



# World Vision's

## Development Programme Approach



# FOCUSING on Children

World Vision's approach to programming aims to improve the well-being of children, especially the most vulnerable. Our development approach focuses on children, and seeks to enable their families, local communities and partners to address the underlying causes of poverty.

These root causes are not just lack of access to the basic necessities of life like water, food or health care, but also include inequities like gender or ethnic discrimination, or abusive practices like exploitation or domestic violence that affect a child's well-being.

*World Vision's focus on children is captured in our  
Child Well-Being Aspirations and Outcomes.*

<b>GOAL</b>	Sustained well-being of children within families and communities, especially the most vulnerable			
<b>ASPIRATIONS</b>	Girls and Boys:			
	Enjoy good health	Are educated for life	Experience the love of God and their neighbours	Are cared for protected and participating
<b>OUTCOMES</b>	Children well nourished	Children read, write and use numeracy skills	Children grow in their awareness and experience of God's love in an environment that recognises their freedom	Children cared for in a loving, safe family and community environment with safe places to play
	Children protected from infection, disease and injury	Children make good judgements, can protect themselves, manage emotions, and communicate ideas	Children enjoy positive relationships with peers, family, and community members	Parents or caregivers provide well for their children
	Children and their caregivers access essential health services	Adolescents ready for economic opportunity	Children value and care for others and their environment	Children celebrated and registered at birth
		Children access and complete basic education	Children have hope and vision for the future	Children are respected participants in decisions that affect their lives
<b>FOUNDATIONAL PRINCIPLES</b>	Children are citizens, and their rights and dignity are upheld (including girls and boys of all religions and ethnicities, and HIV status, and those with disabilities)			

*World Vision has chosen four targets as a priority, because these have the greatest impacts on the most critical needs of children*



## Child Well-Being Targets

- ◇ Children report an increased level of well-being
- ◇ Increase in children protected from disease and infection
- ◇ Increase in children well nourished
- ◇ Increase in children who can read by age 11

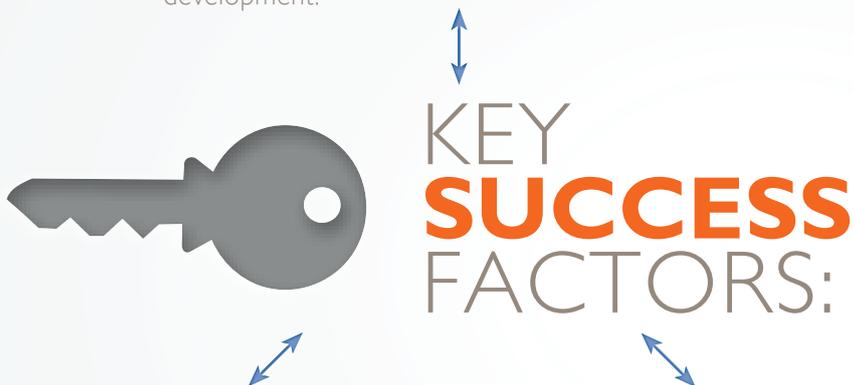
## Key Success

# FACTORS for World Vision's Development Programmes

World Vision's development approach is based on good practices we have learned from decades of our work, as well as the success of other organisations. It is flexible and adaptable to different contexts. It allows for innovation. This approach requires continual reflection and dialogue with children and communities. Engaging communities and establishing local partnerships helps to bring long-term sustainable change for children and their families.

### Committed and competent staff

- Seeking God's presence and help through prayer and reflection, and through listening to children, the poor and partners.
- Engaging in regular reflection and learning with communities, leading to improved quality of our work
- Ensuring programme staff have the core competencies required to fulfill their roles and have opportunities for further development.



### Resources

- Ensuring appropriate financial and technical resources to achieve child well-being outcomes.

### Local context

- Understanding the underlying causes of poverty.
- Recognising and addressing the unique and different needs of girls and boys, men and women.
- Community engagement, respecting community members and engaging them fully in the programme cycle.
- Working with communities to identify and include the most vulnerable children and their families.
- Maintaining a good relationship and on-going dialogue with children and their communities, especially the most vulnerable.
- Partnering with local organisations, local churches, community leaders, government officials and civil society organisations.

