



World Vision®
Uganda



OUR PROGRAMME OPERATIONS OVERVIEW

World Vision Uganda

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References

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LIST OF ACRONYMS

ADP	Area Development programme
CBOs	Community-based organisations
FBOs	Faith-based organisations
GAM	Grant Acquisition and Management
GIK	Gifts in Kind
IMT	Integrated Ministry Team
IPD	Integrated Programmes Division
NGOs	Non-government organisation
QA	Quality Assurance
RC	Registered Children
WASH	Water, Hygiene and Sanitation
WVI	WorldVision International
WVU	WorldVision Uganda

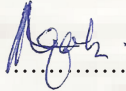
foreword

This document is a compilation of key information about World Vision Uganda's (WVU) programme operations. It highlights the role of the Integrated Programmes Division, World Vision's programme development approach and a snap-shot on the integrated ministry. The division is mandated to manage and implement all integrated programmes in WVU.

It shows the good practices used by the programmes team towards achieving set objectives and a deliberate 'journey' (determined by who WVU works with and how) taken towards the improvement of child well-being especially among the most vulnerable communities.

On-behalf of the World Vision Uganda leadership, I would like to acknowledge the hard work, dedication, passion, creativity and commitment of staff and partners towards strengthening WV's development approach through both sponsorship and grant- funded projects.

The division intends to share good practices and success achieved as a result of our programming approach. I therefore, encourage field teams and others to share their challenges and successes as we move forward.



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Tom Robert Mugabi

Integrated Programmes Director

World Vision Uganda

Who we are



World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and their communities worldwide to reach their full potential by tackling the causes of poverty and injustice. World Vision has been working in Uganda since 1986. The organisation is registered as World Vision Uganda, a development agency with a governing board.



Our Mission: To follow our Lord and Savior Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God.



Our Vision: Our vision for every child, life in all its fullness; Our prayer for every heart, the will to make it so.



Call and Aspiration: World Vision Uganda (WVU) aspires to a Uganda in which children (girls and boys) are empowered to enjoy their well-being; with households and communities committed and empowered to provide and demand for the physical protection, psychosocial and spiritual needs of their children.

Our programmes

World Vision Uganda operates in over 40 districts country-wide through 48 long-term (15-year) Area Development Programmes (ADPs) and over 50 grants. Our programmes support over 1.3million vulnerable children through interventions in health and WASH (water, sanitation and hygiene), education, child protection and livelihoods and food security.

Programmatic strategic direction, integrated planning and operations management for sustainable child well-being are provided by the Integrated Programmes Division (IPD). The division is comprised of the teams below;

- Regional programmes and operations (clusters/ADPs/grants)
- Sponsorship operations management
- Child protection
- Gender and development
- Advocacy and justice for children
- Disaster risk reduction management and emergence responses structure
- Gifts in kind (GIK) planning and operations
- Development and communications



School children taking porridge during lunch in Oyam district

Integrated programmes division mandates

Goal

To ensure that WVU programming is contributing towards child well-being by delivery according to agreed upon models and standards informed by internal and secondary learning, as well as using programming excellence towards advocacy and networking.

Mandates

- Ensure programming is in line with partnership and WVU strategies
- Ensure programme portfolio is directed according to set management standards and targets
- Acquire resources to achieve the organizational strategic objectives
- Build and strengthen networks and partnerships with strategically identified stakeholders to improve learning, influence, competitiveness and visibility to realise sustainable impact on child well-being outcomes
- Lead the integration of advocacy in programmes to achieve policy influence and implementation at community, district and national level resulting in protection of children's rights and improved well-being.
- Manage child sponsorship and child protection in line with WVI and national standards
- Conduct action research, documentation, publication and establish an information system for organizational learning in line with the WVU strategy and emerging landscape
- Develop standards, guidelines and approaches for quality programming and monitor for compliance
- Build capacity in specialist areas including design, monitoring and equaluation to equip staff and partners with adequate skills for implementation
- Design and manage an integrated Monitoring and Evaluation system

Our Development Approach



A child fetching clean water at a protected water source

World Vision's development approach focuses on children, and seeks to enable their families, local communities and partners 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.

