board members;</li> <li>* 1 representative from each of the officially-recognized "national offices" (currently comprising a total of 51 fully Inter-dependent, Intermediate and Branch offices).</li> <li>* the Moderator.</li> </ul>										
<p><b>Operational structure</b> <i>Including roles and responsibilities of global and national entities</i></p>	<p>By signing the Covenant of Partnership, each national office agrees to abide by common policies and standards. National offices hold each other accountable through an ongoing system of peer review. Each national office, regardless of the size of its programmes, has a voice in the Partnership.</p> <p>The Global Centre offices located in Geneva, Bangkok, Nairobi, Cyprus, Los Angeles, and San Jose, Costa Rica co-ordinate the strategic operations of the organisation and represent World Vision in the international arena.</p> <p>Current senior staff are:</p> <table border="0"> <tr> <td>International President and Chief Executive Officer</td> <td>Dr. Dean R. Hirsch</td> </tr> <tr> <td>Chief Operating Officer</td> <td>Mr David Young</td> </tr> <tr> <td>Chief Financial Officer</td> <td>Mr Ken Williams</td> </tr> <tr> <td>Senior Vice President for Global Operations</td> <td>Mr Ken Casey</td> </tr> <tr> <td>Senior Vice President for Organisational Effectiveness</td> <td>Dr Christopher Pitt</td> </tr> </table> <p>An organisational chart is attached as <u>Attachment A</u>. The list of officers is provided as <u>Attachment B</u>.</p>	International President and Chief Executive Officer	Dr. Dean R. Hirsch	Chief Operating Officer	Mr David Young	Chief Financial Officer	Mr Ken Williams	Senior Vice President for Global Operations	Mr Ken Casey	Senior Vice President for Organisational Effectiveness	Dr Christopher Pitt
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Senior Vice President for Organisational Effectiveness	Dr Christopher Pitt										
<p><b>Location and address of global headquarters/ secretariat</b></p>	<p><b>World Vision International Global Office</b> 800 West Chestnut Avenue Monrovia, CA 91016-3198, USA worvis@wvi.org</p>										
<p><b>Number of countries where the</b></p>	<p>See <u>Attachment C</u></p>										

<b>organisation operates</b> <i>Please attach list of all countries where you operate</i>	
<b>Number of employees</b>	31,000 for all WV entities including affiliated microfinance institutions in 2007

<b>Finance</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Income from WV Support Offices	(USD thousands)		
- <b>Individual donations</b>	1,548,688	1,606,420	1,810,851
- <b>Foundations</b>	(included above)		
- <b>Governments</b>	423,364	496,300	409,087
- <b>International Organisations</b> <i>UN, EU, World Bank etc.</i>	(included above)		
- <b>Business</b>			
- <b>Others - <i>please specify</i></b>			
<b>TOTAL INCOME</b>	1,972,052	2,102,720	2,219,937
<b>Total income by country - <i>for countries/regions that make up 5 percent or more of total income</i></b> <i>Please list countries and provide total income for each one</i>	For reports on individual Support Office income see WVI Annual Reports for 2005, 2006 and 2007 (Attachments D, E and F)		

Expenditure for			
- <b>Programmes and activities directly addressing the organisation's purpose</b>	1,589,272	1,838,137	1,910,943
- <b>Fundraising</b>	167,433	181,293	213,532
- <b>Administration</b>	97,369	107,884	114,579
- <b>Others - <i>please specify</i></b>			
<b>TOTAL EXPENDITURE</b>	1,854,074	2,127,315	2,239,055

<p><b>Total expenditure by country</b> - for countries/regions that make up 5 percent or more of total expenditure <i>Please list countries and provide total expenditure for each one</i></p>	<p>For regional distribution of expenditure, please see WVI Annual Reports for 2005, 2006 and 2007 (Attachments D, E and F)</p>
<p><b>Reserves</b> All cash reserves of the WV Partnership are held by the Support Offices which are unconsolidated entities in WVI. The primary purpose for these reserves is international ministry.</p>	
<p><b>Significant changes during the reporting period regarding size, structure, or ownership of both liquid and property reserves including</b>  <ul style="list-style-type: none"> <li>- the location of operations, including opening of new offices, starting new major activities, and closings</li> <li>- legal status or ownership</li> <li>- global structure and governance</li> </ul> </p>	<p>No significant changes</p>