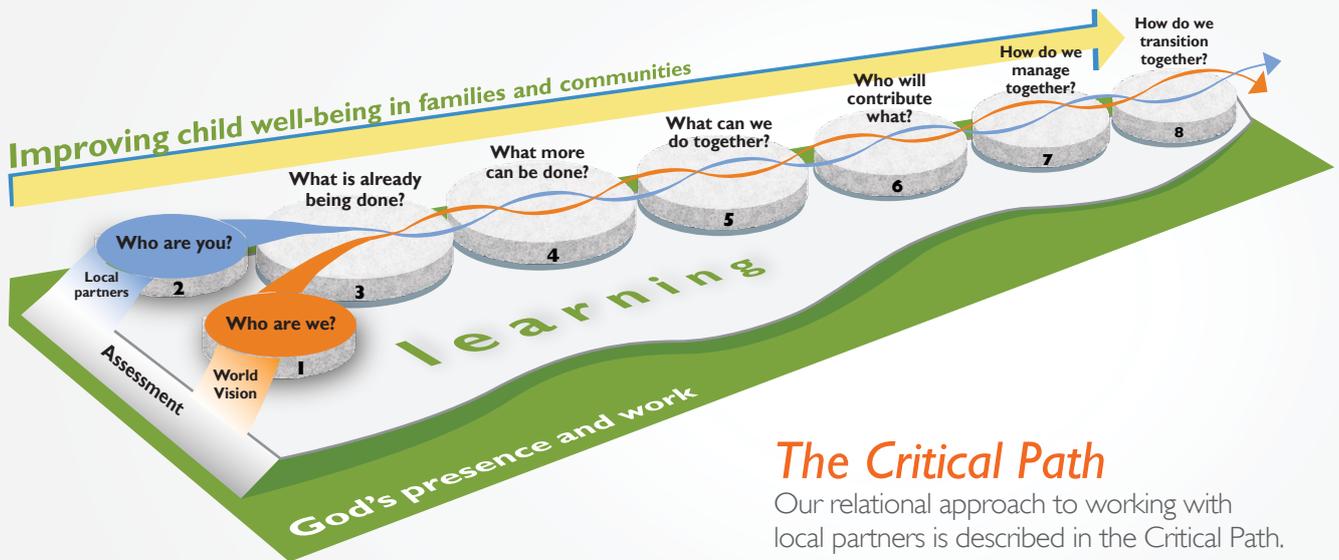
**ALL OF THESE ARE**  
ESSENTIAL ELEMENTS  
**FOR IMPROVING THE**  
WELL-BEING OF **CHILDREN**



# Engaging with **COMMUNITY & PARTNERS**

World Vision programmes work with carefully selected local partners to improve and sustain children's well-being. Building on the roles and abilities of partners can multiply the resources and help that reaches children. Partners include government, churches and other faith-based organisations (FBOs), non-governmental organisations (NGOs), community-based organisations (CBOs), local businesses and informal community groups – including groups of children and youth, where this is appropriate for age and local culture. Most of these groups were in the area before World Vision arrived and will be there long after World Vision departs. World Vision can be a catalyst that helps key groups come together to focus and collaborate on local child well-being priorities, and offers ongoing capacity-building support.

It is the duty of governments to provide essential services to citizens – including education, health care, and basic public safety and protection. But in some communities where children have urgent needs, there is little or no government or civil society able to provide these services. In such contexts, World Vision will consider a more direct role in delivering services, but only in a way that models and promotes a well-functioning government and civil society.



## *The Critical Path*

Our relational approach to working with local partners is described in the Critical Path. It consists of eight steps to help World Vision work with partners towards child well-being. It can be used over and over as changes occur and more information becomes available. Accountability to children and communities is built into the Critical Path. It includes reflection, information sharing and participation, and ensures that we hear feedback or complaints.

## **Working With Volunteers**

**Committed community volunteers make important contributions to the well-being of children in many projects.**

- 1 We work with partners and community leaders to identify good volunteers.
- 2 We support volunteers as needed through training, coaching and other ways.
- 3 We provide public appreciation of volunteers and the role they play – emphasising that they are volunteering for children and the community, not for World Vision or other partners.



