

Urban Programming Capacity Overview

June 2022

257

Number of programmes categorised as urban or peri-urban out of 1,924 total

17

Country offices that have at least one urban programme aligned with World Vision's Citywide Self-Sustaining Model

46

Country offices that implemented programmes in cities and their surrounding areas in 2021

298

World Vision COVID-19 responses reported in urban centres as of August 2021

30

Country offices were supported by the global urban programming team in 2022

12.5%

Total financial commitments to urban programmes (international funding only), up from 5.1% in 2017

WORLD VISION'S URBAN PROGRAMMING

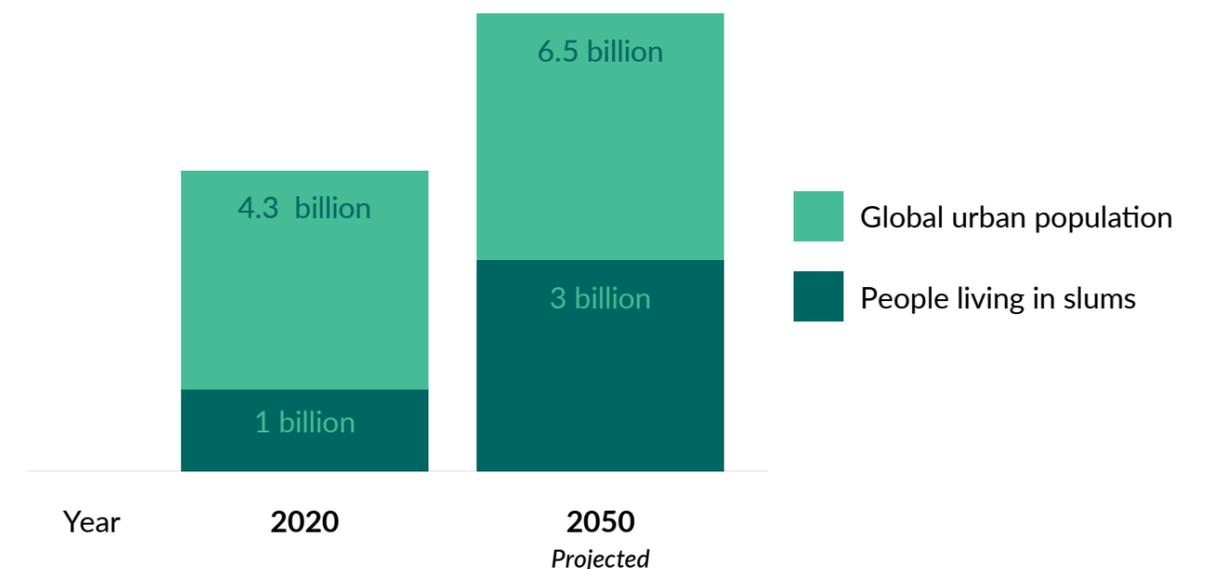
In the second phase of its global strategy, World Vision continues to prioritise urban programming as a commitment to reach and benefit the most vulnerable children in stable, fragile and conflict-affected urban settings. World Vision's scale up of urban programming entails comprehensive child vulnerability mapping, strategic partnerships, impactful and evidenced-based interventions across all levels of the city, and a diversified funding portfolio that builds on available resources within and outside the city. Advocacy and partnerships with churches and other faith communities and institutions, governments, businesses, and other key urban stakeholders continue to be vital for sustained impact in the lives of the most vulnerable children in urban contexts.

The trends that have inspired the focus on urban contexts during the development of the global strategy remain relevant:

- **Urbanisation is accelerating** In 2020, over one billion people were living in slums, of whom 300 million were children. The number of people living in slums could rise to 3 billion by 2050, making up almost half of the projected global urban population (6.5 billion).
- **Global attention to urban poverty is increasing** Evident through the creation of the first stand-alone urban goal (SDG 11) marking the UN's strongest expression of the critical role that cities play in the world's future.
- **Children in urban areas fare worse than their most vulnerable rural peers** The urban advantage – the notion that proximity to services, higher incomes and better infrastructure improves the lives of urban residents – does not equally apply to all children in cities.
- **Urban conflict, violence and fragility are increasing** This makes life worse for children living in towns and cities in conflict zones and violent areas.
- **COVID-19 has put cities on the frontline of the pandemic and revealed structural inequalities** It has highlighted how population density, when combined with extreme poverty, informality and marginalisation, leads to the creation of urban hotspots of acute vulnerability and compounded crises for the urban poor.

