

World Vision case studies in adaptive management

Across the globe, the COVID-19 pandemic has resulted in devastating consequences for vulnerable girls and boys and their communities, especially in the most fragile places. World Vision is called, now more than ever, to be agile and adaptive in the face of what is an unprecedented global emergency response.

With World Vision's extensive track record in adaptive management, the following are brief snap-shots for how World Vision is working with communities and partner organisations to adapt its response to the impact of COVID-19 and the secondary shocks.



Using **digital innovation** to ensure continued learning for children in Zimbabwe

The COVID-19 pandemic has forced millions of children worldwide to put their education on hold. Yet, in the face of schools closures and lockdowns, learning must continue. Many have turned to online education to resume teaching and learning, but this risks leaving behind many learners, especially the most vulnerable children in rural areas.

World Vision in Zimbabwe is leading a consortium called *Education in Emergencies* in collaboration with Plan International and Save the Children to ensure education continuity for the most vulnerable girls and boys. Funded by the European Civil Protection and Humanitarian Aid Operations, the project is spearheading the use of a mobile learning-based platform called Viamo. In collaboration with the Ministry of Primary and Secondary Education, the project is working to ensure lessons shared on this platform are of high quality and aligned with the national curriculum.

The Viamo platform offers lessons that are pre-recorded, evaluated, and packaged into audio files organised by grade and subject matter. Learners access the system using their parents' mobile number, which is loaded onto the Viamo platform. Once registered, learners can receive lessons through the phone using interactive voice responses.

A critical benefit of using Viamo is lessons can be received on a basic phone, making it more accessible to a wider community of learners.



The Education in Emergencies Consortium aims to reach 10,000 learners using the Viamo platform. The Viamo model not only serves as an educational tool but is also being used to respond to COVID-19 by spreading accurate preventative messages reaching 5,000 learners to-date.



Globally, World Vision's COVID-19 Emergency Response has distributed over 260,000 educational materials to enable or support remote learning, and has provided 830,000 people with education support and training. World Vision has also reached over 1.2 million children with targeted, age-specific education.

Distributing **e-cards safely** to support vulnerable families and refugees in Lebanon

Through United Nations (UN)-World Food Programme (WFP) funding, World Vision in Lebanon has been implementing food assistance projects through e-cards since November 2013. Today, World Vision is the sole partner of WFP in the Beqaa Governorate supporting the operation of the e-card system, which serves as the primary form of food assistance for over 2,000 vulnerable Syrian and Lebanese families unable to meet their basic food needs. These schemes take the form of electronic food e-cards redeemable at point-of-sale (POS) machines in WFP-contracted shops or cash that can be withdrawn from Automated Teller Machines (ATMs), both of which are delivered through bank cards distributed by WFP's financial service provider.

In response to COVID-19, World Vision is implementing additional safety measures to protect beneficiaries and staff at distribution points such as; the number of beneficiaries served per hour is limited to 20 and a safe distance is maintained among all



staff and beneficiaries. At each distribution point, staff and beneficiaries are encouraged to use sanitisers. The number of World Vision staff on-site are kept at a minimum, with one staff stationed at the entrance of the distribution area to measure beneficiaries' temperature and to distribute masks and gloves to those who do not have them.

 Globally, World Vision's COVID-19 Emergency Response has distributed over US\$20.7 million in cash and voucher assistance, reaching 1.5 million people.

Hospital ship “Solidarity” provides health services to remote Amazonian communities in Brazil

On board the hospital ship “Solidarity” operated by World Vision and the Presbyterian Church of Manaus, the most remote communities in Brazil's Amazon region are receiving medical attention, hygiene supplies and education to prevent COVID-19. After a 12-hour trip across Lake Sacamu, the hospital ship is reaching six communities to provide urgent medical attention and emergency dentistry.

Solidarity delivered 600 hygiene kits, 600 basic food baskets and 1,200 “tenderness boxes”, which are kits containing educational material for children to protect themselves from COVID-19 and violence, which is spiking amid the pandemic. These kits aim to ensure a child's mental and emotional well-being.

Through use of the ship, World Vision is reaching vulnerable girls and boys and their families who have limited access to health services and communications infrastructure. Most communities in the Amazon are riverside populations, including indigenous people, who are vulnerable to the impact COVID-19, even



more so due to their remote location and lack of transportation.

Prior to the pandemic, World Vision has been working in the region since the early 1990s and previously used the boat to promote educational programmes to increase literacy, ensure the protection of children and stimulate the cognitive development of children aged 4-11 years.

 Globally, World Vision's COVID-19 Emergency Response has reached nearly 7 million people with preventive materials, such as hand sanitisers, soap, and masks, and distributed over 1.7 million comprehensive hygiene kits.



Partnering **online with faith leaders** in Mozambique

In the wake of the COVID-19 pandemic, World Vision in Mozambique is rethinking its ministry in order to continue its humanitarian mandate, especially in partnership with the country's inter-faith religious leaders. With the ban on public events and gatherings and travel restrictions, World Vision staff cannot meet and engage with inter-faith religious leaders on site as they previously did. In response, World Vision is adapting its Channels of Hope methodology and turning to the use of technology wherever possible.

