



World Vision International
Accountability Update

Interim Report | **2019**
Fiscal Year Ending September



World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice. Inspired by our Christian values, we work with the world's most vulnerable people. We serve all people regardless of religion, race, ethnicity or gender.

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President's statement

As the COVID-19 crisis grips every corner of the world, it has become very clear to me how blessed we are with trust. Trust from the millions of children and communities we serve across the world; trust from our supporters; and trust from our partners and peers.

So many are facing their own hardship, yet they continue to support our work with great personal sacrifice, striving to ensure that – even in these darkest of times – we are transforming the lives of the most vulnerable children.

Trust is a powerful word. It must be continuously and carefully earned with exemplary transparency and accountability, centred around our core values of stewardship, responsiveness, and good partnerships. These are built into the very fabric of our mission. The children and families we serve, our donors, supporters and partners, deserve and must expect nothing less from us.

With this firm commitment, through the Our Promise Strategy, comes the need to listen to the children and families in the communities we serve across the globe; to our 37,000 staff working in 100 countries; to our 220,000 community health workers on the frontline; and to the 400,000 faith leaders we have trained for a time such as this. They are all our eyes and ears on the ground, and our early-warning system to guide and inform our work.

COVID-19 is a crisis like no other, but our approach remains the same as always: we must remain agile, innovative, and evolve and learn lessons. And crucially, we must be open about this and share with others what we have learnt along the way.

Specifically, as the following pages explain in detail, we commit to adhere to the most rigorous standards and protocols in the sector. Our approach to safeguarding is guided by our [Child and Adult Safeguarding Policy](#), with zero tolerance on sexual exploitation and abuse, and an emphasis on prevention, monitoring and incident reporting.

Our commitment to inclusivity, human rights, women's rights and gender equality has been further strengthened with the forthcoming Gender Social Inclusion Management Policy, incorporating key sections of the Strategic Guidance for Disability Inclusion.

On the environment, World Vision International has developed a robust organisation-wide policy on stewardship that will be introduced in 2020. This will aim to promote programmes that reduce climate risk for vulnerable children, and reduce World Vision's carbon footprint.



As a faith-based organisation, we are always open and clear about our identity. We know the importance of working alongside faith-based organisations, including our award-winning Channels of Hope programme around the world, and in 2019 adapted to combat Ebola in the Democratic Republic of Congo. This same approach is now being used as we tackle COVID-19. Equally, many secular organisations choose to work alongside us because of who we are.

I have seen these crucial aspects of our work in action first-hand over the past year, from the refugee crises in Venezuela and Syria, to communities defeating Ebola in DRC, ending female genital mutilation (FGM) and child marriage in East Africa, and promoting peace in the southern Philippines. These communities, and our partners, are fully invested in our mission to ensure children in the toughest places reach their God-given potential. We, in turn, must continue to build on this trust, leading the way with our commitment to accountability and transparency.

Andrew Morley
President and CEO,
World Vision International

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Introduction

World Vision has published annual accountability reports or updates since 2007 as part of our commitment to being transparent and building trust with those we work with, including communities, donors and partners – sharing both positive results and challenges we face in our mission to overcome poverty and injustice in more than 90 countries of operation. World Vision is an active member of Accountable Now, a global network of international NGOs, and in line with its reporting guidelines we publish a full report every two years, with shorter reports in the interim. This interim report includes key disclosures and updates on areas we are working on based on feedback from Accountable Now's Independent Review Panel on our last full (2018) Accountability Report. It also fulfils our commitment to voluntarily publish information covered in the United States Internal Revenue Service (IRS) Form 990. This report focuses on internal processes and complements [World Vision's Partnership Update](#)¹ which summarises the impact we have contributed to in the previous year.

The report covers all World Vision's operations during the 2019 financial year (1 October 2018 – 30 September 2019). Unless otherwise indicated, all references to 2019 refer to the financial

year and not the calendar year and 'World Vision' refers to the whole Partnership of offices (World Vision International and its affiliate entities, including VisionFund International, World Vision's microfinance subsidiary).