In light of these trends, key to improving our urban programming is the adoption of World Vision's Citywide Self-sustaining Model and Cities for Children Framework across all urban programmes globally. This requires building urban programming competency across the World Vision partnership. Capacity building initiatives launched in 2021 to equip urban practitioners and key urban champions across all regions. They provide peer technical support within their regions starting in 2023. Extrapolating the existing support requests from country offices, the projected support in the coming period can be categorised under four key categories:

1. developing local urban roadmaps to operationalise the national strategies
2. diversifying local funding portfolios and grant proposal support
3. providing technical support for assessment, design and implementation of urban programmes and approaches
4. conducting local and regional research to strengthen data on urban issues, including the impacts of migration, poverty, hunger, conflict, exclusion, disease and vulnerability to disaster on the most marginalised children in urban settings.



GLOBAL STRATEGY: PHASE ONE HIGHLIGHTS

By 2021, the foundations for the scale-up of urban programming and the organisational commitment to reach and benefit the most vulnerable children in urban contexts were established. Key achievements included:

- The development of the Citywide Self-sustaining Model resources toolkit, including the Cities for Children Framework integrated with World Vision's approaches for working in stable and fragile settings
- Launch of the Citywide Self-sustaining Model e-learning course for use by World Vision staff
- Completion of a funding landscape analysis of aid market spending on urban programming among bi-lateral, multi-lateral, and private donors and foundations
- Completion of a mapping of urban programming priorities and stakeholders for external engagement
- Completion of a series of urban programme case studies showcasing the Citywide Self-sustaining Model in practice in country offices (available on wvi.org/urban).
- System changes in World Vision's programme information system to provide a better view of the organisation's global urban portfolio
- The development of an urban module to build capacities of grants' teams to improve grant acquisition for programs in urban contexts
- Launch of the Urban Leadership Team with representatives from support, regional and country offices to shape and deliver urban strategic priorities
- Launch of the Urban Champions team with representatives from global technical teams, regional and country offices training to provide peer technical support in urban programming
- Completion of two urban grant acquisition and management pilot initiatives in Sri Lanka and Indonesia examining best practice and opportunities for locally funding urban programmes
- Published two policy papers on [climate change and urban fragility](#) and [COVID-19 and urban fragility in Central America](#) and led/co-led two global intergenerational dialogues as part of the World Urban Campaign
- World Vision's urban programming director was appointed as a steering committee member in two major global urban networks: the World Urban Campaign and Global Alliance Cities for Children.

CITYWIDE SELF-SUSTAINING MODEL

The Citywide Self-sustaining Model was designed to generate sustainable impact in cities, focusing on the inclusion of the most vulnerable children. It equips World Vision teams to address the city as a system, using an agile partnering approach and interconnecting action at neighbourhood, district, and citywide levels. The model is built on three key components: programming, resourcing and operations. It adapts and applies World Vision's Transformational Development principles in both stable and fragile urban contexts. The Citywide Self-sustaining Model provides evidence-based programming guidance and serves as the basis for diverse entities from across the organisation to equip a new generation of practitioners who will transform cities. To learn more about the model, visit this WVI.org [page](#) and check out this [video](#).

The Cities for Children Framework is World Vision's signature, integrated approach for development in stable and fragile urban areas. The approach was developed and validated by urban practitioners in several country offices.