## 2. Compliance with the principles of the INGO Accountability Charter

### Respect for Universal Principles

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
1	Vision, mission, values and key documents position the organisation's work in the context of universal principles and relevant (e.g. UN) documents	The organisation's statutes and key programmatic documents.	○ Fully	
2	The organisation's practice fully complies with	The organisation confirms for the reporting period that it has been	○ Partially	In signing up to the INGO Accountability Charter in

	its policies.	working in line with Universal Principles and that it has resolved any formal written complaints it may have received concerning its alleged breach of these Principles. ( <i>formal written complaints: either in email or letter through mail or in person with contactable complainant's correspondence. All formal complaints to be acknowledged within 1 month of receipt and complaints resolved within 6 months of receipt</i> )		<p>February 2007, World Vision noted that, as a Christian organisation, its policy is to hire staff committed to our faith and supportive of our mission, particularly for senior leadership positions. This is a position shared by a number of faith-based organisations. About 20% of our staff adhere to other faiths.</p> <p>Discussions are underway to strengthen WVI policy and practice with regard to environmental sustainability at the 'organisational' level.</p>
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### Independence

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
3	Organisation receives less than 50% from one single source; Organisation is not owned/controlled by government, political party or business	Documentation on - ownership and - income	<input type="radio"/> Fully	

## Responsible Advocacy

	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
4	<p>The organisation has written policies ensuring that its public policy positions and advocacy are</p> <ul style="list-style-type: none"> <li>- in line with its mission</li> <li>- accurate and</li> <li>- conform with applicable national law</li> </ul>	<p>The organisation's written advocacy policies</p> <ul style="list-style-type: none"> <li>- describe the criteria or circumstances in which it will involve itself;</li> <li>- define the process for adopting and implementing its positions, involving partners, experts and other parties as appropriate;</li> <li>- contain due diligence provisions and sign off procedures ensuring legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third parties.</li> </ul>	<ul style="list-style-type: none"> <li>○ Fully</li> </ul>	
5	<p>The organisation's practice fully complies with its policies.</p>	<p>The organisation confirms for the reporting period that it has not been in breach of its own advocacy policies and that it has resolved any formal written complaint it may have received concerning its alleged breach of these policies.</p>	<ul style="list-style-type: none"> <li>○ Fully</li> </ul>	



## Effective Programmes

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
6	The organisation's programmes are conducted in genuine partnership with local communities.	The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes strengthen self-reliance, self-help and popular participation by empowering individuals and communities and building capacities of local structures.	○ Partially	<p>World Vision's 'transformational development' approach incorporates the principles of empowered participation self-help and self-reliance and emphasises the strengthening of local institutions and partnerships. There are a number of locations where we believe our work to be best practice, but in such a large organisation, there will always be areas for improvement, hence our self-assessment as "partially compliant".</p> <p>To reflect our commitment to Humanitarian Accountability principles and in line with the One World Trust report (2006), World Vision is reviewing its achievements in these areas.</p>
7	The organisation's programmes aim for sustainable development.	The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes	○ Fully	

		<ul style="list-style-type: none"> <li>- are based on the potential of local resources to sustain the activity</li> <li>- contribute to further strengthening sustainability at local level and</li> <li>- do not create or increase dependence on external support.</li> <li>-</li> </ul>		
8	The organisation's programmes are appropriate for the local needs and conditions.	<p>The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes</p> <ul style="list-style-type: none"> <li>- take relevant local conditions into account, e.g. by involving local stakeholders in all stages of programme design and implementation</li> <li>- take appropriate care of relevant local gender, diversity, cultural and religious issues;</li> <li>- avoid negative environmental impact and, where possible, secure a positive impact.</li> </ul>	○ Fully	

	Funds raised for specific programmes reach the people or cause in whose name they were raised.	The organisation's fundraising and donor information materials, donor communication, programme reports and relevant finance statements provide evidence that funds raised for a specific cause have been used to further that cause.	○ Fully <sup>1</sup>	
9	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has not been in breach of its own programme policies and that it has resolved any formal written complaints it may have received concerning its alleged breach of these policies.	○ Partially	As indicated above, in such a large organisation, it is very difficult to be able to certify that there have no breaches of policy and that all formal written complaints have been resolved. WVI has systems in place to ensure that complaints are dealt with in a timely manner.