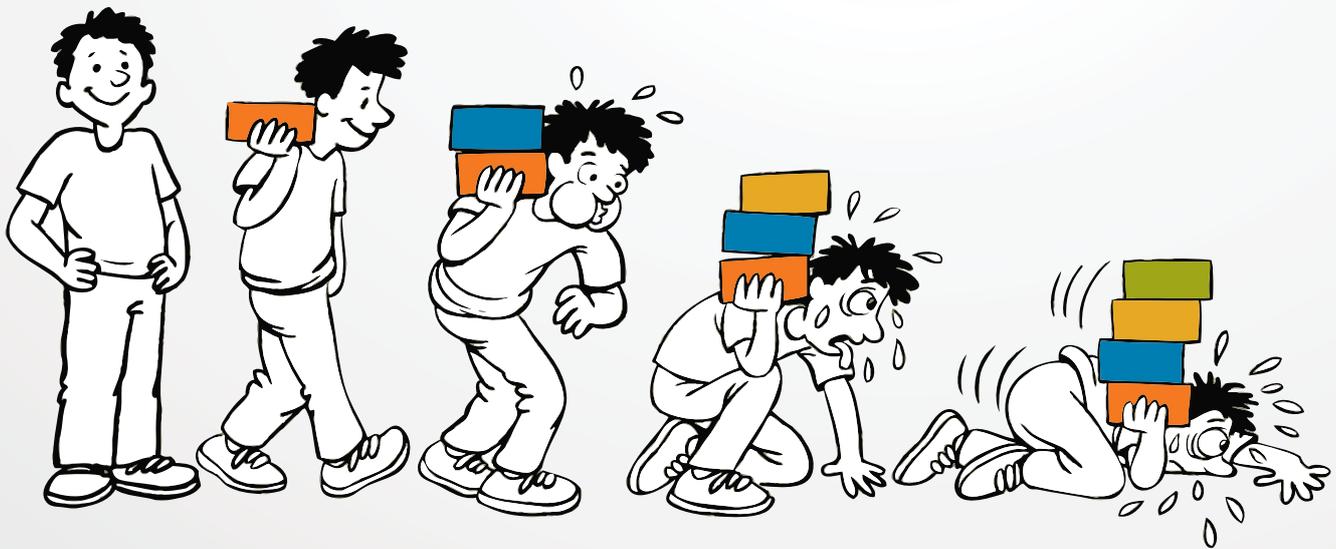
# INCLUDING the most **vulnerable**

World Vision works with communities and partners to ensure that the most vulnerable children and families are identified and included in programme activities.

## *Four key factors that help identify the most vulnerable children:*

- Abusive or exploitative relationships where there is violence or use of a child for labour or profit.
- Extreme material poverty of the child, or their caregiver.
- Severe discrimination or social stigmas that prevent children from getting services or having opportunities.
- High risk of harm because of a catastrophe or disaster.

Vulnerability is a scale, not a permanent state of being. Many children are vulnerable to some degree, and may become increasingly vulnerable until they reach the point we would call 'most vulnerable.'





# Sponsorship in PROGRAMMING

Programmes with child sponsorship make sure that registered children (RC) are among the primary participants and beneficiaries. The steps to this are:

- 1 Help communities understand World Vision's way of doing child sponsorship. Encourage community and volunteer participation and ownership in sponsorship
- 2 Select children
  - ◇ from communities where programmes will have activities for them.
  - ◇ based on the correct age group for children who would benefit from your programme activities.
  - ◇ gaining advice from communities when you develop the criteria and process.
- 3 Over the first two or three years of your programme, reach the total number of registered children planned for the life of the programme.
- 4 Monitor child well-being
  - ◇ focusing on the well-being of children, not just on filling out sponsorship paperwork!
  - ◇ encouraging community ownership and volunteer participation.
  - ◇ using child monitoring data to adjust and refine your programming.
- 5 Find fun and meaningful ways of working with children and ensuring effective communications with sponsors

## Sponsorship Minimum Programming Standards

Sponsorship Minimum Programming Standards describe minimum expectations for programmes with child sponsorship. By including registered children and their families in the activities of programmes that intentionally contribute to Child Well-Being Targets, your programmes will meet World Vision's minimum expectations for the well-being of registered children.

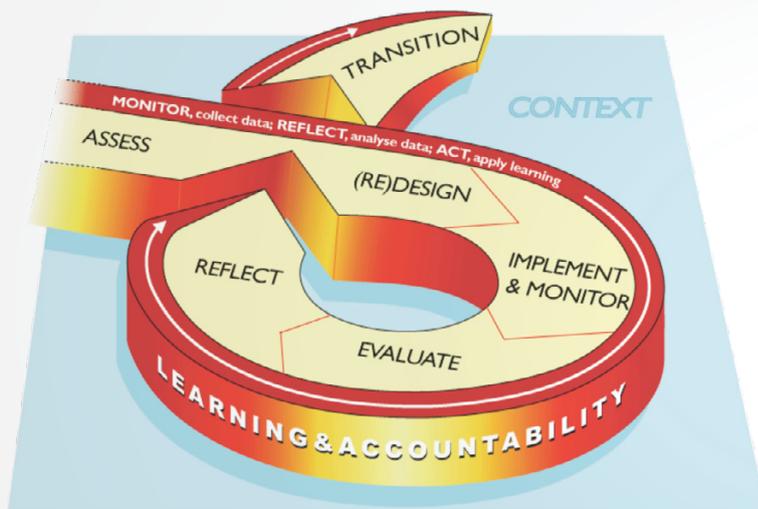
Child Well-Being Aspirations	Sponsorship Minimum Programming Standards (SMPS) for Child Well-Being Outcomes	
	Age Group	For Children in Active Programme Areas (including Registered Children)
Enjoy good health	0-59 months	Children (including RC) are included in activities for the health and nutrition of women and children, and reducing under-five & maternal mortality.
	0-18 years	Children can access community-based emergency health and nutrition support. Indicators of malnutrition are addressed.
Educated for life	Primary school age	Children (including RC) are included in activities that help them access education and acquire functional reading, basic maths and essential life skills
	Secondary school age	
Experience the love of God and their neighbors	All programmes	Programmes address children's spiritual nurture in partnership with local churches, and are sensitive to national strategy and context.
Cared for, protected and participating	0-18 years	Full compliance with child protection standards. RC are selected from the active programme areas. Programmes promote participation of RC and their families or caregivers, together with other children in the active programme



