



**Accountable
Now**

GLOBAL STANDARDS LOCAL TRUST



World Vision International Independent Review Panel Feedback

**Accountability Report 2015-2016
Review Round October 2017**



World Vision International

Feedback from the Independent Review Panel

Review Round October 2017

15 December 2017

Dear Kevin Jenkins,

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

World Vision International's ninth accountability report is on the whole good, detailed, and demonstrates strong **institutional commitment** to accountability, particularly highlighted by the opening statement by the President and CEO.

Good **evidence** is provided in many sections of the report, with case studies from various offices providing helpful examples of how policies and processes work in practice, but is lacking in some other sections. Links to a number of relevant documents were missing, which prevented the Panel from gaining a truly in-depth understanding of certain key policies.

World Vision's inaugural "Fail Fest", celebrating learnings and positive outcomes to emerge from failures (NGO3), engagement of stakeholders (NGO1) and their new Integrated Incident Management System (NGO9) are seen as innovative **good practices**.

Environmental sustainability (EN16, EN18, EN26) remains a major **weakness area**. The Panel notes World Vision's decision not to track carbon emissions due to cost burdens and investing in local-level programming that promotes environmental sustainability instead. However, there is no indication of policies or initiatives to mitigate environmental impact at all. The Panel **requests a response** to this feedback letter with information on any such policies and about how World Vision is mitigating its environmental impact.

Procedures for local hiring (EC7) were also not addressed. The Panel would also welcome further clarification and detail on the identification of target group and stakeholders (2.7, 4.14-15), workforce training (LA10), global talent management (LA12), and diversity of workforce (LA13).

The Panel appreciates World Vision's reference to its Accountable Now membership, our Accountability Commitments, and its most recent accountability report, on the accountability page of their [website](#) and the inclusion of our logo in the footer of the website. The Panel also appreciates World Vision's commitment to



addressing areas noted in previous Panel reports particularly with regard to reporting of staff diversity, professional development and training, and complaints handling and data.

Our intention is that this feedback letter, and any response you may wish to provide, is made publicly available on the Accountable Now website along with your report – as it is the case with all previously reviewed reports. However, should there be errors of fact in the feedback above or in the note below; we would of course wish to correct these before publication. Please share any comments or amendments by 15 January 2018.

If you have any other feedback or comments on our work, please share them with us by sending them to the Accountable Now Secretariat.

Yours sincerely,

Mihir Bhatt

Rhonda Chapman

John Clark

Louise James

Jane Kiragu

Saroeun Soeung



Cover Note on World Vision International's Accountability Report 2015-2016

Review Round October 2017

PROFILE DISCLOSURES	
I. Strategy and Analysis	
1.1	<p>Statement from the most senior decision-maker</p> <p><i>Fully addressed</i></p> <p>The opening statement by Kevin Jenkins, World Vision's President and CEO, demonstrates a strong institutional commitment to accountability, with World Vision's new global strategy centred on impact, accountability and collaboration.</p> <p>The description of how children were involved in helping develop and track implementation of the strategy, was noted positively as a solid example of ongoing and meaningful stakeholder engagement – a key tenet of dynamic accountability.</p> <p>Kevin Jenkins openly acknowledges an allegation of corruption against a staff member in Gaza in 2016, and expresses World Vision's commitment to react to the outcome of the ongoing case appropriately, including changing internal systems and processes if necessary.</p>
II. Organisational Profile	
2.1 – 2.6	<p>Name of organisation / Primary activities / Operational structure / Headquarter location / Number of countries / Nature of ownership</p> <p><i>Fully addressed</i></p>
2.7	<p>Target audience</p> <p><i>Addressed</i></p> <p>It is stated that World Vision is committed to "improving the well-being of vulnerable children" - however, it is not clear whether this is the sole target audience as earlier in this section of the report World Vision is said to be "dedicated to working with children, families and communities". It would be helpful to have a clearly</p>