### Non-Discrimination

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
10	The organisation promotes diversity, gender equity and balance, impartiality and non-discrimination in all activities, both	- The organisation's written non-discrimination policy affirming its commitment to gender equity, to non-discrimination for sexual orientation, to ethnic and racial diversity, to the inclusion of people	○ Partially	See 2.2 above  In April 2009, the WVI Board approved revisions to our Diversity Policy to strengthen language

<sup>1</sup> Many of WV Support Offices have contributed to the development of 'national' standards for ethical fund-raising and/or codes of conduct, sharing their expertise with partnership colleagues and supporting awareness raising and capacity building programs to assist newer support offices and national offices that receive funds from the WV partnership and fund raise locally .

	internal and external.	<p>with disabilities at staff and board levels;</p> <ul style="list-style-type: none"> <li>- The organisation's plans and operations which fully reflect the non-discrimination policy;</li> <li>- The organisation's most recent personnel orientations, trainings and instructional material addressing non-discrimination.</li> </ul>		<p>supporting diversity and equity.</p> <p>World Vision is also party to the IFRC/NGOs Code of Conduct and People in Aid Code of Good Practice.</p>
11	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of cases where it may have been in breach of its own non-discrimination policy and that it has resolved any formal written complaints it may have received concerning its alleged breach of these policies.	○ Partially	See 9 above

### Transparency

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
12	The organisation is open, transparent and honest about its structures, mission, policies and activities.	<ul style="list-style-type: none"> <li>- The organisation's reports which adhere to generally accepted standards of technical accuracy and honesty in presenting and interpreting data and research;</li> <li>- The organisation complies with relevant governance, financial accounting and reporting requirements in the countries where it is based and operates.</li> </ul>	○ Fully	WV Support Offices comply fully with national reporting requirements, including, in the United States, voluntary completion of the Internal Revenue Service Form 990). From 2008, WVI will prepare a separate 'accountability' report.

				<p>Pursuant to the recommendations of the One World Trust 2006 report, a Disclosure Policy is being developed.</p> <p>Complaints lodged under World Vision’s “integrity and risk hotline” are given priority attention.</p>
13	The organisation reports publicly at least once a year about its activities and achievements.	<p>The organisation’s annual report which contains:</p> <ul style="list-style-type: none"> <li>- Mission and values;</li> <li>- Objectives and outcomes achieved in programme and advocacy;</li> <li>- Environmental impact;</li> <li>- Human rights impact;</li> <li>- Governance structure and processes, and main office bearers;</li> <li>- Main sources of funding from corporations, foundations, governments, and individuals;</li> <li>- Financial performance;</li> <li>- Compliance with the INGO Accountability Charter and</li> <li>- Contact details.</li> </ul>	o Partially	<p>World Vision International has an extensive information dissemination program (print and online).</p> <p>The World Vision International Annual Review provides only a brief summary of the elements listed. Given the detailed information provided in National Office Annual Reports and reports to national Codes of Conduct etc, aggregation of this information across the partnership would be a very significant undertaking, with aggregated data reducing rather than enhancing transparency.</p>

				<p>This 2008 report on compliance with the INGO Accountability Charter is World Vision's first. Preparation of our 2009 report has begun.</p>
14	<p>The organisation's annual financial report will conform to relevant laws and practices and be audited by a qualified independent public accountant whose statement will accompany the report.</p>	<p>Independently audited annual accounts</p>	<p>○ Fully</p>	
15	<p>The organisation's practice fully complies with its policies.</p>	<p>The organisation confirms for the reporting period that it has no knowledge of any complaints concerning the accuracy or relevance of its reporting and that it has resolved any formal written complaints it may have received concerning its alleged breach of its reporting provisions.</p>	<p>○ Partially</p>	<p>Corruption is endemic in many of the contexts in which World Vision works and despite our efforts, cases of corruption do occur. World Vision's response to this situation is to invest in corruption prevention activities and to ensure vigorous investigation and appropriate action when incidents of corruption are identified. World Vision is</p>

				an active participant, in cooperation with Transparency International, in a study on the prevention of corruption.
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**Good Governance**