Commitment to sustainability:

In partnership and collaboration with communities and partners, WVU contributes to the sustained well-being of children by working at four levels:

Children:

Empowering children, especially the most vulnerable with good health, spiritual and basic abilities and skills (including literacy, numeracy and essential life skills) that will enable them to be productive, contributing citizens and agents of change throughout their lives.

Households and families:

Improving household resilience, livelihood and care giving capacity. Care giving capacity includes physical, psychosocial and spiritual care as well as issues of resource allocation and gender equity within households to ensure increased income and assets which lead to improved child well-being for boys and girls.

Community:

Strengthening the resilience and capacity of communities and partners to respond to present and future challenges to child well-being including disasters.

Enabling environment:

Working to ensure that systems, structures, policies and practices support and protect the well-being of children, especially the most vulnerable and enable meaningful participation of children.

The four aspects of WV's Development Approach

The 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 and allows for innovation. Engaging communities and establishing local partnerships helps to bring long-term sustainable change for children and their families.

The figure below illustrates WV's development approach. It has four main aspects and how they contribute to child well-being.



Enabling factors

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 that 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.

Contributing to child well-being

World Vision's integrated approach describes child focus as prioritising children especially the poorest and most vulnerable and empowering them together with their families and communities to improve their well-being.

Child well-being aspirations outcomes and targets

The child well-being aspirations are WV's way of describing a holistic picture of child well-being and providing a common language for WV staff across the partnership.

The four aspirations are divided into 15 child well-being outcomes. They describe developmental outcomes of children that contribute to these aspirations. These are presented in the picture below.

CHILD WELL-BEING OUTCOMES

GOAL	Sustained well-being of children within families and communities, especially the most vulnerable			
ASPIRATIONS	Girls and Boys:			
	Enjoy good health	Are educated for life	Experience love of God and their neighbours	Are cared for, protected and participating
OUTCOMES	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 are 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 judgments, can protect themselves and manage emotions and communicate ideas	Children enjoy positive relationships with peers, family and community members	Parents and caregivers provide well for their children
	Children and their caregivers access essential health	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
	FOUNDATIONAL PRICIPLES	Children are citizens and their rights and dignity are upheld (including girls boys of all religions and ethnicities, any HIV status and those with disabilities)		

The four child well-being aspirations are:



Girls and boys enjoy good health.



Girls and boys are educated for life.



Girls and boys experience the love of God and their neighbours



Girls and boys are cared for protected and participating

Serving 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.

The 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 stigma 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'.

Engaging with communities and partners



World Vision's volunteer talks to a community member in Masaka district

WVU's programmes work with carefully selected local partners to improve and sustain children's well-being. 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.

World Vision helps key groups come together to focus and collaborate on local child well-being priorities, and offers ongoing capacity-building support. Where children have urgent needs and there is little or no government or civil society support, WVU provides essential services to citizens – including education, health care, and basic public safety and protection.



Women receiving food aid in Kotido district

Working with volunteers

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

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

Sponsorship in Programming (SIP)

Programmes with child sponsorship make sure that registered children (RC) are among the primary participants and beneficiaries. Child sponsorship builds relationships among children, their families, sponsors and WV staff. Each person in this relationship improves life for the others by sharing resources, hope and experiences.

Sponsorship enhances the focus on the most vulnerable children and enables families and communities with local partners to provide and care for children. And sponsors contribute to children's well-being by funding vital programme work.

Sponsorship enables:

- Strengthening of community efforts towards children's well-being
- Promotion of excellence in sponsorship within programming
- Adoption of fun and meaningful approaches for working with children and effective communications with sponsors
- Development of community ownership of sponsorship processes with appropriate engagement of volunteers and local partners.



Hon. Rukia Nakadama launching the “End Child Marriages Campaign in the presence of WVU’s National Director Gilbert Kamanga in Bugiri district

Advocacy and justice for children

World Vision focuses on local-level advocacy that empowers communities to work towards the sustained well-being of children within families and communities, especially the most vulnerable. Like all advocacy, local-level advocacy works to achieve policy change and citizen empowerment. WV’s leading approaches to local advocacy include the Citizen Voice and Action methodology as well as the Child Protection Advocacy model.