World Vision believes inter-faith religious leaders are influential and trusted people within their communities, and are in a position to channel hope during the pandemic.

In small groups, and while observing social distancing, inter-faith religious leaders attend online awareness-raising sessions through platforms such as Zoom or mobile phones to learn prevention guidelines as advised by government authorities and by World Vision, based on World Health Organisation recommendations. After the online sessions, inter-faith religious leaders use all means and platforms available, including community radios and mobile phones, to share preventive measures with their communities.



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To-date, World Vision has supported nearly 3,500 faith leaders in Mozambique to share preventive messaging.



Globally, World Vision's COVID-19 Emergency Response has supported 88,000 faith leaders to disseminate preventive measures. Prior to COVID-19, World Vision's [Channels of Hope](#) methodology has supported more than 400,000 leaders from all faiths in more than 50 countries to successfully respond to disease outbreaks like Zika and Ebola.



Listening and responding to communities in Uganda

Community feedback is more than checking what communities think of World Vision interventions. Their feedback is vital to help us understand whether our interventions are having the desired effect for vulnerable children and communities and whether we need to make changes or adapt our approach so that we can improve the quality of our support. The community feedback that field offices are collecting is helping World Vision to be agile, adapt, and make changes at programme and operational level.

In Uganda, many organisations, including World Vision, are using more virtual methods to share information with communities in light of movement restrictions and social distancing guidelines. However, communities informed World Vision through their community feedback channels that they prefer a more direct, face-to-face channel of communication, particularly for dissemination of information around preventative behaviour strategies.



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In response, World Vision is adapting its channels of communication by working closely with stakeholders who are still directly in contact with communities like community health workers, village health team members and health volunteers. World Vision is working with these stakeholders to provide Humanitarian Accountability and COVID-19 preventative messaging while still observing the Ministry of Health standard operating procedures and social distancing instructions.



Globally, World Vision's COVID-19 Emergency Response has supported nearly 85,000 community health workers to provide community-based care, and will continue to mobilise its network of 220,000 community health workers around the world to respond to COVID-19.



An urban response in India to COVID-19

The impact of COVID-19 and its containment measures on Indian cities has been devastating for the urban poor. A recent study showed that 94.6% of respondents in city slums¹ reported their major source of income was affected by the pandemic, making it difficult to purchase food. In addition to income loss, the study showed an increase in domestic abuse and unusual behaviour among children.

In response, World Vision is adapting its signature “My City Initiative” (MCI) to support vulnerable communities impacted by COVID-19 through multi-level interventions. The MCI has been active in seven cities² across India since 2015 working with city-wide actors to address poverty in poor urban slums.

At the neighbourhood level, World Vision partners with trusted local actors to distribute personal protective equipment (PPE) to frontline workers, install handwashing stations, and distribute soap and disinfectants to health facilities. Using available technology, World Vision conducts virtual counseling for families and online art expression classes for children. Social cohesion and local advocacy efforts that were taking place before COVID-19 continue remotely through the use of Whatsapp.

At the district level, World Vision is collaborating with the government, police departments and hospitals to identify the gaps in PPE and other needs to prevent the spread of the disease. World Vision is also partnering with schools, and providing housing support for those who are sick due to COVID-19.



At the city level, World Vision is collaborating with the municipal government to secure permits for relief operations as well as to coordinate cash transfers for families and testing at quarantine sites. In collaboration with the National Institute of Urban Affairs, World Vision is assessing needs in city slums caused by COVID-19. The results will be used to influence city and national urban policies to address the impacts of the virus, implement early recovery initiatives and support long-term development initiatives for the most vulnerable residing in slums.



Globally, World Vision's urban programming is responding to COVID-19 in over 250 cities with significant pockets of poverty in densely populated urban slums, informal settlements and overcrowded low-income neighbourhoods hosting refugees, internally-displaced people and migrants.

¹ Rapid assessment by WV India and the National Institute for Urban Affairs (NIUA) – India in slums in 10 cities and 3 peri-urban areas covering 100 households per city randomly selected from various part of the cities covering slums, squatters, resettlement colonies, transit camps etc. and reached through phone.

² Delhi, Chennai, Mumbai, Kolkata, Guwahati, Bangalore and Hyderabad

(all data in this publication is as of 10 July 2020)

World Vision is undertaking the largest humanitarian response in its 70-year history to limit the spread of COVID-19 and reduce its impact on vulnerable children and their families, aiming to reach 72 million people, half of them children, over the next 18 months and raising US \$350 million to do so. Response efforts will cover 70 countries where World Vision has a field presence, prioritising scale up of preventative measures to limit the spread of the disease; strengthening health systems and workers; supporting children impacted by COVID-19 through education, child protection, food security, and livelihoods; and advocating to ensure vulnerable children are protected. For more information, read World Vision's [COVID-19 Global Response Plan](#).

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World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families, and their communities to reach their full potential by tackling the root causes of poverty and injustice. World Vision serves all people, regardless of religion, race, ethnicity, or gender.

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