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
16	The organisation has a governing body which has responsibility for the oversight of all aspects of the organisation.	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures allocate ultimate authority to the organisation's governing body.</p> <p>These documents also state that the governing body</p> <ul style="list-style-type: none"> <li>- selects, supervises and evaluates the chief executive,</li> <li>- oversees programme and budgetary matters</li> <li>- defines the overall strategy, consistent with the organisational mission,</li> <li>- verifies that resources are used efficiently and appropriately,</li> <li>- ensures that performance is measured,</li> <li>- secures financial integrity and</li> </ul>	<ul style="list-style-type: none"> <li>o Fully</li> </ul>	

		<ul style="list-style-type: none"> <li>- makes sure that public trust is maintained.</li> </ul> <p>Documentation on the activities of the governing body shows that all the above tasks have been undertaken thoroughly and successfully.</p>		
17	<p>The work of the organisation's governing body takes place in a clearly defined framework of rules and procedures covering the appointment, responsibilities and terms of members of the governing body.</p>	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures</p> <ul style="list-style-type: none"> <li>- identify required qualifications and expertise of the members of the governing body and the mix of skills across the group</li> <li>- specify the frequency of meetings of the governing body (at least two meetings per year),</li> <li>- specify adequate attendance by directors (at least a majority of <i>directors</i> on average), and</li> <li>- lay down voting requirements</li> <li>- provide a process for evaluating the governance body's own performance.</li> </ul> <p>Records of the meetings provide evidence that meetings were held and which decisions were taken.</p> <p>A regular general meeting takes place with authority to appoint and</p>	<ul style="list-style-type: none"> <li>o Fully</li> </ul>	



		replace members of the governing body.		
18	The organisation tries to prevent and, if they occur, actively manages conflicts of interest.	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures require that members of the governing body and employees:</p> <ul style="list-style-type: none"> <li>- disclose any affiliation they have with an actual or potential supplier of goods and services, recipient of grant funds, or organisation with competing or conflicting objectives;</li> <li>- absent themselves from discussion and abstain from voting or otherwise participating in a decision on any issue in which there is a conflict of interest; and</li> <li>- refuse large or otherwise inappropriate gifts for personal use.</li> </ul>	○ Fully	
19	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any irregularities in its governance system and that it has resolved any formal written complaints it may have received concerning its governance system or members of its governing body.	○ Fully <sup>2</sup>	

<sup>2</sup> WVI conducts regular Peer Reviews of those entities with Boards or Advisory Councils. Any irregularities are brought to the attention of Regional and National Offices concerned and follow up action is taken ensure speedy resolution.

## Ethical Fundraising

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
20	In accepting funds the organisation ensures that it complies with its own ethical standards.	The organisation's written policy for accepting or refusing certain donations and subsidies clearly states which sources of funding are not acceptable to the organisation for ethical reasons.	○ Partially	Fundraising is carried out, primarily, by national and especially Support Offices, not by WVI. In most cases, World Vision offices have signed up to National Ethical fundraising standards and Codes of Conduct. Work is underway on the mapping of current commitments with a view to developing a Partnership wide standard.
21	The organisation respects the rights and wishes of donors.	<p>The organisation's written policy confirms donors' rights</p> <ul style="list-style-type: none"> <li>- to be informed about causes for which the organisation is fundraising;</li> <li>- to be informed about how their donation is being used;</li> <li>- to have their names deleted from mailing lists;</li> <li>- to be informed of the status and authority of fundraisers and</li> <li>- to anonymity except in cases where the size of their donation is</li> </ul>	○ Fully	See 20 above