Through advocacy, WVU tackles the root causes of child well-being issues, not just the symptoms for example issues of governance, leadership and capacity. The local level advocacy efforts target policies and practices that affect the daily lives of children and other citizens in the communities where they live. The advocacy team provides tools which empower communities to ensure that government and other authorities deliver on their commitments to child well-being. This leads to better, more accountable service delivery in sectors including health,

nutrition, water, education and social protection.

Communities solve structural and systemic injustices issues by forming networks, partnerships; coalitions and reaching progressively higher levels of government. Local Level advocacy also contributes to advocacy that influences higher or national level policy processes by providing legitimate evidence on which policy dialogue can be based.



A child poses with a locally made doll.

Child protection

World Vision prevents and responds to child abuse (abuse, neglect, exploitation) as well as restoring hope to children whose rights have been violated. Guided by the principle of “Do no harm to children”, WVU takes both preventive and remedial actions to ensure that children with the organization’s programmes are safe and where abuse occurs to ensure that they are supported to recover and appropriate measures taken to deal with perpetrators and protect other vulnerable children.

Together with partners, WVU supports;

- Prevention of exploitation, harmful traditional or customary practices, violence

against children,

- Protection of children living in risky situation in communities and
- Restoration of children who have been abused, neglected or exploited.

Disaster risk management

WVU mainstreams emergency reduction and disaster management/emergency response in programmes in order to build community resilience to disasters, mitigate potential disasters, and ably respond to humanitarian emergencies. In order to effectively manage and respond to emergencies, WVU;

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

Gender and development

World Vision views gender in the context of access to services, economic opportunities, and levels of empowerment (ownership of productive assets, participation in governance, and access to justice). The short, medium and long term focus of gender mainstreaming is threefold:

- Promoting gender sensitive organizational policies including gender balance in staffing and family friendly environment.
- Building institutional capacity to enable gender mainstreaming within WVU and,
- Strengthening systems and structures that promote gender equality and child rights at community, district and national levels.



Sarah Nakate assists her daughter Hawula Nanduija to sit in a wheel chair provided by WVU

GIK resources and management

Gifts in Kind (GIK) are resources; high-quality new items donated to assist those in need. They are acquired by WV based on 'field requests and WVU's sectoral focus from corporations and organizations not individuals. GIK contributes approximately 30% of the funding for World Vision Uganda.



A child learns how to build

Towards integration

In order for IPD to achieve holistic child well-being, it is a member part of the three-fold Integrated Ministry Team (IMT). Others members include Quality Assurance (QA) and Grant Acquisition and Management (GAM) divisions. With integration, all teams are correctly intertwined with each knowing its role and how it contributes to the WVU strategy and over-all well-being of children.


There are two spheres of work; the first sphere is largely with operations and

response to humanitarian emergencies and relates to practical implementation of programmes with a traditional emphasis on ADPs (funded through sponsorship) and projects (funded through grants). The second sphere is on ensuring quality delivery of our programming and resource mobilization which fall under QA and GAM respectively.

Why integrate?

Integration is important because of the following reasons:

- It presents a united image of WVU at field level as opposed to a disjointed series of projects that confuses communities.
- It takes advantages of economies of scale (e.g. one vehicle used by two projects within the same location instead of two).
- By using common approaches and common indicators collected across the country and over time potentially gives WVU a massive comparative advantage over the competing agencies for scarce funds.
- It allows for more learning to be cumulated and incorporated into future programme designs thus increasing programming impact and marketability.