	stated target audience, as well as a geographical breakdown of where they are.
2.8 – 2.9	Scale of organisation / Significant changes to previous reporting <i>Fully addressed</i>
2.10	Awards received <i>Fully addressed</i> The Panel congratulates World Vision and their national entities for the awards they received in 2016 – particularly VisionFund as the Asian Development Bank's inaugural Civil Society Partnership Award recipient.
III. Report Parameters	
3.1 – 3.4	Reporting period / Date of most recent report / Reporting cycle / Contact person <i>Fully addressed</i>
3.5	Reporting process <i>Addressed</i> World Vision's Global Accountability team oversees the reporting process and includes contributions from relevant departments and entities, and committees as identified in the 2014 report. It would be helpful to specify these again however, to increase the reader-friendliness of the report and ensure each subsequent report is standalone without requiring reference to previous reports. According to the 2014 report, the WVI Operations Committee and the Board's Audit and Risk Committee review the report. The final report is disseminated to internal and external stakeholders, including WVI staff, partners, other NGOs, governments and donors. Furthermore, the report along with the accompanying Panel feedback, is published on WVI's intranet and website, which the Panel appreciates. Feedback is encouraged from all staff, and is fed back to the Partnership Leader for Global Accountability. More details about these processes would be appreciated – e.g. are staff asked for feedback via an online survey, email, face to face? How is the Panel's feedback acted upon or considered in future reports?
3.6 – 3.8	Report boundary / Specific limitations / Basis for reporting <i>Fully addressed</i>



	<p>The report covers all of World Vision's entities, including VisionFund International. It does not cover community-based CSOs working in partnership with WVI to implement certain projects.</p> <p>WVI's audited accounts do not include figures from certain WV national offices, which are not consolidated for accounting purposes, as explained in the report.</p>
3.10 – 3.11	<p>Reporting parameters</p> <p><i>Fully addressed</i></p> <p>There does not appear to be any significant change in the reporting parameters.</p>
3.12	<p>Reference Table</p> <p><i>Fully addressed</i></p> <p>The reference table is provided on pages 34-39 and was in general a helpful guide to assessing the report. However, there were a few indicators where references were incorrect or insufficient page numbers were provided (3.10/3.11, 4.4, 4.5, 4.12, NGO1, NGO2).</p>
<p>IV. Mission, Values, Governance, and Stakeholder Engagement</p>	
4.1	<p>Governance structure</p> <p><i>Fully addressed</i></p> <p>Information about World Vision's governance structure, including responsibilities of the WVI Council, Board and its committees, as well as boards of national entities and VisionFund International, is provided.</p> <p>The World Vision Partnership risk management policy is mentioned, and we appreciate that this policy document is available on request.</p>
4.2	<p>Division of power between the governance body and management</p> <p><i>Fully Addressed</i></p> <p>The process of Board supervision of the WVI President and CEO is described, with performance reviews based on key performance indicators set each year. The same process applies at the national entity level.</p>



4.3	<p>Independence of Board Directors</p> <p><i>Fully addressed</i></p> <p>The WVI board has 24 members, 23 being independent/non-executive.</p>
4.4	<p>Feedback from internal stakeholders</p> <p><i>Fully addressed</i></p> <p>Internal stakeholders have the opportunity to provide in-person feedback to the WVI Council at its meeting every three years and to the WVI Board and President/CEO at regional meetings every three years. Board and advisory council surveys are carried out “on a regular basis” – the Panel would like to know what this is in concrete terms. Finally, staff are able to fill out an annual anonymous survey, with results shared at the international and relevant national levels. The Panel would welcome in future reports examples of how this feedback has been used.</p>
4.5	<p>Compensation for members of highest governance body</p> <p><i>Fully addressed</i></p> <p>WVI Board members are not compensated, except for the President/CEO who is the only executive member of the Board, and therefore paid a salary.</p> <p>Comprehensive information on remuneration, including financial and non-financial compensation, salary benchmarking, and an overview of the five highest paid senior executives, is provided on pages 29-30.</p> <p>Key points of relevance from the Total Rewards Philosophy are explained, and the Panel appreciates that the policy is available on request.</p>
4.6	<p>Managing conflicts of interest</p> <p><i>Fully addressed</i></p> <p>All Board members are required to complete an annual conflict of interest declaration and declare any actual or potential conflicts of interest.</p>
4.10	<p>Process to support highest governance body’s own performance</p> <p><i>Addressed</i></p>