		<p>such that it might be relevant to the organisation's independence and</p> <ul style="list-style-type: none"> <li>- that donations accepted for a specific purpose, are used for that purpose.</li> </ul> <p>The organisation's fundraising and donor information materials and donor communication are complying with donors' rights.</p>		
22	<p>In raising funds, the organisation accurately describes its activities and needs. It uses donations in line with the information and assurances given to the donor.</p>	<p>The organisation's fundraising materials and communication</p> <ul style="list-style-type: none"> <li>- show how the donation will further the organisation's mission;</li> <li>- neither minimise nor overstate the size or urgency of the challenge the organisation wants to address;</li> <li>- do not contain any material omissions or exaggerations of facts, misleading photographs, nor create a false impression or misunderstanding;</li> <li>- show how organisation will handle any shortfall or excess of income raised for a specific project.</li> </ul> <p>The organisation's donor information materials and communication provide detailed documentation on the use of donations.</p> <p>Follow-up with donors about clarity</p>	<ul style="list-style-type: none"> <li>o Partially</li> </ul>	<p>Accuracy in messaging to ensure alignment between fundraising and programming activities is top priority; however, in such a diverse partnership, where fundraising activities reflect local contexts, it would be unusual to have a 100% success rate.</p> <p>World Vision engages with supporters and donors proactively, observing local Codes of Conduct and privacy requirements and ensuring that feedback and complaints handling mechanisms are in place and functioning effectively.</p>

		and quality of materials sent to them shows that the organisation's intended message is accurately getting through.		
23	The organisation records and publishes details of all major institutional gifts and gifts-in-kind clearly describing the valuation and auditing methods used.	<p>The organisation's written gifts-in-kind policy</p> <ul style="list-style-type: none"> <li>- states under which conditions and for which purposes gifts-in-kind are being accepted;</li> <li>- provides clear parameters for valuation and auditing of gifts-in-kind.</li> </ul> <p>The organisation's documentation of all major institutional gifts and gifts-in-kind is complete and up-to-date.</p>	○ Partially	WV is committed to continual improvement, hence our self-assessment as 'partially compliant'. WVI systems for the management of GIK and food distribution are highly regarded. National Offices comply with local requirements, but the aggregation of this data is not possible because of differences in reporting criteria etc.
24	The organisation ensures that donations sought indirectly, such as through third parties, are solicited and received in full conformity with its own practices.	<p>The organisation's policy for the use of agents or other third parties for fundraising purposes states</p> <ul style="list-style-type: none"> <li>- that contracts between the organisation and a third party will be in writing and</li> <li>- that these contracts will oblige the third party to comply fully with the organisation's fundraising policy and ethical standards.</li> </ul>	○ Fully	See 20 above
25	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any significant breaches	○ Partially	There is currently no central database to provide an accurate picture of

		of its fundraising and related policies and that it has resolved any formal written complaints it may have received concerning its own or its agents' fundraising materials and practice.		compliance across the partnership but this situation is under review. Where incidents have been reported at a national level, to our knowledge, World Vision has responded in a timely way in all cases.
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### Professional Management

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
26	The organisation's management is professional and effective and the organisation's policies and procedures seek to promote excellence in all respects.	The organisation's written management terms and conditions, policies and procedures contain <ul style="list-style-type: none"> <li>- job specifications and personnel profiles for the CEO and Senior Management Team positions</li> <li>- annual work plans for the CEO and the Senior Management Team directly referring to the</li> </ul>	○ Partially	Significant progress has been made in this area during the period as foot-noted below <sup>3</sup> and current levels of investment provide assurance that full compliance will soon be achieved.

<sup>3</sup> The importance of effective design of jobs, development of job descriptions and criteria for success is well understood. Effective establishment of performance goals and objectives has developed as have the rigors around performance evaluation and development plans.

- All positions within the organisation have Job descriptions outlining the purpose of the role, key responsibilities and accountabilities and the criteria for skills and competencies. These are to be regularly reviewed by the incumbent and their manager.
- The President and all Executives have up to date Job Descriptions which are aligned to the organisations Mission, Vision and strategic plans.
- All staff are to have a performance review each year (minimum standards) based on agreed performance goals and objectives.
- The President's goals are set each year by the Board and cover all aspects of leadership: Ministry, People Leadership, Governance, Risk and Audit and Stakeholder engagement.
- Goals and Objectives are cascaded from the President to the responsible Executive staff.
- The President is evaluated annually by the Board. Executive and other staff are evaluated annually by their direct manager.