Overview of significant organisational changes

In February 2019, Andrew Morley succeeded Kevin Jenkins as World Vision International president and chief executive officer. He entered office with a commitment to diversity and his new executive leadership team is proof of that commitment, with increased diversity in age, gender, geography and experience.

In 2019, there were no major changes to the structure of the World Vision Partnership, which consists of 92 country offices (and 28 microfinance institutions). Of those 92 country offices, 37 are separate legal entities with their own governing boards (in 2019 China transitioned to this status). Most of the remaining offices are branches of World Vision International, 18 of those with recognised advisory councils as the first step towards governing boards (in 2019 Myanmar transitioned to this status).



¹ Link to 2019 World Vision Partnership Update: <https://www.wvi.org/publications/annual-report/2019-world-vision-partnership-update>.

Key disclosures

Summary of financial and human resources

Table I provides aggregated statistics on World Vision's financial and human resources. With the exception of number of employees, the table does not incorporate VisionFund's information, which is available in their annual report.²

Table I: Summary of 2019 financial and human resources

Revenue	USD amount
Cash revenue	2,184,166,300
Food, food commodity and voucher revenue	498,185,576
Gifts-in-kind revenue	214,359,634
Total revenue	2,896,711,510
Costs by category	
Administration	162,675,664
Fundraising	294,395,814
Community Education / Advocacy	19,848,488
Relief and Rehabilitation programmes	919,151,548
Development programmes	1,560,356,141
Total	2,956,427,655
Programme costs by region	
Africa	1,150,509,224
Asia/Pacific	485,501,193
Australia/New Zealand	10,137,265
Latin America/Caribbean	202,594,671
Middle East/Europe	382,328,999
North America	208,733,697
Other International Ministry	59,551,127
Total	2,499,356,177
Yield to programming*	86.28%
Staff/volunteers	
Number of employees (include VisionFund International)	37,668
Number of volunteers**	103,801

- Data is subject to audit adjustment

*This indicator tracks the proportion of income used for programming activities after subtracting the fundraising and administration costs incurred by fundraising offices and the Global Centre (those elements of World Vision International providing global oversight, coordination and support).

** This number does not include community volunteers from partner organisations (such as community health workers) nor members of World Vision boards or advisory councils.

² VisionFund International 2019 Annual Report: <https://www.visionfund.org/publications/annual-report/visionfund-fy19-annual-report>.

Voluntary disclosure of information (IRS Form 990)

World Vision International is not required to file the United States Internal Revenue Service Form 990 but voluntarily discloses similar information each year. For 2019 there is no change from the disclosure included in Appendix B of the [2018 Accountability Report](#),³ with the exception of updated information on independent contractors and the five highest-paid senior executives (plus the Chief People Officer) as detailed below.

Table 2 lists the top five independent contractors which were amongst the 61 who were paid over USD 100,000 for services during 2019.

Table 2: Top five independent contractors in 2019

	Supplier	Address	Reporting total (USD)	Types of services
1	Cognizant Technology Solutions US Corporation	500 Frank W Burr Blvd Teaneck, NJ 7666 United States	2,929,193	IT developer and consultancy services
2	KPMG LLP	P.O. Box 120939 Dallas, TX 75312-0966 United States	605,973	Audit services
3	Moment Inc. (The)	510 Front Street West, Suite 100 Toronto, M56V 3H3 Canada	505,800	Qualitative research and marketing services
4	Third and Grove LLC	333 Washington Street, Unit 326 Boston, MA 2108 United States	496,842	Website design and maintenance
5	RJB Systems Inc.	2200 East 104th Avenue, Suite 209 Thornton, CO 80233 United States	483,603	Project management services

Table 3 details the compensation of the top five World Vision International senior executives plus the Chief People Officer for the calendar year 2018.