	<p>WVI Board members are elected through regional forums and serve for three year terms for a maximum of nine years in total. The Board is evaluated through peer reviews with the WV Partnership every five years, self-assessment of the board every three years, exit interviews, and evaluations after every board meeting. The Governance Committee reviews all recommendations and develops action plans for the board. The Panel appreciates these reviews, and would like to hear how their outcomes are being used.</p>
4.12	<p>Social charters, principles or other initiatives to which the organisation subscribes</p> <p><i>Addressed</i></p> <p>The report refers to engagement with the UN Global Compact, but a list of other charters/initiatives WVI is a signatory to, such as the Core Humanitarian Standard, is requested, and/or more thorough cross-referencing in the alignment annex.</p>
4.14-15	<p>List of stakeholders / Basis for identification of stakeholders</p> <p><i>Partially addressed</i></p> <p>World Vision's stakeholders include children, families, communities, governments and other civil society organisations, and are determined by each World Vision office as part of their strategic and programme design processes. However, more information on the specifics of these groups (e.g. age, social/economic background?) and how they are identified, selected and prioritised is requested. Links to any relevant policies/guidelines would be helpful.</p>

PERFORMANCE INDICATORS

I. Programme Effectiveness

NGO1	<p>Involvement of affected stakeholder groups</p> <p><i>Fully Addressed</i></p> <p>The response outlines World Vision's involvement of stakeholder groups in designing, implementing and evaluating its development, relief and</p>
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	<p>advocacy work. The Panel welcomes the provision of examples and evidence through case studies.</p> <p>World Vision's policies on transformational development and programme effectiveness include standards on accountability to communities and their active involvement in the entire programme life-cycle. The panel requests that World Vision make the links to this policy available on their website. The Development Programme Approach (DPA) – a link would also be welcomed – incorporates these policies and standards in local-level programming, and self-reviews assess programme effectiveness.</p> <p>The response includes a commendably transparent example of a 2015 self-review of 1400 programmes highlighting a low score of community ownership. This led to WV Partnership strengthening community ownership in local programmes, placing a particular focus on the implementation phase.</p> <p>WVI's Citizen Voice and Action model for advocacy efforts also focuses on community involvement in setting performance indicators and corresponding monitoring of WVI's efforts. Results are discussed in multi-stakeholder meetings where service improvement with the involvement of all actors is planned. The approach is being expanded and adapted for more fragile contexts.</p> <p>The Panel also notes positively the involvement of children in decision-making processes, with children making recommendations to the World Vision Triennial Council, and rating progress with the use of a child-friendly accountability mechanism, as outlined on pages 10—11 of the report.</p> <p>On the whole, the Panel identifies World Vision's efforts to involve its stakeholders as a good practice.</p>
NGO2	<p><i>Mechanisms for feedback and complaints</i></p> <p><i>Partially addressed</i></p> <p>World Vision has a complaints and feedback mechanism, but these are not clearly explained or easily accessible to stakeholders, which is one of the key expectations for Accountable Now members. The Panel has welcomed the opportunity to discuss this with World Vision's management, and we look forward to further developments on this issue.</p> <p>The results of a pilot project on beneficiary feedback mechanisms indicated that feedback and complaints mechanisms should be contextualised to each programme location, and complaints are</p>