		<p>organisation's strategy</p> <ul style="list-style-type: none"> <li>- an appraisal system with the CEO being appraised by the governing body.</li> </ul> <p>The organisation's strategy and key policies lay down clear objectives and criteria defining excellence.</p>		
27	<p>Financial management and control ensure that all funds are effectively used and minimise the risk of funds being misused.</p>	<p>The organisation operates according to a budget approved by its governing body.</p> <p>The organisation exercises adequate internal controls over disbursements to avoid unauthorised payments, prohibiting any un-auditable transactions or loans to members of its governing body or staff.</p> <p>The organisation's annual, audited financial statements</p> <ul style="list-style-type: none"> <li>- are produced by a certified public accountant;</li> <li>- presented timely (normally not later than 6 months after the end of the financial year) and in line with the organisation's written finance policy;</li> <li>- comply with nationally accepted accounting standards and legal requirements.</li> </ul>	o Fully	

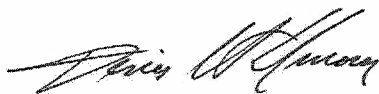
28	The organisation has evaluation procedures for its governing body, staff, programmes and projects and conducts monitoring and evaluation on the basis of mutual accountability.	<p>The organisation incorporates appropriate monitoring and evaluation practices in all relevant policies and systems establishing mutual accountability as part of its culture.</p> <p>The organisation conducts regular and deliberate evaluative activities to examine progress towards its goals and mission; and applies in its budget and work plans adequate financial and human resources for monitoring and evaluation.</p>	○ Fully	
29	The organisation ensures that its partners meet the highest standards of probity and accountability.	<p>In its policies guiding the selection of and cooperation with partners the organisation</p> <ul style="list-style-type: none"> <li>- identifies adequate criteria for the selection of effective, legitimate and reliable partners;</li> <li>- takes adequate provisions to exclude links with organisations or individuals involved in illegal or unethical practice.</li> </ul>	○ Partially	The compilation of information is not sufficiently advanced at the global level for us to confidently claim full compliance in such a large organisation. To our knowledge, there have been no significant instances of non compliance.
30	The organisation recognises the crucial role the quality and dedication of its staff play in the success of its work and is committed to investing in human resource	<p>The organisation's written human resources policies and procedures</p> <ul style="list-style-type: none"> <li>- conform fully with relevant international and national labour regulations;</li> <li>- provide for remuneration and benefits levels which strike a</li> </ul>	○ Fully	

	development.	<p>balance between public expectations of not-for-profit organisations and the need to attract and retain the staff the organisation needs to fulfil its mission;</p> <ul style="list-style-type: none"> <li>- apply the best voluntary sector practices in terms of employee and volunteer rights and health and safety at work.</li> <li>- include procedures for evaluating the performance of all staff on a regular basis.</li> </ul>		
31	The organisation takes all required provisions to exclude corruption and bribery from its work.	<p>The organisation's relevant policies</p> <ul style="list-style-type: none"> <li>- specifically prohibit acts of bribery or corruption by staff or other persons working for, or on behalf of, the organisation;</li> <li>- identify appropriate steps to be undertaken in cases of suspected bribery or corruption.</li> </ul>	○ Fully	
32	The organisation respects sexual integrity in all its programmes and activities, and prohibits gender harassment, sexual exploitation and discrimination.	<p>The organisation's relevant policies contain appropriate provisions</p> <ul style="list-style-type: none"> <li>- preventing sexual exploitation, abuse;</li> <li>- ensuring gender equality;</li> <li>- preventing discrimination in all its forms;</li> <li>- fostering ethnic and racial diversity.</li> </ul>	○ Fully	
33	The organisation provides internal feed-back	The organisation's written whistle-blowing policy enables and	○ Partially	World Vision's 'Integrity and Risk Reporting' hotline has



	mechanisms making sure that the organisation consistently stays within its ethical and legal framework and follows its mission.	encourages staff to draw management's attention to activities that may not comply with the law or the organisation's mission and commitments, including the provisions of the INGO Accountability Charter.		operated globally since early 2007. There has been slow take up in some national offices on 'cultural' grounds. A second phase of awareness raising is underway. A formal whistleblower policy has been drafted and presented to management, along with standard operating procedures. This is the de facto standard for World Vision, including Vision Fund.
34	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any significant breaches of its management policies or related policies and procedures and that it has resolved any formal written complaints it may have received concerning its management provisions and practice.	o Partially	See 29 above. To our knowledge, there are no significant breaches unresolved.