Table 3: Compensation (2018 calendar year)

Name & Title	Location and status	Base Gross Salary	Ongoing expat allowances (expressed as net of tax)	Non-taxable benefits (primarily pension & health)
Kevin Jenkins, International President/Chief Executive Officer	UK expatriate	£278,004	£82,000	£41,398
Andrew Morley, Chief Collaboration Officer	UK local	£225,000	£0	£29,223
Jean-Baptiste Kamate, Partnership Leader - Global Field Operations	UK expatriate	£186,006	£61,221	£27,721
Cameron Bailey, Chief Strategy Realisation Officer	UK expatriate	£184,200	£7,673	£26,026
Stephen Lockley, WVI Chief Financial Officer	UK local	£167,803	£0	£24,060
Bessie Vaneris, Chief People Officer	UK expatriate	£159,414	£0	£22,085

³ Available at World Vision's website here: <https://www.wvi.org/publications/annual-report/accountability-report-2018>.

Incidents disclosure

World Vision discloses incidents related to 1) adult and child safeguarding (when World Vision or affiliates staff or volunteers are the alleged perpetrator), 2) other child protection incidents when other parties are the alleged perpetrator, but it occurs in our programming locations, 3) financial loss through fraud, and 4) staff grievance or harassment.

I. Safeguarding incidents

As detailed in the 2018 report, World Vision's approach to safeguarding is guided by our [Child and Adult Safeguarding Policy](#). In 2019, several additional guidance notes were developed to help offices more effectively implement the policy, such as the Partner Safeguarding Assessment Tool and Contractor Safeguarding Guidance. While World Vision's safeguarding systems are comprehensive and robust, there are occasions when protocols are breached and incidents occur. There was an expected overall increase in substantiated safeguarding incidents from 28 in 2018 to 39 in 2019. This total of 39 is made up of 29 substantiated child safeguarding incidents and 10 substantiated adult safeguarding incidents. Factoring in the scale of our work (World Vision's work benefitted the lives of approximately 40 million children last year) and the efforts made to sensitise stakeholders on incident reporting, our analysis indicated that this is due to increased reporting of incidents which is not necessarily an indication of increases in breaches of our behaviour protocols. During 2019 our internal communications emphasised the importance of reporting incidents into our global system (and that non-reporting was a dismissible offense) and also focused on strengthening the systems that enable community-level incident reporting.

a) Child safeguarding incidents

Incidents reported in 2019 included:

- 45 reports of abuse or exploitation of children perpetrated by World Vision employees or volunteers, or by employees of partners or contractors.⁴
- Each incident was investigated, and 29 of the 45 cases were found to be substantiated; 15 were unsubstantiated and one investigation was referred to the local authorities.
- Of the 29 substantiated incidents, 14 involved sexual abuse and exploitation.

Of the 30 perpetrators⁵:

- 9 were World Vision employees
- 5 were World Vision volunteers
- 1 was a World Vision consultant
- 1 was a World Vision sponsor
- 7 were employees/affiliates of a partner organisation
- 6 were contractors or employees of contractors
- 1 was a former World Vision employee.

Of the 31 child survivors in the substantiated incidents, 29 were World Vision beneficiaries. In every case, World Vision prioritised the survivor's needs, providing or enabling access to medical care, psychosocial care, psychological counselling, legal aid and other interventions as required.

World Vision also took disciplinary action against perpetrators and notified local authorities as appropriate. Of the 30 perpetrators involved:

- 17 had their employment terminated
- 1 individual's sponsorship was terminated
- 1 individual's teaching license was suspended by local Ministry of Education
- 5 received corrective action such as verbal or formal warnings (none of these were cases of sexual exploitation and abuse)
- 3 had their contracts terminated or their contracts were not renewed
- 1 partner agency strengthened its internal controls on safeguarding
- 1 individual who was no longer employed with World Vision had an appropriate notation made in the personnel file
- 1 had their contract terminated by their employer (contractor) and then was imprisoned.

Of the 29 substantiated cases, 10 were reported to local authorities, most frequently by the survivor or the survivor's family. The remaining incidents were either not considered criminal offenses under local law or the survivor did not want to report to local authorities. World Vision will not report to authorities if this is likely to create other risks for the survivor. In this type of case, World Vision takes all possible preventative measures, such as ensuring training of staff and affiliates, ensuring effective reporting mechanisms are in place, and providing information to the survivor on actions they can take.