	<p>therefore handled on a programme basis. However, the Panel requests more information on the different channels available to submit feedback and complaints – e.g. online forms, surveys, face to face consultations – as well as evidence that these are well known and lead to positive management response.</p> <p>There are some commendable examples provided of how World Vision has been listening to communities and dealing with complaints and feedback in Nepal, Somalia, Cambodia and Iraq and the Panel commends World Vision for the additional information provided in addressing such issues.</p> <p>There is a WV Partnership-wide whistleblower system, primarily for internal stakeholders but also open to the public. 47 complaints were investigated in 2016. What was the outcome – how many were resolved? The Panel would welcome the provision of a policy document relating to the whistleblower system for further information on how submissions are dealt with, time frames, etc.</p> <p>Some complaints relating to fundraising and communications, and how they were responded to, are also outlined in Section 4.1 of the report.</p> <p>Finally, the Panel encouraged World Vision in its last feedback letter to actively monitor feedback on platforms such as Great Nonprofits and Charity Navigator to address complaints made against them. There are no recent comments on Great Nonprofits and WV US' communications team appears to be responding on Charity Navigator, which the Panel commends.</p>
NGO3	<p><i>Programme monitoring, evaluation and learning</i></p> <p><i>Fully Addressed</i></p> <p>A comprehensive description of World Vision's monitoring, evaluation and planning in its development, relief, and advocacy programmes is provided.</p> <p>MEL is guided by the Learning through Evaluation with Accountability Planning (LEAP) framework, of which the latest iteration introduces more national-level standardisation into programming.</p> <p>Field offices are developing technical approaches and programmes which should allow World Vision to report at scale on child wellbeing indicators in the future, and the Panel is interested in seeing the results of this.</p> <p>The Panel welcomes World Vision's efforts in engaging children in its MEL systems and the publication of a Global Child Well-being Report</p>



	<p>which consolidated results from 60 field offices. The 2017 Global Report is anticipated to use financial, sponsorship and programmatic data from World Vision's Horizon 3 information system for the first time – the Panel looks forward to seeing how this leads to improved learning and development opportunities for WV.</p> <p>Bond evidence principles are also used to evaluate programmes and track progress, with 36 evaluations in 2016.</p> <p>Finally, the Panel commends World Vision on launching a Partnership-wide “Fail Fest” in 2016, encouraging staff to share failed approaches/projects which led to positive change and results, and reinforcing the concept of “failing forward” to encourage innovation. This is seen as a good practice and the Panel hopes that it contributes to WV's aim to encourage a culture of more open and honest learning.</p> <p>A number of examples in Section 2 of the report described how these various MEL processes provide information that have led to adaptive management of WV programs.</p>
NGO4	<p>Gender and diversity</p> <p><i>Fully addressed</i></p> <p>World Vision acknowledges that barriers to inclusion differ according to the contexts of their various field offices, but identifies gender and disability of critical importance overall.</p> <p>The Gender Equality Framework for Action which tracked key output indicators such as mainstreaming gender in programming and strengthening organisational commitment, concluded in 2016. Unfortunately, delays in rolling out WV's data management system Horizon, limited their ability to track outcomes. Progress is however identified in a programme engaging faith leaders on gender issues, mainstreaming gender equality into a health project model and the Food Programming Management Group training manual, as well as the conceptualisation of a campaign to end violence against girls and boys.</p> <p>Whilst progress on disability was less evident, WV India is stated to have made progress on inclusive programming in this area. The Panel nevertheless would like to know what further improvements in this area are planned and how specific examples such as this could be used to inform organisational-wide approaches in the future. The Panel welcomes the fact that the Gender Equality Policy is available on request.</p>