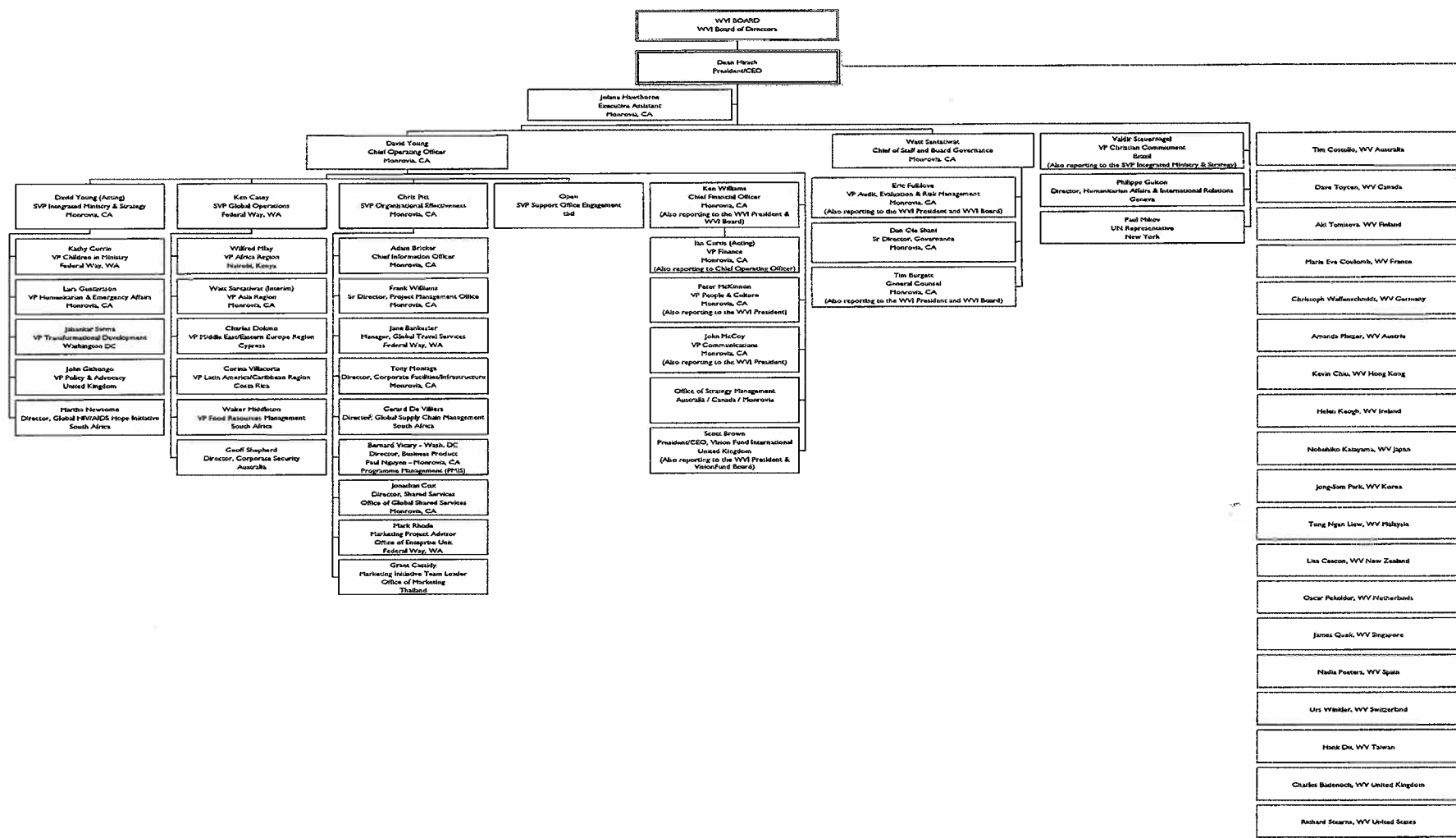
Date May 14, 2009



Chair of the Board



Chief Executive Officer



Attachment A: Organisational Chart

Attachment B: List of Officers (11 September 2008)