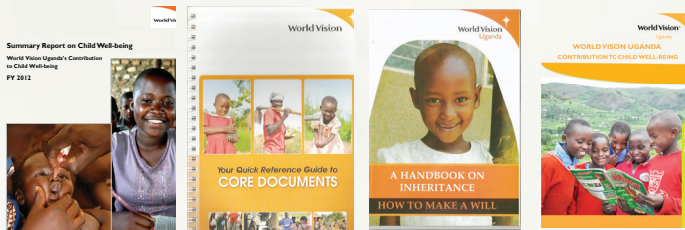


Objectives of the Integrated Ministry team

- Clearly defines roles and responsibilities of the ministry team
- Clarifies roles and responsibilities of specialists
- Enhances coordination and accountability
- Optimizes utilization of organizational resources for impact
- Shares understanding of the integration process
- Enhances capacity of staff and the organisation

Ministry quality

While the Quality Assurance division incorporates the majority of technical functions, GAM provides expertise in guiding grant implementation and resource acquisition and recruits and manages additional technical specialists.



Key jobs for specialists embedded in the integrated ministry team:

1. Development of products, strategies and guidelines: These are informed in alignment field level experiences, WVI models, Support Offices models, National Office strategies and international sector standards and donor interest.

2. Quality assurance: Support the implementation and monitoring of projects against the strategy, design documents and standards towards desired project/ programme outcomes.

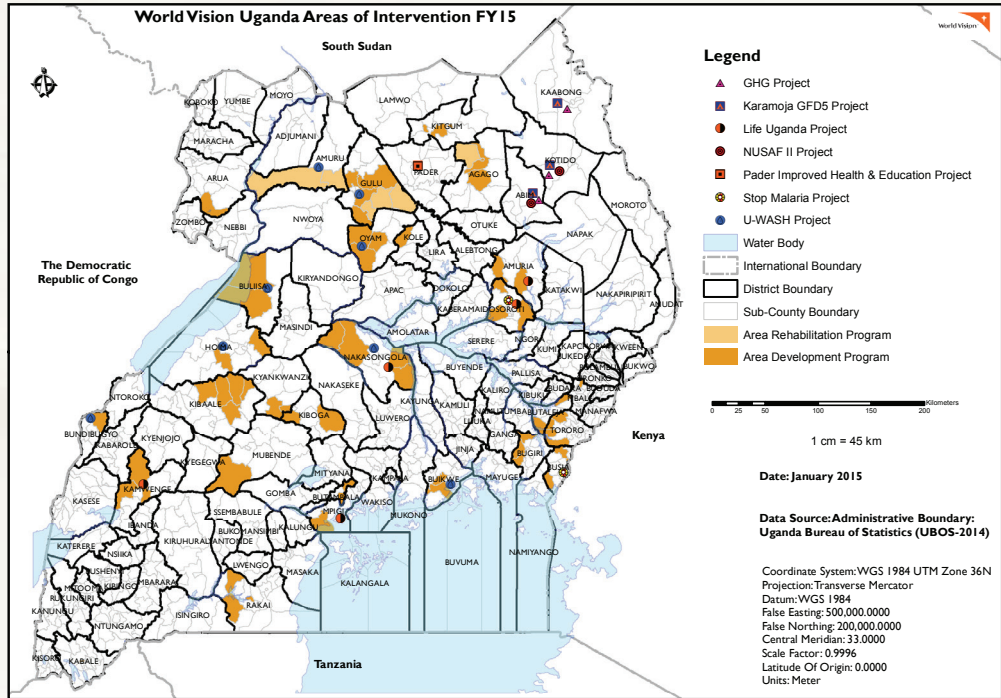
3. Learning and piloting: As a learning organisation, WVU seeks to enhance impact through innovation and piloting new initiatives. Specialists are required to be informed of national and industry wide trends, incorporating relevant recommendations into WVU's programming.

4. Capacity building: WVU has few specialists and a team of generalists who work with partners that have the necessary expertise to deliver ministry products.

Specialists are required to build the capacity of staff and partners through a wide selection of methods to ensure that adequate skills exist for each project model.

5. Resource acquisition: Specialists are required to inform proposal development for funding opportunities with up-to-date WVU programme implementation data, methodologies, activities, background information on national level strategies and industry standards.

A map of Uganda Showing World Vision of Areas of Operation in 2015





**Our vision for every child,
life in all its fullness;
Our prayer for every heart,
the will to make it so.**

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