NGO5	<p>Advocacy positions and public awareness campaigns</p> <p><i>Fully Addressed</i></p> <p>World Vision's advocacy work is governed by the Promotion of Justice Policy which outlines the principles and processes that shape their advocacy. A quote from the policy highlights listening and consultation with stakeholders as key tenets of advocacy. Whilst the Panel understands that the policy is an internal one, it would still be interested in further information of how policy positions are evidence based, how corrective actions are taken, and how campaigns are exited. Policies can also be shared with the Panel confidentially if desired, and will not be published.</p> <p>Advocacy is monitored as part of the WV Partnership Strategic Measures, with a goal to achieve the well-being of 150 million children by 2016. Changes in policy and policy implementation, and the number of children those policies apply to, are measured rather than the number of children reached directly.</p> <p>A new challenge for WV in the reporting period was evaluating a WV Partnership-wide campaign, with the Child Health Now campaign in its final year. Both internal and external reports with learning opportunities were produced, and a joint learning event was held with Save the Children, which the Panel notes positively.</p> <p>There are clear examples of how learnings from the Child Health Now campaign fed into the design of WV's new global campaign, with 2000 children included in the design of the new campaign and an increased focus on working in coalitions as evidenced by joining efforts with the Global Partnership to end violence against children. The Panel commends these efforts.</p>
NGO6	<p>Coordination with other actors</p> <p><i>Fully addressed</i></p> <p>World Vision's new Partnership Strategy (not linked, but available on their website here) reaffirms their commitment to partnering, collaboration and alliances.</p> <p>WV's Development Programme Approach includes processes to empower various local stakeholders to own project plans, through joint analysis, planning and decision-making as well as monitoring and evaluation. The Panel commends these efforts, and the provided example on Local Partnership Training includes a particularly positive example of negotiating power-asymmetric relationships.</p>



	<p>Reference is made to a partnering Agreement Checklist to help partners consider accountability to each other and how to adhere to WV's accountability standards, as well as a Guidance for Financial Partnering to guide partner selection and management – links to these policies are requested.</p> <p>A new course on Advanced Partnering and Negotiation has been developed for national-level staff, promoting mutual accountability through transparency and equity. This is commended, particularly in light of the latest LEAP approach to technical programme design considering the plans of other national actors.</p> <p>The Panel also notes positively World Vision's contribution to the discussion around how cross-sector collaboration at the national level helps achieve the SDGs, through a joint policy paper with The Partnering Initiative.</p>
<h2>II. Financial Management</h2>	
<p>NGO7</p>	<p>Resource allocation</p> <p><i>Fully Addressed</i></p> <p>World Vision International's consolidated, audited financial statements are published on their website annually – the Panel repeats its request from previous feedback letters to a <i>direct link</i> to the most recent statements.</p> <p>WVI's resource allocation, tracking and control procedures as well as anti-corruption and fraud efforts are explained comprehensively. The Panel notes positively WV's move to require all staff to complete an online anti-corruption training module by the end of 2017. WVI's transition to publicly report financial flows using the International Aid Transparency Initiative standard is also welcomed.</p> <p>The Panel looks forward to more information in the next report on WV's review of their resource allocation process in realisation of their new global strategy, as well as progress made with IATI standard alignments.</p> <p>The Panel appreciates that the policies mentioned, such as the anti-corruption and blocked-party screening policies, are available upon request.</p>
<p>NGO8</p>	<p>Sources of Funding</p> <p><i>Partially addressed</i></p> <p>World Vision's sources of funding are outlined by category and region, but the five largest donors are not mentioned.</p>



III. Environmental Management	
EN16, EN18, EN26	<p>Greenhouse gas emissions of operations / Initiatives to reduce emissions of operations / Initiatives to mitigate environmental impact of activities and services</p> <p><i>Not addressed</i></p> <p>The Panel acknowledges that World Vision has decided not to track carbon emissions due to cost burdens, and is instead investing in local-level programming that promotes environmental sustainability. Examples are provided of a low-cost land restoration approach in relevant contexts and the creating of the Alliance for Climate-Smart Agriculture in Africa, which the Panel notes positively.</p> <p>However, the Panel maintains its position that this is a weakness area. Even if carbon emissions are not being tracked, are there policies in place to reduce environmental impact? World Vision notes that most of their emissions are from plane travel and fuel consumption – in light of this, an environmentally-friendly travel policy and carbon offsetting would be positive steps. There are many other initiatives that could be implemented, such as water and paper saving, use of environmentally friendly energy sources, etc that would not require detailed tracking of data.</p> <p>The Panel refers WVI to Commitment 3 of Accountable Now's 12 Accountability Commitments, which is about a healthy planet. All Accountable Now Members have pledged to, “protect the natural environment and enhance its ability to support life for future generations.” The Panel requires a response to this feedback letter, demonstrating how WVI is adhering to this commitment and minimising its environmental impact. The Panel is happy to have a call to discuss this further if WVI wishes.</p> <p>The Panel again points World Vision to Plan International's comprehensive efforts (pages 98-99) to mitigate their environmental impacts as a good practice.</p>
IV. Human Resource Management	
LA1	<p>Size and composition of workforce</p> <p><i>Fully Addressed</i></p> <p>Data for World Vision's workforce, split by type of contract (full/part time, temporary, volunteer), gender, age, and region is provided. The Panel would welcome more detail on age categories (several rather than just above or below 40 years) as well as a breakdown of staff by</p>