⁴ Three of the 45 reports of abuse or exploitation of a child also included allegations of abuse or exploitation of an adult beneficiary. In each of these three cases there was both a child and an adult survivor.

⁵ One incident involved two perpetrators, hence the figure of 30 perpetrators for 29 incidents.

An additional 15 incidents involved children who were injured accidentally while participating in World Vision programmes. In each case, World Vision offered medical assistance and other support. Given the size of our global vehicle fleet, the risk of children being injured or killed in road accidents involving World Vision vehicles is a continuous concern. In this reporting period there were 15 incidents of road accidents where children were injured by vehicles driven for World Vision purposes. Tragically, three of these resulted in the deaths of children. World Vision investigated each incident in cooperation with local law enforcement authorities and provided support to the families.

b) Adult safeguarding incidents

In 2019, World Vision received 31 reports of abuse or exploitation of adults perpetrated by World Vision employees or volunteers, or by employees of partners or contractors. Each incident was investigated, and:

- 10 were substantiated
- 20 were unsubstantiated
- 1 unable to investigate (referred to local authorities).

All 10 of the substantiated incidents were sexual abuse and exploitation cases. The perpetrators involved in these cases included:

- 5 World Vision employees
- 1 World Vision volunteer
- 2 staff of World Vision contractors
- 1 staff of another agency
- 1 employee/affiliate of a partner organisation.

Of the 10 perpetrators:

- 3 had their employment terminated
- 4 contracts ended or the contracts were not renewed
- 1 resigned
- 1 received corrective action as handled by an external agency
- 1 was removed from a position of power (local partner).

Three of the 10 incidents were reported to the police, and the other seven were either not considered criminal offenses under local law or the survivor did not want to report to local authorities. World Vision will not report to authorities if it is likely to create other risks for the survivor.

2. Child protection incidents

Beyond safeguarding children and adults from harm by World Vision's own workforce and activities as described above, World Vision works diligently to strengthen child protection systems and approaches within the communities we serve. World Vision uses its global Integrated Incident Management (IIM) system to report child protection incidents occurring within the communities where we work. In these incidents the perpetrators could be community members, teachers, leaders or other adults. World Vision helps child survivors and their families to access community support and services, and it advocates that duty bearers seek justice for survivors and are held responsible for protecting them. In 2019, World Vision staff tracked 2,028 such child protection community incidents where we work, improving the accountability of the child protection systems and working to ensure children and families receive the support they need.

3. Financial loss and fraud incidents

In 2019, across the World Vision Partnership, 102 cases were opened (down from 122 in 2018) with investigations confirming losses of USD 830,458 (down from USD 924,000 in 2018). The number of allegations actually increased from the previous year, from 156 in 2018 to 214 in 2019.⁶ We interpret this to reflect progress in encouraging greater reporting of suspicions of financial misconduct so that they are investigated. In addition to disciplinary action taken, investigations also generate process improvement memos which are used to strengthen internal controls.

The total reported fraud in VisionFund's network in 2019 was USD 838,427 (0.57 per cent of net assets). A significant contribution came from a single fraud, perpetrated by three loan officers, which resulted in inappropriate loans of \$171,310. Of this, 97% was subsequently recovered. The relatively low levels of fraud across the network demonstrate VisionFund's high level of control and quality lending methodology – including appropriate client targeting and service – in comparison with the microfinance sector as a whole.

4. Staff grievance or harassment incidents

As detailed in previous reports, staff members can raise grievances or report harassment through several mechanisms. In 2019, World Vision investigated 67 cases. Of those, 39 were substantiated and 28 were unsubstantiated. World Vision took remedial action for substantiated cases.

⁶ The number of allegations is normally higher since a number of allegations may relate to the same case.

