

To: Members of the Independent Review Panel (IRP) Accountable Now
c/o Machwerk in der Alten Münze
Am Krögel 2
10179 Berlin, Germany

Subject: **Response to Feedback on World Vision International's 2020 Accountability Report**

Dear Accountable Now,

On behalf of World Vision International, I would like to express my appreciation for the thoughtful feedback on our 2020 Accountability Report and the opportunity to discuss the feedback with the reviewers in a call.

As noted in the feedback letter, World Vision International is ending its membership of Accountable Now, but we are continuing to produce an accountability report, with reference to the Global Standard for CSO Accountability, and we look forward to continued collaboration with Accountable Now in promoting the accountability of INGOs.

In this response letter we address some of the specific questions raised by the panel, where this further information will help readers of the report understand how we operate and our plans to continue sharing both our successes and challenges.

A2. Key strategic indicators for success

We note the Panel's recommendation on reporting more on 'impact' than 'reach' indicators, and building on an Impact Portal that we are developing internally, and learning from our peers, we are planning for more detailed sharing of our impact.

A3. Sustainability of our work

We welcome the Panel's comment about the value of sharing failures as well as successes, and the potential to synthesize and share the findings of quality reviews and evaluations. In our next report we will share some high level findings, as well as limitations, from a meta-evaluation of 29 end-of-programme evaluations and 11 ex-post evaluations conducted in the last three years.

C3. Inclusivity, human rights, women's rights and gender equality

We appreciate the Panel's insights as we start to implement our new Gender and Social Inclusion Management Policy. The Panel raised the question of whether gender and social inclusion analysis will be required for all programmes, and we can confirm that this analysis will be standard for all programmes, regardless of sector focus or donor type. Tracking implementation of this, alongside the percentage of programmes seeking to transform gender relations and norms, will be enabled through integration into our existing programme monitoring tools.

C5. Responsible stewardship for the environment

The Panel noted the value of clear implementation plans and targets, and we can share that implementation guidelines were approved in December 2021 and our next report will update on how we approaching target setting.

D3. Maximising coordination with others operating in the same space

The Panel commented that, "how WVI engages in SCHR, the IASC, the cluster system etc are not covered". Space did not allow for a full explanation, but WVI is committed to all these processes, and our President and CEO, Andrew Morley, took up the chairing of the Steering Committee for Humanitarian Response (SCHR) in 2022.

G1. Availability of key policies and information on your website

We appreciate the recognition of high levels of transparency, and note the question on how World Vision engages with the Core Humanitarian Standard for Quality and Accountability (CHS). We can update that World Vision is now independently verified against the CHS for its humanitarian operations as described in the [initial audit summary report](#). Many of the actions being taken to address weaknesses will raise standards across all our programming, and we continue to use the Global Standard for CSO Accountability for high level benchmarking of our development programming.

H1. Recruitment and employment is fair and transparent

The Panel expressed an interest as to whether results from our global staff survey provide insight into how we are promoting diversity, equity and inclusion. We have analysed our most recent 'Our Voice' staff survey and identified a closing of the gender gap in levels of satisfaction. We have also introduced a new question around confidence in the leadership's approach to diversity, equity and inclusion, and more information on this will be included in our next report.

Our next report will also share how we are moving to a modern, digital, global human resources information system which will strengthen our recruitment and employment processes and analytics. This, in turn, will enable us to better understand our progress in addressing areas such as any gender pay gaps.

H2. Staff development

The Panel raised questions around staff development and socialisation of core competencies. We have introduced new human resources (People & Culture, P&C) priorities, including for example: 'Build People and Organisational Capabilities', 'Empower Staff with P&C Programmes and Tools' and 'Digitalise P&C'. The latter priority includes implementing the new human resources information system, which will be a platform for introducing tools and analytics to equip staff and managers in areas such as performance management, talent optimisation and learning. We will share on how we invest in our staff in our next report.

In response to the Panel's inquiry regarding what is driving the high participation of staff using the online Learning Development System 'WVeCampus', the increase is due to many factors, including the implementation of mandatory training on WVeCampus (such as the World Vision Compliance Programme) and the increased dependency on virtual/online training due to the Covid-19 pandemic.

I2. Monitoring of progress and re-allocation of resources

We note that the Panel had a question on how the revenue data that we shared related to the allocation of funding to offices based on levels of fragility. We would highlight the explanation in the report that the 87% of revenue that was spent on programming includes all expenditure "having a direct impact on vulnerable children's lives (including advocacy, campaigning, and technical support)", i.e. that includes some of the expenditure of Regional Offices, Support Offices and the Global Centre. Additionally, the Covid-19 pandemic caused delays in some programme expenditure which meant some of the revenue earmarked for programming in 2020 was only spent in 2021. There will be updated information about our financial stewardship in our forthcoming 2021 report.

I would like to again express World Vision International's appreciation for the review of this and our previous Accountability Reports and we look forward to ongoing collaboration.

Sincerely,

Jemimah Muturi, Partnership Leader – Governance and Compliance
Nairobi, March 2022