	responsibility levels and status as expatriate or local, including a gender split for the different levels.
EC7	<p>Procedure for local hiring</p> <p><i>Partially addressed</i></p> <p>The Panel commends the fact that 99% of staff across the WV Partnership are nationals of the office in which they are employed. However, no information is provided on World Vision's procedures for local hiring to ensure or maintain this figure. Furthermore, World Vision states in Section 4.2 that "Each office is also responsible for factoring in concerns about the impact of World Vision hiring on overall local capacity, other NGOs and the local public sector. WVI hiring policies, practices and standards act as a guide; however, these need to be adapted to the local context as governed by national laws and industry practices." However, the policies, practices and standards that guide this decision making are unclear, as are details about how it works in practice.</p>
LA10	<p>Workforce training</p> <p><i>Addressed</i></p> <p>Information is provided on the types of training World Vision offers its staff and volunteers – these are mostly basic skill building, use of processes and systems, supervision, people management, leadership and organisational management. Training is provided at all levels from local to global, but there does not appear to be a comprehensive approach or policy across the organisation.</p> <p>Local and technical specialists together with line management define needs, and training is designed and delivered according to programming and management priorities. However, more information or examples of how training needs are identified (e.g. all new staff, during changes in roles and responsibilities, annual training for everyone, to respond to changes in strategy/programming) would be appreciated, along with evidence that training provided is effective in practice.</p>
LA12	<p>Global talent management</p> <p><i>Partially addressed</i></p> <p>It is mentioned that World Vision has talent management at global, regional and local levels, using guidelines and tools from HR teams. Whilst it is stated that the focus is on planning for key senior positions and more general talent-pool planning, further details would be appreciated to give an understanding of what strategic and other</p>



	<p>priorities guide talent management. Are there goals or benchmarks to measure WV's success and/or progress in this regard?</p> <p>The Panel appreciates that the global policy on performance management is available on request. Summary reviews of staff are expected at least annually and regular individual performance conversations are encouraged. Are these aims achieved in practice?</p> <p>World Vision is working towards a global system to track staff development, and the Panel looks forward to receiving more information and findings in future reports.</p> <p>The results or key findings of the all-staff yearly survey mentioned would be of interest to the Panel, as requested in previous feedback letters.</p>
LA13	<p><i>Diversity of workforce and governance bodies</i></p> <p><i>Partially addressed</i></p> <p>The response points out that the overall gender balance amongst staff in 2016 remained 57% male to 43% female, and within the 117 most senior leaders 69% male to 31% female. The figures in various country offices vary, with offices in Africa showing between 72-79% male staff. Are there any policies or processes in place to balance these figures?</p> <p>In section 1.3 of the report, it is stated that the WVI Board as well as National Boards are required to have each gender represented by at least one third of the board. The international board meets this criteria with 57% male and 43% female board members, whilst 79% of national boards and councils meet the standard. It is stated that a development plan is created to help the remaining 21% meet the criteria.</p> <p>World Vision states that they seek to hire staff who are Christian and who identify with their mission statement, but where this is not possible, staff who support WV's goals are hired. The Panel questions whether specifically seeking to hire Christian staff is compliant with anti-discrimination laws. The percentage of staff who are Christian is not provided – and this information is not collected anymore – due to privacy reasons.</p> <p>Information on other areas of diversity such as age, race, disability and other minority groups would be appreciated, as well as what targets are set or initiatives are in place to improve diversity.</p>
NGO9	<p><i>Mechanisms to raise grievances</i></p> <p><i>Fully addressed</i></p>