Updates on commitments highlighted in Accountable Now's feedback

This report also updates on our progress in the five areas for improvement identified in the feedback on our 2018 report from Accountable Now's Independent Review Panel. These include practices to be improved or questions that were not fully addressed in previous reports. This section addresses these areas, building on our initial response to the feedback.⁷

Inclusivity, human rights, women's rights and gender equality

World Vision's work focuses on the most vulnerable children (as explained in our [2018 report](#)⁸), and during 2019 we developed a more holistic approach to inclusion by drafting a Gender and Social Inclusion Management Policy (due to be approved in 2020). This is both a strategic and operational document, and it will replace the Gender and Development Policy (introduced in 2013) and incorporate aspects of the Strategic Guidance for Disability Inclusion (introduced in 2014). The policy provides for a clear vision, direction, common language and consistent message to operationalise our commitment to the promotion of gender equality and social inclusion in all programmes and organisational support functions for all staff at all levels within the World Vision Partnership.

During 2019, we made progress in applying the inter-agency Minimum Standards for Mainstreaming Gender Equality⁹ in our programming, including:

- Securing grants with a gender focus, including the Gender-Based Violence: Survivor Support project in Zambia; the Prevent Domestic Violence, Promote Gender Equality, Transform Communities project in Central America; and the Gender Equality in WASH and the Gender Equality and Women Empowerment projects in Bangladesh.
- Conducting Gender and Disability Self Assessments/Audits by our offices in Uganda and Kenya. In Uganda, the gender equality discussions resulted in the issue becoming a standing agenda item for senior management meetings and setting up a Women's Empowerment Committee comprising women at different levels of leadership in order to explore strategies for dealing with issues affecting women in the workplace. World Vision Uganda is also in the process of reviewing its health insurance policy, which did not favour women's needs. For World Vision Kenya, the regional director in East Africa has set up a Senior Leadership Committee on Gender and Diversity to ensure that gender is mainstreamed both in programming and organisational systems and activities.



⁷ Feedback from Accountable Now's Independent Review Panel, the Improvement Analysis and World Vision's response are available at: <https://accountablenow.org/members/world-vision-international/>.

⁸ *World Vision International Accountability Report 2018*, p.8, <https://www.wvi.org/publications/annual-report/accountability-report-2018>.

⁹ More information on the Minimum Standards can be found at <http://genderstandards.org/>.

- He has also introduced a Gender Parity Award for national directors deliberately working towards gender equality in their offices.
- Adopting Gender Transformative Indicators, which are now part of our standard design, monitoring and evaluation cycle.

As noted in our 2018 report, our Programme Quality Self-Review tool (applied annually in all long-term development programmes) was updated to include more specific questions around gender equality. In 2019, we had our first results, with 46 per cent of these programmes rated as 'maturing', meaning that the 'programme is planned and implemented after systematic analysis of the perspectives, issues and needs of girls, women, boys and men' and that 'monitoring data is routinely disaggregated by sex to show how the programme impacts on genders differently'. Forty-seven per cent rated themselves as 'growing' (the only difference being that monitoring data is disaggregated just 'sometimes'). Seven per cent were rated as 'emerging', just starting to address this in their programme.

On disability inclusion, World Vision has adopted the social model regarding persons with disabilities. The social model states that it is society that needs to adapt to the needs of a person with disability. World Vision also looks at disability from a human rights perspective. Most of the countries where we work have signed and ratified the UN Convention on the Rights of Persons with Disability and we seek to work with governments to ensure those rights are turned into real change. World Vision still has some way to go on supporting children with disabilities. While many field offices have identified children with disabilities as a vulnerable group, only 0.3 per cent of registered children have a disability, at least three times below the disability prevalence level. To enhance support to children with disabilities, the disability inclusion leadership team that was reconstituted in 2019 has been taking active steps to enhance programming for children with disabilities. This includes:

- reviewing all programme models to identify ways to better support children with disabilities
- piloting the use of the Washington Group questions¹⁰ in Malawi and Eswatini to identify children living with disabilities systematically
- working with Support and Field offices to remove any barriers to the sponsorship of children with disabilities
- highlighting best practice from around the partnership for disability programming.