<u>Name</u>	<u>Position/Title</u>
1. ST-AMOUR, Denis	Chair of the Board
2. AYETTEY, Seth	Vice Chair of the Board
3. MOCKLER, Joanna	Secretary
4. HIRSCH, Dean	President/Chief Executive Officer
5. WILLIAMS, Ken	Chief Financial Officer
6. SANTATIWAT, Wattanapong	Chief of Staff and Board Governance; Sr. Vice President; Acting Vice President, Asia/Pacific Region; Assistant Secretary
7. YOUNG, David	Chief Operating Officer; Sr. Vice President, Integrated Ministry and Strategy
8. CASEY, Ken	Sr. Vice President, Global Operations
9. PITT, Christopher	Sr. Vice President, Organizational Effectiveness
10. BRICKER, Adam	Chief Information Officer
11. BURGETT, Tim	Assistant Secretary, General Counsel
12. CURRIE, Kathy	Vice President, Ministry to Children
13. CURTIS, Ian	Vice President, Finance (Acting)
14. DOKMO, Charles	Vice President, Middle East/Eastern Europe Region
15. FULLILOVE, Eric	Vice President, Audit, Evaluation & Risk Management
16. GITHONGO, John	Vice President, Policy and Advocacy
17. GUSTAVSSON, Lars	Vice President, Humanitarian & Emergency Affairs
18. McCOY, John	Vice President, Communications
19. McKINNON, Peter	Vice President, People and Culture
20. MIDDLETON, Walter	Vice President, Food Resource Management
21. MLAY, Wilfred	Vice President, Africa Region
22. SARMA, Jaisankar	Vice President, Transformational Development
23. STEUERNAGEL, Valdir	Vice President, Christian Commitments
24. VILLACORTA, Corina	Vice President, Latin America/Caribbean Region

Attachment C: List of countries where WV works

The fully Inter-dependent Offices are:

Australia	Ireland
Austria	Japan
Brazil	Korea
Canada	Netherlands
El Salvador	New Zealand/Aotearoa
Finland	Switzerland
Germany	United Kingdom
Honduras	and
China (People's Republic of; includes Hong Kong)	United States of America
Taiwan (Republic of China)	

The Offices with “Intermediate” status (on the path to fully inter-dependent status) are:

Guatemala	Philippines
India	South Africa
Indonesia	Sri Lanka
Malaysia	Tanzania
Mexico	Thailand

The National Offices that are Branches of World Vision International are:

Bolivia	Malawi
Chad	Mali
Chile	Mozambique
Colombia	Nicaragua
Dominican Republic	Peru
Ecuador	Romania
Ethiopia	Singapore

Ghana  
Haiti  
Kenya  
Lebanon  
Lesotho

Swaziland  
Uganda  
Zambia  
Zimbabwe

Program Offices (managed under the direct supervision of World Vision International's "Global Centre" are:

Afghanistan  
Albania  
Angola  
Armenia  
Azerbaijan  
Bangladesh  
Bosnia  
Burundi  
Cambodia  
China  
Costa Rica  
Democratic People's Republic of Korea  
Democratic Republic of Congo  
East Timor (Timor Leste)  
Georgia  
Jerusalem/West Bank/Gaza  
Jordan  
Kosovo  
Laos  
Liberia

Mauritania  
Mongolia  
Myanmar  
Nepal  
Niger  
Northern Sudan  
Pakistan  
Pacific Development Group (PDG) - Papua New  
Guinea, Solomon Islands, Vanuatu  
Russian Federation (North Caucasus)  
Rwanda  
Senegal  
Serbia-Montenegro  
Sierra Leone  
Somalia  
Southern Sudan  
Uzbekistan  
and  
Vietnam

World Vision also has offices in Brussels, Cyprus, Geneva, and United Arab Emirates, France and Spain.

Attachments D E and F

For WVI Annual Reports for 2005, 2006 and 2007, please visit

<http://www.wvi.org/> click on Newsroom and go to Annual Reviews