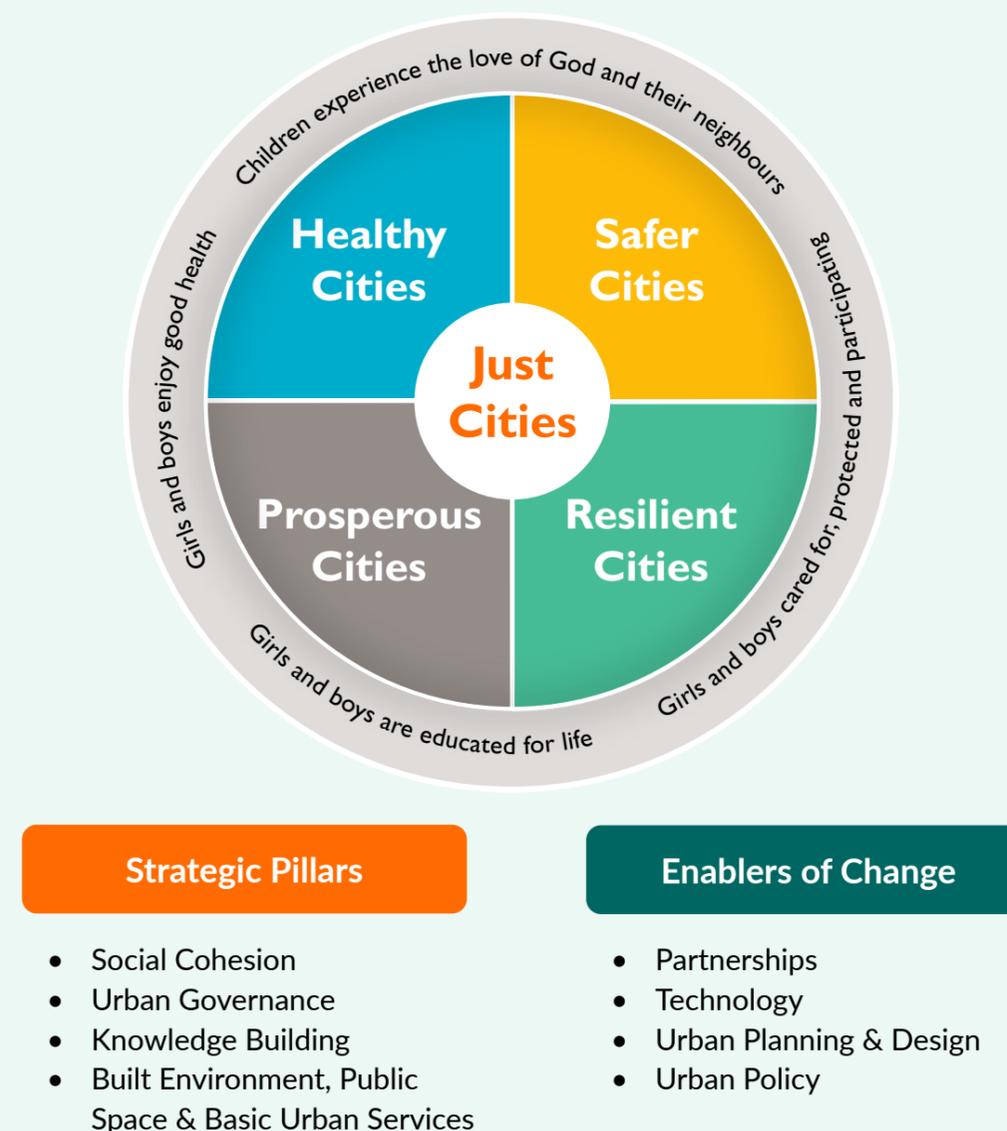


Figure 1: Cities for Children Framework

STRATEGIC PILLARS

Through the Cities for Children Framework, World Vision programmes in urban contexts emphasise four strategic pillars that respond to the urban issues and distinctives of density, diversity and dynamism common across all cities. Here are examples from country offices that have designed urban programmes using the strategic pillars.

1. Building social cohesion

One key pillar is to promote social cohesion among city residents to address social tensions and drivers of fragility, and to build bridges between diverse groups who share the same geographical boundaries. This is particularly important in fragile cities, where the social contract between urban residents and their governing bodies is extremely weak.

2. Promoting good governance

World Vision urban programme teams commonly work to support advocacy for improved public services and foster citizen engagement to influence local and city government planning and budgeting processes for the benefit of the most vulnerable children and families.

In the **Dominican Republic**, where there are high rates of migration in urban contexts, World Vision partners with local protection boards – a government mechanism established to protect the rights of children – to ensure migrant children are not excluded from the education system. This includes 2,153 children who do not have formal, usually mandatory documentation (e.g., birth certificates), but can still go to school. Such efforts are vital to avoid tension and strengthen community relationships by ensuring that all social groups have access to development opportunities.