Field programming will be further enhanced by the development of a gender equality and social inclusion theory of change. The theory of change helps staff to identify ways in which they can implement transformative programming – that goes beyond simply enhancing access and well-being for vulnerable

children and adults but also enhances their decision-making and participation in society and that also transforms the systems that perpetuate inequalities.

Responsible stewardship for the environment

During the past year World Vision International has been intentionally developing an organisation-wide policy on environmental stewardship that will apply to all World Vision and VisionFund entities globally. This policy will be brought into force in 2020 as part of a strategic review for the wider organisation, as we consider those major external factors across the globe affecting the lives of vulnerable children and what we should be doing to further mitigate those vulnerabilities.

The policy will promote a whole-of-organisation approach to climate action and environmental stewardship with two primary strategic aims:

- Promote World Vision's positive impact on the environment through programmes that reduce climate risk for vulnerable children
- Reduce World Vision's carbon footprint and negative impact on the environment through our operations.

World Vision is strengthening key areas of our programming and advocacy work in particular disaster risk reduction and early warning/early action with emphasis on putting climate-risk information into the hands of vulnerable households, in particular smallholder farmers and producers; strengthening our work on landscape restoration through a range of climate-smart agricultural practices that enhance soil fertility and water retention; and building environmental impact and risk assessment into programming initiatives across all sectors and interventions.

World Vision will be going deeper into our understanding of the multiple impacts climate change is having on vulnerable children, in particular looking at the impact of climate migration and increased violence against children as a key focus for advocacy.

Regarding World Vision and VisionFund operations globally, we are already exploring how best to monitor and report on our carbon footprint as an organisation. A number of our main support offices are already doing this on a regular basis; a case in point is World Vision Australia, which has an environmental audit each year. Further work will be taking place through the introduction of a range of measures to bring about more efficient and environmentally friendly workflow processes, to reduce our overall consumption of fossil fuels and single-use consumables, and to address the organisational culture needed to bring about good environmentally sound practices across the organisation.

¹⁰ The Washington Group on Disability Statistics is established under the United Nations Statistical Commission. See: <http://www.washingtongroup-disability.com/>.

Staff development

World Vision's Staff Development Policy¹¹ sets out our approach to staff members' professional development. This approach promotes and supports a workplace culture of learning and development in which all staff are motivated and have opportunities to improve their ability to achieve organisational results and personal job satisfaction. Staff and their managers are encouraged to engage in ongoing conversations about performance and development needs and to partner in selecting and implementing the most effective learning solutions. World Vision International provides global programmes, learning frameworks and tools to enable and support consistent and high-quality learning and development across the Partnership. Each office takes responsibility to make use of these global services/products in combination with local solutions to target and address staff development needs successfully and to evaluate learning effectiveness. One of the inputs for assessing staff development needs is the annual Partnership-wide staff survey 'Our Voice'. Over 90 per cent of Partnership staff take the survey and share their views.

World Vision uses a succession-planning approach in talent management whereby key positions have successors identified and their readiness reviewed. We are in the process of revising our overarching talent management framework.

World Vision's performance management approach is designed to give clarity and certainty about what each staff member should be doing to support the realisation of our global strategy



('Our Promise'). This is achieved through open, ongoing conversations about priorities, what successful outcomes look like, how mindsets and behaviours guide how to achieve the outcomes, and holding staff to account for commitments made. Performance and development objectives are set at the start of the year and are reviewed regularly to ensure rapid response to changing organisational needs. Coaching and feedback are given. In 2019, 84 per cent of Partnership staff reported in the 'Our Voice' survey that they have regular, helpful conversations about their work with their immediate manager.

Resources are acquired in line with our values and globally accepted standards and without compromising independence

World Vision raises funds in many countries, which often have specific standards. Our overarching approach to fundraising is shaped by our core values, including 'valuing people' and being 'stewards', as outlined in our 2018 report.¹² These are then translated into standards, approaches and practices.

