Members of the Independent Review Panel (IRP)
Accountable Now
C/- International Civil Society Centre
Agricolastraße 26 · 10555 Berlin · Germany

**Subject: Feedback from the Independent Review Panel on World Vision International
Accountability Update (Interim Report) for 2019**
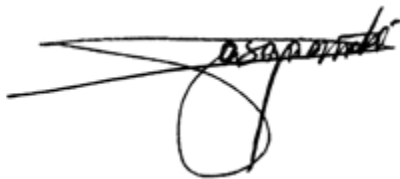
September 17, 2020

Dear IRP members,

On behalf of World Vision, I would like to thank you for contributing your time and expertise in reviewing World Vision International's 2019 Accountability Update (Interim Report). We value the opportunity to learn from your feedback, and your focus on strengthening our accountability to those we serve.

We noted your continued request on sharing policies and we want to clarify our position on this. We have done our internal due diligence on policies that can be made publicly available and have made a decision on this. We will continue assessing the need to avail more policies as appropriate. I hope you will understand our position based on potential misuse of policies by people who may not have the full context of a large organisation like ours. We therefore encourage those who will need specific policies to request these and we will avail as needed.

On your request of structuring our report according to the reporting framework or provide a table that shows which parts of the framework are being referred to, we do this in our detailed accountability report. In addition, the guidelines referenced request just three items in an interim report, which were clearly indicated in our table of contents.

Please find our response to your detailed feedback in the table below. As advised, we will also share feedback specifically on the reporting process directly with the Accountable Now secretariat,
Regards,

Elie Gasagara
Partnership Leader, Global Accountability
World Vision International

PANEL FEEDBACK	WORLD VISION RESPONSE
OPENING STATEMENT	
The Opening statement by World Vision International's (WVI) President and CEO, Andrew Morley, reflects on the current Covid-19 crisis, and how WVI supporters, while facing hardship, continue to support with personal sacrifice the mission of World Vision. The importance of openness and sharing during this time of crisis is acknowledged. The statement connects World Vision's core values with exemplary transparency and accountability, and highlights the importance of trust. The statement notes the organisation's commitment to rigorous standards and protocols in areas such as safeguarding, gender social inclusion, and environmental stewardship. The panel commends WVI for its transparent and detailed reporting on safeguarding incidents related to children and adults. The panel requests that links to all relevant policies and tools are included in the next full report, as per previous recommendations.	We welcome the positive comments and note the request to include links to all relevant policies and tools in future reports.
C. WE LEAD BY EXAMPLE	
C3. Inclusivity, human rights, women's rights and gender equality	
The Gender and Social Inclusion Management Policy (to be approved in 2020) which was drafted in 2019, is taking a more holistic approach to inclusion. The report provides examples on how the 'Minimum Standards for Mainstreaming Gender Equality' have been applied in programming. In 2019 the first results of the Programme Quality Self-Review tool –after more specific questions on gender equality were included- were captured. The panel notes positively that almost half of programmes are reported to be 'planned and implemented after a systematic analysis of the perspectives, issues and need of girls, women, boys and men' and that 'monitoring data is routinely disaggregated by sex	We welcome the feedback and have discussed the panel's suggestions with the relevant team, and we look forward to addressing those questions in our 2020 report.

to show how the programme impacts on genders differently'.

The panel noted positively the adoption of the social model of disability. Some examples are provided on specific initiatives that the disability inclusion leadership team is developing to address needs of children with disabilities.

A gender equality and social inclusion theory of change will be developed.

The panel requests that links to the programme quality self-review tool and the gender equality and social inclusion tool theory of change are included in WVI's next full report.

The panel commends the efforts of World Vision in this area. In the next report the panel suggests focusing on the approach to other aspects of inclusivity such as sexual orientation, ethnicity, or minority groups in the contexts WV works in. The panel looks forward to more about how gender and age disaggregated data impacts differently on WVI's programmes in the next full report.