WV **Bangladesh** is using a range of innovative approaches (seminars, TV shows, workshops) to engage government representatives at all levels of the city to improve urban governance to tackle child well-being issues. From expressed perspectives of slum residents, the World Vision programme has influenced nation-wide policy and practice changes. These include commitments and new governmental approaches to keep children safe, notably the creation of child-safe spaces, the provision of public services to previously excluded communities, and now systematic inclusion of child and youth engagement in planning and budgeting in urban areas.



WV **Honduras** is strengthening governance in extremely vulnerable neighbourhoods characterised by violence and poverty through a range of approaches, including raising awareness about the importance and benefits of strengthening social cohesion and capitalising on emergency response coordination in order to strengthen ownership. The office is also encouraging the participation of local stakeholders and building capacities of local actors, local government, and civil society actors in, for example, management and advocacy in public policies. As a result of these mechanisms, 26 actors from civil society, NGOs and local government worked together under the municipal umbrella to design and take actions to protect and improve the well-being of children in prioritised urban neighbourhoods.



3. Leveraging data and knowledge building

In many contexts, incomplete formal data on urban poverty is a common barrier to inclusive planning and development. Experience shows that data can be a key determinant of programme and policy effectiveness. Globally World Vision urban teams work to promote beneficial cycles of information sharing, and address data gaps to inform more inclusive, responsive and accurate policymaking and pro-poor interventions.

As part of the COVID-19 response in urban areas WV **Eswatini** used conditional cash transfers to encourage participants (including youth) to design and implement projects to clean the local environment, construct new foot bridges and rehabilitate gravel roads to improve access and flows of people and goods to urban communities.

4. Improving the built environment, public space and basic urban services

Inadequate urban planning prevents urban communities from accessing equitable, quality public services, safe spaces, and healthy, stable environments where children can live, learn, and thrive. World Vision urban programme teams advocate and work to improve the built environment, safer public spaces and increased access to public services for urban dwellers, including migrants, displaced people and refugees.

In WV **Nepal**, the urban programme team provides technical expertise to support local authorities to achieve child-friendly and labour-free status for their communities. For three consecutive years, the World Vision team played a leading role in the creation of child and family profiles for seasonal workers who migrate to work in the brick industry. Data and records from this initiative directly improved local governance and service provision, for example in relation to police responses to child protection incidents.

WV **Bangladesh** works to continuously enhance the built and living environment within slums. A recent initiative focused on the elimination of waste in target slums in collaboration with waste management committees, engaging 500 residents in organising cleaning campaigns. The targeted neighbourhood received 66 garbage vans, 5,000 waste bins for household use, 600 community bins including in shops, schools, and clinics, complemented by orientation on how to effectively use the resources to improve the living environment. On another front, World Vision's urban team is working closely with the government and a range of partners to promote safe and accessible open public spaces with sanitation and hygiene facilities for urban dwellers. This is a part of the Activating streets and footpaths as public spaces in Dhaka project designed to create child-friendly spaces.



ENABLERS OF CHANGE

The Cities for Children Framework provides a platform to promote child well-being outcomes at neighbourhood, district and city levels. To leverage the opportunities to reach and benefit vulnerable children in cities, four Enablers of Change are recommended as part of citywide programming. Here are the enablers of change and examples from country offices that designed urban programmes using the enablers of change.

1. Partnerships

Many organisations are already operating in cities. Urban programmes contributing to the Cities for Children Framework programmes build strong citywide, multi-sectoral and multi-stakeholder partnerships with other urban actors, especially local governments, churches, other faith communities and the private sector, to enable collective, coordinated action for impact. In fragile contexts, World Vision teams establish partnerships across the humanitarian-development-peace nexus at local, citywide and national levels to leverage expertise, minimise duplication and confirm collective approaches for sustainable impact in the lives of children, working in and on urban fragility.



WV **Brazil** established a platform that includes more than 1,000 partners at all levels of the city to strengthen coordination, enhance mutual understanding and effectively mobilise stakeholders to take collective action to address critical issues affecting children in urban areas. The WV Brazil team expects to scale up the initiative to include 7,000 partners by 2024 as it serves as a platform for joint child-focused actions and advocacy in urban areas.