Our Child Sponsorship Standards¹³ governs how the resources donated by child sponsors are used so that they value the donor as well as the child and the child's family and community. These standards address how we manage three types of expectations:

- *Impact and programming expectations:* Our programmes are age appropriate, needs based, long term and sustainable. They benefit vulnerable children, including registered children – regardless of religion, ethnicity or gender – in concrete ways.
- *Fiduciary expectations:* Donations are combined and multiplied. Finances are transparent and programmes are evidence based.
- *Experience expectations:* Sponsors are valuable partners in a mutual transformational journey fuelled by the connection with a child and the reassurance of impact through regular updates.

The Child Sponsorship Standards document comprises the following sections:

- focus on the well-being of children
- child sponsorship programme management and funding
- connections and communications
- child protection
- child record and information management
- risk management, exceptions and conflict resolution.

¹¹ This policy is available upon request.

¹² World Vision International Accountability Report 2018, p.19, <https://www.wvi.org/publications/annual-report/accountability-report-2018>.

¹³ This policy is available upon request.

An example of how our values drive our fundraising approaches is a new initiative launched in 2019 – Chosen™ – which recognises that traditional child sponsorship entailed donors choosing which children they would sponsor. Chosen™ is about putting the power to choose in the child's hands, with children selecting their sponsors.¹⁴ Shifting how the sponsorship relationship starts sets the tone for the ongoing sponsor-child relationship, changing the power dynamics; it is about empowering children to take hold of their future, to initiate change in their own lives, and to transform their community.

Our core values also shape the practices we follow when deciding with whom to partner – or not to partner – particularly in the corporate sector. We have a consistent and globally coordinated due diligence process to assess potential partners in order to manage risk to our brand, implications to our longer-term growth and, above all, impact on the well-being of children. We have learned that engagement of World Vision entities with the private sector can be more effective through consistent protocols, coordination and best-practice sharing. As an example, we utilise a global platform 'hub' to communicate protocols and guidelines for partner engagement along with tools and templates to ensure careful management and consistency. Local requests for support with due diligence and assessing 'fit' are managed through this online portal.¹⁵

Complaints handling mechanisms and overview of complaints (external)

As detailed in our 2018 report, World Vision's approach to handling complaints is based on a distinction between (a) complaints concerning World Vision's programmatic choices, and (b) allegations of misconduct by our staff or affiliates. The former are dealt with by each individual office in line with our Programme Accountability Framework¹⁶; this enables adaptation at the programme level and wider learning by the office, with an expectation that senior leadership teams analyse trends in the feedback and complaints. Allegations of staff misconduct, in particular breaches of our anti-corruption policy¹⁷ and safeguarding policy,¹⁸ are dealt with by World Vision's Global Centre (international secretariat) to ensure our response to each incident reflects our zero-tolerance, survivor-centred approach and commitment to professional investigations. In 2019, we launched a children's feedback mechanism which is designed to connect the voices of children in our programmes to decision-making processes in national offices and the international level. The children's feedback mechanism helps in improving our programmes. In 2020, a number of 'action learning offices' will be incorporating this annual process such that feedback from children on our programmes influences our wider decision-making.



¹⁴ See <https://www.wvi.org/chosen>.

¹⁵ See *World Vision International Accountability Report 2016*, p. 23, <https://www.wvi.org/accountability/publication/2016-accountability-report>.

¹⁶ World Vision's Programme Accountability Framework, <https://www.wvi.org/sites/default/files/Programme%20Accountability%20Framework%20%28v%202.0%20February%202019%29.pdf>.

¹⁷ World Vision Anti-corruption policy, <https://www.wvi.org/publications/world-vision-partnership-policies/anti-corruption-policy>.

¹⁸ World Vision Child and Adult Safeguarding Policy, <https://www.wvi.org/accountability/publication/child-and-adult-safeguarding-policy>.

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World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice. Inspired by our Christian values, we work with the world's most vulnerable people. We serve all people regardless of religion, race, ethnicity or gender.



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