Improvement Analysis
World Vision International
October 2017

Environmental Sustainability (EN16, EN18, EN26)

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.

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.

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.

The Panel again points World Vision to Plan International's comprehensive efforts (pages 98-99) to mitigate their environmental impacts as a good practice.

Procedure for Local Hiring (EC7)

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.

List of Stakeholders and Basis for Identification (4.14, 4.15)

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.

Workforce Training (LA10)

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.

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.

Global Talent Management (LA12)

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

priorities guide talent management. Are there goals or benchmarks to measure WV's success and/or progress in this regard?

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?

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.

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.

Diversity of Workforce and Governance Bodies (LA13)

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?

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.

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.

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.