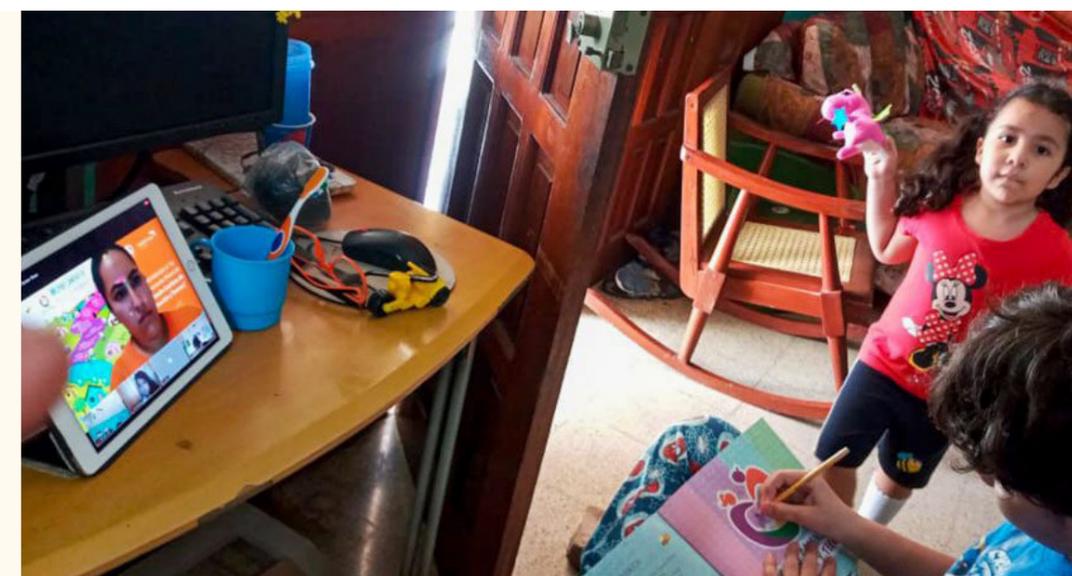


To achieve healthy cities, WV **Philippines** has harnessed the programme's grassroots presence to mobilise a range of stakeholders and establish strategic partnerships to respond to solid waste management, which is one of the major issues contributing to child vulnerability in their cities. The project equipped the community in proper solid waste management, including plastic reduction in marine environment (PRIME) and strengthened the functionality of local solid waste management committees. Strategic corporate partnerships were also formed to pool resources from local and international corporations, donors and governments to address the issue in Manila. Collectively, the local government, NGOs and faith-based organisations supported residents of Baseco (population of almost 78,000 individuals, 24,690 families of which 51% are children) to become co-implementers resulting in a sense of ownership for urban development interventions.

2. Technology

Given the relatively higher rates of access to technology in cities, urban programmes contributing to the Cities for Children Framework are encouraged to harness technology and new innovations to expand programme reach, enrich data insights, reduce costs and support local ownership of data wherever possible.

The *Boys and Girls also Vote* initiative in **El Salvador** strengthens urban governance at all levels, promoting direct child engagement in decision-making processes to influence child sensitive policy development and implementation in urban areas. As adults elect the president, congressional representatives and municipal councils, children are encouraged and enabled to vote to prioritise issues that candidates and elected officials should address. In the first presidential elections 2,324 child votes were received. In 2021, a virtual platform was used which enabled 10,869 child votes. The use of technology enabled the World Vision team to increase child participation by 460% and generated a range of child expressed priorities being raised from 14 departments of El Salvador, of which 34% of the votes came from the four urban municipalities. The results of the initiative will be presented to the congress (mainly to the Family and Childhood Commission) and to the municipal authorities (local governments) and will serve as a basis for evaluating whether the problems identified are being addressed and at what level.



3. Urban Planning and Design

Planning can be both a cause and a solution to vulnerability in cities. Urban programmes contributing to the Cities for Children Framework are designed to support and affirm government-led planning processes that include the perspectives of members of the most vulnerable urban communities, and actions that are sensitive to the expressed and experienced needs of these groups.