	<p>World Vision has a number of policies in place which outline organisational values and standards, and the rights of employees – these policies are available upon request.</p> <p>An Integrated Incident Management system covers all departments for the purposes of incident reporting and claims management. The Panel notes this as a good practice, as alert and response times are quickened and incidents can be dealt with, recorded, and referred back to with ease. The system also tracks and incidences of child protection, fraud and corruption.</p> <p>Employees can also make reports through World Vision's whistleblower hotline (via phone or online).</p> <p>53 staff cases were investigated in 2013, and WV states that all were dealt with at various levels of the WV Partnership as appropriate.</p>
<p>V. Responsible Management of Impacts on Society</p>	
<p>SO1</p>	<p><i>Managing your impact on local communities</i></p> <p><i>Partially addressed</i></p> <p>In World Vision's 2014 report, an explanation of World Vision's approach to programme sustainability was provided. This is not mentioned in this most recent report, with the focus mostly on World Vision's commendable child safeguarding policies and mechanisms for stakeholder feedback.</p> <p>However, a cohesive approach to assessing and managing the impact of broader development, advocacy and relief activities on the wider community, including entering, operating and exiting as well as post-intervention evaluation, is missing.</p>
<p>SO3</p>	<p><i>Anti-corruption practices</i></p> <p><i>Fully addressed</i></p> <p>World Vision has a comprehensive set of controls in place to minimise the risk of corruption and fraud. An anti-corruption policy is in place – available upon request – and is accompanied by a training course and tools. The completion of an online module on anti-corruption is to become a requirement for all staff by the end of 2017, which the Panel commends.</p> <p>The Panel commends WVVI's controls regarding corrupt practices and the transparency of their records in this regard. The Panel would like to know how the mechanisms and procedures in place are working towards reducing the incidences of fraud in practice.</p>



	<p>VisionFund also has risk management practices in place, with a stringent definition of fraud.</p> <p>The Panel commends the procedures and policies established, and would encourage reporting on the application and effectiveness of these in reducing and addressing corruption.</p>
SO4	<p>Actions taken in response of corruption incidents</p> <p><i>Fully addressed</i></p> <p>World Vision tracks and investigates incidents of corruption through its Integrated Incident Management system. 94 cases of financial loss were reported in 2016, and the types of fraud as well as responses are explained.</p> <p>There is also an open and honest reference to the allegation of misappropriation of assets in the Gaza office in 2016. World Vision states its commitment to rectifying any flaws in internal systems and processes if the allegations are proven to be accurate.</p>
<p>VI. Ethical Fundraising</p>	
PR6	<p>Ethical fundraising and marketing communications</p> <p><i>Fully addressed</i></p> <p>World Vision has a number of policies and processes in place to ensure responsible and effective fundraising and communications practices. A Child Sponsorship Messaging Guide helps support offices align their local messaging to the Child Sponsorship Partnership Policy, and training is provided to marketers and communicators. Policies are available on request.</p> <p>Child-Safe Digital Engagement Guidelines help marketers and communicators apply child protection standards in any digital engagement, and these are available for use by other organisations too. A link would be welcome.</p> <p>The Panel looks forward to the findings of the Child Sponsorship Research Project on WV's impact through its programmes, in the next report.</p> <p>A detailed overview of complaints in this area is provided, with all incidents responded to and dealt with.</p> <p>Information on whether major institutional gifts and gifts-in-kind are publicised would be appreciated in the next report,</p>