C5. Responsible stewardship for the environment

The panel notes positively the development of an environmental stewardship policy for all World Vision and VisionFund entities that will be brought into force in 2020. The focus of the policy will be both programmatic, on reducing climate risk for vulnerable children, and organisational, aiming to reduce the operational environmental footprint. Several climate change adaptation initiatives driven by programming and advocacy work are listed. Although some of the offices are monitoring and reporting carbon footprint, at global level is still work in progress. In the next full report, the panel suggests addressing carbon footprint monitoring and reporting as a first step to manage the aspirational reductions of carbon emissions. The panel suggests reviewing good practice examples on stewardship of the environment from other AN members' reports, in particular, Child Fund New Zealand's good practice and related report.	We welcome the feedback and signposting to other's experience. We note the panel's suggestion that our next report address, "carbon footprint monitoring and reporting as a first step to manage the aspirational reductions of carbon emissions." We are unlikely to have data to share, but can update on the approach we are taking.

H. STAFF AND VOLUNTEERS ARE ENABLED TO DO THEIR BEST

H2. Staff development

The staff development policy was made available to the panel upon request. It is noted that the Partnership-wide staff survey called 'Our Voice' informs a staff development needs assessment, and that this survey has a very high response rate, at 90 per cent. A succession-planning approach to talent management is mentioned and the talent management framework revision as well. The panel appreciates the description of the performance management approach, which embraces transparency and accountability as principles. We would also be interested to know what insights WVI has derived, changes in practice, and/or new policies were made from the result of the survey on staff development needs assessment.	We welcome the feedback and can address in our next full report some insights and actions prompted by our surveying of staff development needs.

I. RESOURCES ARE HANDLED EFFECTIVELY FOR THE PUBLIC GOOD

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

Child Sponsorship Standards policy is mentioned and "available upon request". It addresses expectations on how the resources acquired will be used. The panel would like to know whether there is a policy that focuses on how the resources are acquired? The Chosen initiative, launched in 2019, is about shifting the power, as children select their sponsors. This decision at the start of the sponsorship process sets the tone and changes the power dynamic. WVI's initiative is highly commended and the panel looks forward to WVI's future assessment of the extent to which 'shifting the power' is being achieved via 'Chosen'. A "consistent and globally coordinated due diligence process to assess potential partners" is in place with the main objective of managing risk to impact on the well-being of children. The global platform used to communicate protocols and guidance, to provide tools and templates, and	We welcome the feedback and suggestions on what to cover in our next full report. As alluded to in our report, there is no one policy just focused on raising funds. Our Public Awareness policy covers our wider public engagement, including fundraising, and we can share this policy upon request.

to manage and process local requests for support with due diligence assessments, is an example on how the process works in practice. In the next report, the panel suggests to share more info on the due diligence process and the outcome of the new sponsorship process.	

J. GOVERNANCE PROCESSES MAXIMISE ACCOUNTABILITY

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

In the response letter to the previous report feedback, it is mentioned that complaints handling has been integrated into various policies, and the creation of a complaints handling policy will be explored. The panel would like to know where World Vision is on this. Also in the response letter, it is stated that "On the centralising of complaints, we consider that cost associated with compiling and analysing all complaints from our field operations in a centralised manner would not be effective and may not be the best way of using our limited resources." In the next report, the panel suggests exploring what other initiatives may be considered to identify trends and common challenges globally that are cost effective. The panel also suggests to reflect on what the risks of not identifying trends and common challenges through complaints might be. In 2019, a children's feedback mechanism was launched, and in 2020 some 'action learning offices' will feed children's feedback on programmes aiming to influence wider decision-making. This is noted positively by the panel.	We welcome the comments and focus on identifying trends and common challenges through analysis of complaints. We will provide an update on the policy issue in our next full report as well as how we have been utilising aggregated feedback and complaints trends to adapt our programming.