The WV **Lebanon** programme team partners with local government authorities in three cities to establish youth committees and empowers them to serve as agents of change for children and youth. The youth committees use technology to gather evidence of the issues they face, then design and lead local development projects in response. A recent example was piloting of a mobile application used in municipalities to anonymously gather data on incidents and threats faced by urban residents. Data from the application was used to inform local governance decisions including the establishment of a weekly deployment plan for the local police in neighbourhoods that were perceived as unsafe.



4. Urban Policy

Poor data and vested or political interests can result in urban policies that neglect the needs of the most vulnerable groups, including migrants, refugees and the displaced. Urban programmes contributing to the Cities for Children Framework work to ensure that urban policies at all levels are child-sensitive and inclusive of the most vulnerable children and families.

WV **India** has contributed to policy change at neighbourhood, district and citywide levels, and ensured that 199,359 of the most vulnerable children benefitted through various programmes (education, livelihoods, child participation, child protection and child health and nutrition) in 21 programmes and projects located in 17 cities and 26 districts. As of early 2022, 2,290 of the most vulnerable families graduated from poverty through alternative livelihoods in WV India urban programmes in cities including Mumbai, Patna and Aizawl. The WV India citywide *End Violence Against Children Child Sexual Abuse Campaign* included over 91,174 participants in all 17 cities. They gathered to discuss child protection issues and promoted women's and children's safety through a policy level initiative by police departments who partnered with World Vision.



WV **Nepal** has effectively advocated for the inclusion of children's participation in urban policy dialogue through the endorsement of four child sensitive policies and guidelines in one municipality and promoting the establishment of a designated child fund. Through these efforts in targeted urban areas, 56 child protection incidents have so far used the new referral mechanism for child protection in 2021.



URBAN PROGRAMMES FUNDING

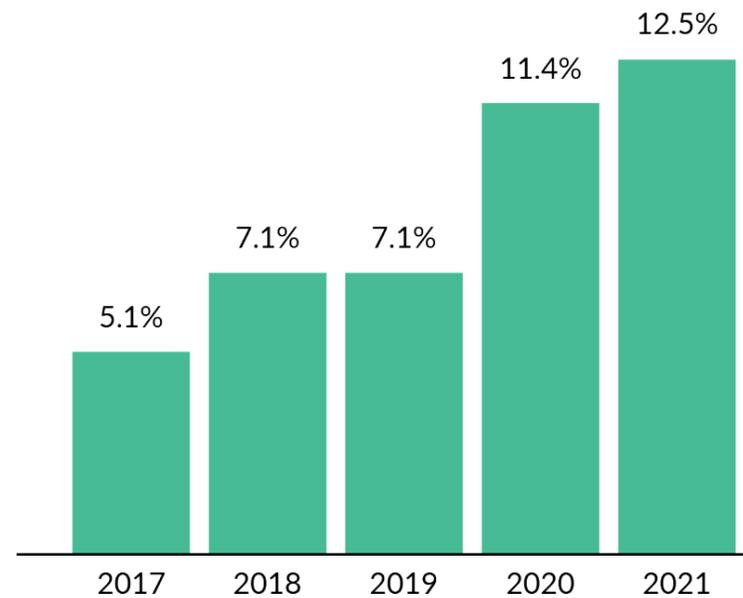
The total international funding to urban programmes increased from 5.1% in 2017 to 12.5% of the overall organizational funding; including both child sponsorship and grants' funded projects as shown in Graph 1. Graph 2 includes only the grants figures to show growth that is independent of internal organisational funding.

The increase of funding shown here is in alignment with World Vision's global urban funding growth projection, published in 2021.