# PROGRAMMING REQUIREMENTS

## LEAP (*Learning through Evaluation and Accountability and Planning*)

- World Vision programmes follow the LEAP cycle every three to five years with an evaluation or an in-depth review at the end of each cycle, drawing on monitoring data.
- Do not plan for more than three or four projects in any one programme cycle.
- Programme plans and budgets reflect the contribution of the community and all partners. Budgets are not based only on what World Vision funds.
- Programme budgets are based on the designs of projects. They are not primarily based on the number of registered children.
- The life span of a programme depends on how well it achieves selected child well-being outcomes. Our approach does not recommend a fixed life span for programmes.



## Disaster Risk Management

- Work with local stakeholders to promote community development as well as local ownership of a plan for reducing disaster risk.
- During disasters in which outside help is needed, work with communities and partners to ensure that assistance is provided based on needs, and that the most vulnerable are protected.
- Working with local governments when responding to disasters is important, as they play an important coordinating role.

## Local Advocacy

Local advocacy is a key part of World Vision's Development Programming Approach.

Our local advocacy:

- Targets policies and practices that affect the daily lives of children and other citizens.
- Empowers communities to make sure government and other authorities deliver on their promises for child well-being.
- Uses important information, learning and stories from the local community when working in advocacy at the district, state, province and national level.
- Emphasises Citizen Voice and Action and Child Protection Advocacy.

# Key World Vision GLOBAL RESOURCE MATERIALS <sup>to</sup> help you

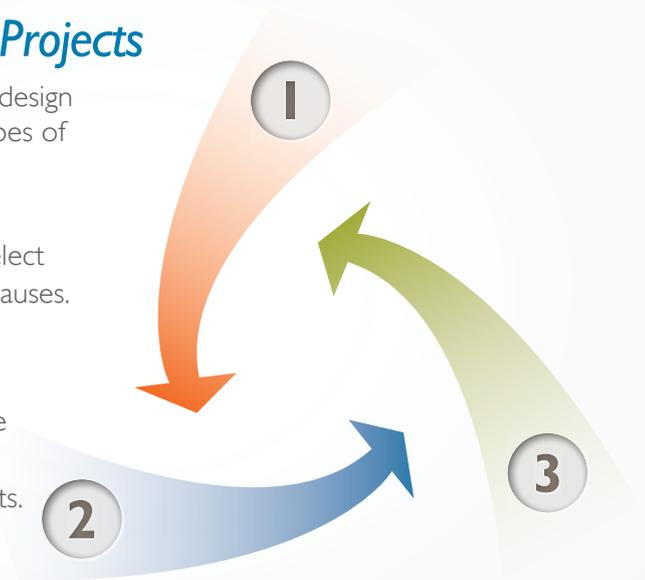
## #1 Guidance for Development Programmes

- World Vision's *Guidance for Development Programmes (GDP)* is an integrated set of resource materials available to support World Vision development programme staff.
- The *Handbook* describes the essentials of World Vision's Development Programmes and provides links to other resource materials. These materials are available online at: [www.wvdevelopment.org](http://www.wvdevelopment.org)

## #2 Technical Resources for Designing Projects

World Vision works with communities and local partners to design shared projects that make child well-being a priority. Two types of resource document have been developed for this:

- **Analysis, Design, and Planning Tools (ADAPTs):** Tools to help World Vision and partners analyse root causes and select project models and/or local approaches to address these causes.
- **Evidence-based promising practices (Project Models):** Globally recognised good practices for improving child well-being that can be adapted for your context. Can be combined with one another and with local approaches to design a technically sound project that builds on local efforts.



## #3 Developing Staff Competencies

Competencies have been defined for key programme staff roles, including Team Leader and Development Facilitator.

- The *Integrated Competency Development Learning Resources* have been developed to support National Offices and Team Leaders in strengthening these competencies. These can be used with flexibility, as needed in your context.