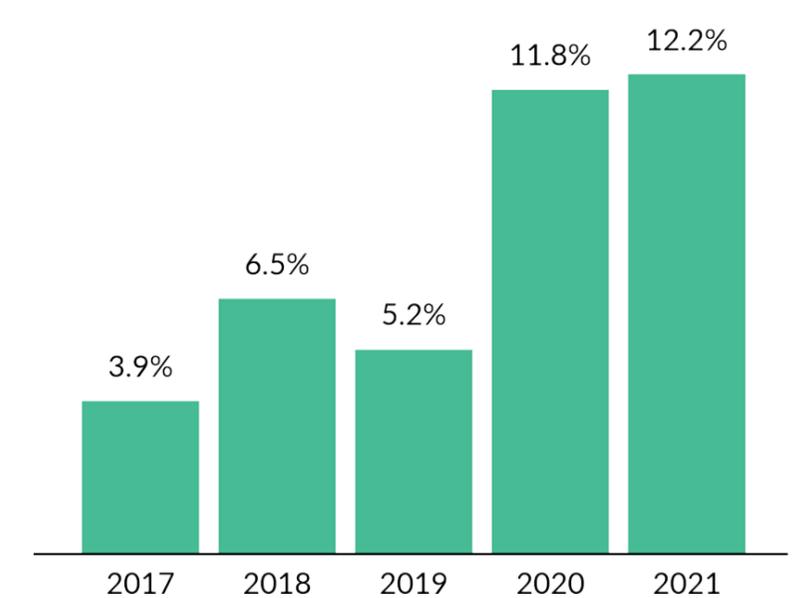
WV Honduras brought the Fragile Contexts Programme Approach together with the Cities for Children Framework in the urban programme in San Pedro Sula, the commercial capital of Honduras. It grew from a seed investment of \$14,000 to a programme budget of more than \$7 million in local and international funding, reaching and benefiting more than one million people.

Percentage of urban programming funding out of total organizational funding



Graph 1: Urban programmes funding

Percentage of urban programming funding out of total grant funding



Graph 2: Grant funded urban programmes

Data from OECD showed that official development assistance (ODA) spending on urban increased by 12% from 2015 to 2019. Specifically, of the overall ODA in 2019, spending targeting urban projects were 3% of the overall disbursements. Spending on urban programmes increased from \$6.9 billion in 2015 to \$9.5 billion in 2019 marking a significant increase.

Through the Citywide Self-sustaining Model, urban programmes are encouraged to leverage the opportunities of working in cities and engaging new supporters to diversify and sustain programme funding. Opportunities to diversify urban programme funding include local fundraising (including private sector and corporate support), child and community sponsorship, grants, and use of private funds in fragile urban contexts.

Urban programmes contributing to the Cities for Children Framework are increasingly demonstrating an ability to effectively leverage seed or core funding (through child sponsorship in stable contexts or private funding and grants in fragile urban contexts) to secure complementary funding from diverse sources.

Funding diversification examples:

Country	# of urban programmes reported	Total budget for urban programmes reported	% Segregation of the 2021 urban programmes total budget						Max # of funding sources per urban programme
			International Child Sponsorship	Local Child Sponsorship	International Private Non-sponsorship	Local Private Non-sponsorship	Multilateral Grants	Other	
India	7	\$5,144,495	71%	5%	7%	16%	1%	0.2%	5
Philippines	5	\$1,303,586	12%	15%	59%	13%		0.2%	3
Lebanon	4	\$18,041,194	2%		11%		87%		3
Vietnam	4	\$1,697,131	83%			11%	5%	1.3%	3
Bangladesh	6	\$3,721,804	77%		19%		3%		2
Sri Lanka	2	\$945,000	42%		26%		32%		2
Nepal	2	\$1,292,929	69%		31%				2
Sierra Leone	1	\$300,000			100%				1
Guatemala	1	\$121,244			100%				1
Eswatini	1	\$4,567,464					100%		1
Colombia	22	\$2,570,482	76%	24%					1
Senegal	1	\$90,949					100%		1
El Salvador	6	\$2,400,140	100%						1

Table 3: Funding diversification examples

Table 3 provides examples from existing urban programmes, showing the overall budget per country for the total number of urban programmes by funding source. The last column shows the largest number of funding for at least one of the programmes within the country. This will be further explored during 2022 to generate practical lessons and recommendations of enabling factors that other country offices can adopt to diversify their urban programme funding portfolio.

Seed funding availability is crucial for the establishment of urban programmes in the first cycle of programme implementation. While contextual conditions and sectoral needs vary greatly, there is general agreement among the country and support offices consulted that seed funding for a minimum of three years, ranging from \$40,000 - 300,000, can enable the establishment of an urban programme, particularly in contexts of high donor interest and mature local fundraising. The seed funding enables the country office to better understand the urban context, to build connections with urban residents and with local decision makers through partnering to address light community issues through quick, efficient and impactful interventions that can be expanded on later to cover more complex urban issues.



OUTLOOK AND PRIORITIES FOR WORLD VISION'S URBAN PROGRAMMING

The global urban programming team will prioritise the following actions in order to continue to contribute to World Vision's global strategy for urban programming with a stable, diversified funding base enabling sustained positive impact in the lives of vulnerable girls, boys and adolescents who are subject to extreme deprivation, gender inequality and social exclusion, fragility, climate change and pandemics in urban areas.

- Support country offices in developing **urban roadmaps and incorporating urban contexts as part of child vulnerability mapping and strategy development processes** based on the prioritised most vulnerable children in urban areas.
- Support country offices in **diversifying funding for urban programmes based on local funding landscape assessments and available resources within the cities**, and in reference to the documented learning from other World Vision offices. This includes the use of child sponsorship for stable and private funding for fragile urban contexts as seed funding, to be used as a foundation to secure complementary grants, corporate and private local funding support.
- Continue **developing the capacities of technical specialists** in global teams, urban practitioners in country and regional offices, and focal persons in funding offices to provide peer technical support in respective offices and regions to ensure consistent application of the Citywide Self-sustaining Model and Cities for Children Framework.
- Support programme adaptation by country office teams and revision of World Vision's **technical resources** to provide guidance in relation to urban contexts analyses and programme adaptation. This process is backed up by local, regional and global research, case studies and experiential learning.

In addition to the above, World Vision's commitment to expand work in fragile contexts is complementary to the scale-up of urban programmes, as these two contexts intersect in fragile cities, which are some of the world's most dangerous and hostile places for children. **Work in urban fragile contexts is anticipated to become a prominent aspect of World Vision's commitment to reach and benefit the most vulnerable children.** The urban programming team will continue to learn from country offices working in fragile urban settings and synthesise the learning to inform the organisation's programming approaches and operating models that are relevant to urban fragile contexts.

The Urban Programming business plan to 2025 (in progress) sets out the intent and scope of urban programming scale-up as part of the global strategy.





URBAN REPRESENTATIVE GROUPS

Country and Regional Office Urban Champions

To support urban programming scale-up across the World Vision partnership, the Urban Champions initiative was launched in August 2021. Urban focal representatives from three regional offices and 15 country offices are members that contribute to strengthening capacities in urban programming and supporting the global urban programming team in integrating an urban lens in the national strategies' development and revision or in developing new or redesigning urban programmes in their respective regions. Urban champions are:

Albert Muraisa, Zimbabwe	Geeta Dongol, Nepal	Shirley Hidalgo, Venezuela
Sherpard Gudyani, Zimbabwe	Sopheap Chea, Cambodia	Miguel Martinez, El Salvador
Musa Mkhumane, Eswatini	Chifadel Mabolo, Philippines	Tedangbe Dubaibe, Senegal
Onias Hlungwani, Eswatini	Monju M Palma, Bangladesh	Richard Okai, Sierra Leone
Ernest Fraser, South Africa	Rosaly Ledezma, Bolivia	Linly Gula, SAPO
Joyce Gitao, Kenya	Thiago Machado, Brazil	Marco T Villela, LACRO
Rima Ghanem, Lebanon	Dephin Mpofu, SARO	

The Urban Leadership Team

Global urban programme priorities are shaped and validated by the Urban Leadership Team who meet regularly to ensure priorities are informed by country and office perspectives. Urban Leadership Team members are:

Thiago Machado, Brazil	Anil Joseph, India	Jose Carballo, Canada
Dickens Thunde, Ghana	Marco Villela, Central America	Fiona Soh & Joanne Tan, Singapore
Joyce Gitao, Kenya	Margareta Wahyu Wijayanti, Indonesia	Mari Ito, Japan
Rami Shamma, Lebanon	Johny Noya, Indonesia	Stefan Sengstmann, Germany
Sagor Marandy, Bangladesh	Richard Okai, Sierra Leone	Marc Herzog, Germany

GLOBAL URBAN PROGRAMMING TEAM



Aline Rahbany
 Technical Director, Urban Programming
 Based in Toronto, Canada
aline_rahbany@wvi.org



Rami Zoueini
 Advisor, Urban Programming
 Based in Beirut, Lebanon
rami_zoueini@wvi.org