World Vision’s Integrated Programming Model
SESSION OUTLINE 😊😊

- Introduction to the IPM Model – its key components
- Introduction to partnering – why partner
  - Look at the different sectors in society and their contribution for CWB
- Defining Partnering in IPM

- Partnering in the IPM Model – along the CP
  - Use the CP – how partnering occurs along the CP
- Discussion - way forward for CASA
World Vision’s Journey of Focus on Children:

- **1960s:** Orphanages and child care institutions
- **1970s:** Family-to-family programs. Child care in context of families
- **1980s:** Traditional community development with sponsorship
- **1990s:** Mission Statement: “…focused especially on the needs of children”
  - Area Development Programmes. Varied approaches
- **2000s:** Triennial Council: “…focused especially on the well-being of children”
- Vision Statement. Transformational Development framework
  - Increased partnership priority of HEA and Advocacy/Public Policy
- New sponsorship paradigm: Sponsorship for Transformation
- **2006-09:** Partnership Strategy Process: Model of Ministry &
  - Integrated Focus: Christian, Community-based, Child-Focused
- Integrated Programming Model
- Child Well-being Outcomes and Indicators. Ministry Framework.
The Current ADP Model

- Large geographical areas with unrealistic target populations
- Thinly spread
- No specific development facilitation process – no single or specific ADP Model
- Limited partnerships
- Service delivery oriented
- Overworked ADP staff
- Specific approach to child focus lacking
The Development Of The Integrated Programming Model

- A review of the current programming approaches of ADPs and other WV programmes, as well as best practices in relevant programming of other organisations was carried out.

- The development of an integrated programming model based on the findings of this review, through partnership-wide co-creation including piloting in multiple contexts began.

- This led to the development of the Integrated Programming Model for World Vision.
The model is intended to:

- Enable operationalisation of WV global, regional, and national strategies at local level
  - Our integrated focus
  - Principle level choices
  - Ministry framework

- IPM provides operational guidance in alignment with the Ministry Framework for longer-term programmes at the local level.

The Ministry Framework approaches describe the way World Vision operationalises the ministry principles.
The Integrated Programming Model

- IPM is the model for the next generation of World Vision’s longer term programmes at the local level.
- It serves as a platform for integrating World Vision’s ministry at local level.
- The model equips WV staff at local level to facilitate dialogue among children, families, and partners that leads to a shared vision, priorities, and action for child well-being. The child well-being outcomes provide a basis for this.
The Integrated Programming Model

The integrated programming model equips World Vision local-level staff to work effectively with partners toward the sustained well-being of children within families and communities – especially the most vulnerable.
The Integrated Programming Model

Sustained well-being of children within families and communities – especially the most vulnerable

- Working with partners
- Contributing towards child well-being
- Equipping local-level staff
- Basic programme parameters
The Integrated Programming Model

Sustained well-being of children within families and communities – especially the most vulnerable

- Working with partners
- Contributing towards child well-being
- Equipping local-level staff
- Basic programme parameters

Includes:
- Child well-being outcomes
- Child participation
- Project models
- Measurements
Sustained well-being of children within families and communities, especially the most vulnerable

Includes:
- Understanding of partnering
- Types of partnering
- The Critical Path
- Programming tools

Includes:
- Child Well-being Outcomes
- Child participation
- Project models
- Measurements (including Indicators for CWBO)

Working with partners

Contributing towards child well-being

Equipping local-level staff

Basic programme parameters

Includes:
- Roles of WV local-level staff
- Key competencies
- Management support

Includes:
- Geographic size
- Target populations
- Life span and cycle
- Resourcing
- Disaster management
- Governance
- Accountability
- Sponsorship programming (where applicable)
WORKING EFFECTIVELY WITH LOCAL PARTNERS

- World Vision partners with existing groups, organisations, and institutions in communities so that more children can be reached more effectively and sustainably.
- Partnering approach is based on a strong understanding of partnering and unique interactions with various types of partners.
- Following the Critical Path provides guidance for engagement with local partners and communities.
- Programming tools support WV staff at each step of the Critical Path.
Partnering seeks to build on and strengthen existing efforts and helps avoid duplicating or undermining the work of those already contributing.

Partnering can enable innovation and expand influence.

Partnering enables us to operationalise our strategy, live out our values, and fulfill our mission and vision.
World Vision defines partnership as:

An *active relationship* between organisations or groups that has reached a mature, defined stage of co-operation outlined and governed by an informal or formal *agreement*. Such an agreement aims to *combine resources and expertise* of all partners to carry out a specific set of activities around a *common purpose* and for *mutual benefit*. 
FOR WORLD VISION, PARTNERING IS …

A strategic collaboration between different parties – sometimes but not always from different sectors of society – where each:

- Contributes resources and competencies
- Shares risks as well as benefits
- Works towards a common goal
FOR WORLD VISION, PARTNERING EXISTS WHEN …

• An active relationship between organisations or groups reaches a mature, defined stage of co-operation that is
  • outlined and governed by an informal or formal agreement to
    • combine their resources and expertise to
      • carry out a specific set of activities
        • toward the well-being of children
        and for mutual benefit.’
For World Vision, partnering relationships ... 

Vary significantly in depth, duration, and formality depending on the local context.

The range includes:

- Simple coordination of activities and information sharing
- Resourcing agreements to carry out certain activities
- Full partnership relationships
- Coalitions, often involving many stakeholders
When developing partnering relationships, WV programme staff …

- Act as mobilisers, catalysers, facilitators, negotiators, and partners
- Facilitate technical and organisational capacity building for local organisations
- Work to develop coalitions of partners focused on the well-being of children, especially the most vulnerable
- Work with these partners to engage other partners over time
Experience tells us...

Partnerships, to be effective and to maximise value, need to be:

- **More clearly defined** (at least between partners)
- **Better understood** (in terms of what motivates the partners)
- **Approached systematically** (using frameworks and tools)
- Underpinned by some **key principles**
- Based on **flexible agreements** (perhaps new types)
- **Accountable** (perhaps in new ways)
- **Evaluated** (perhaps in new ways)
- **Part of a bigger picture** (in ways that may ‘change the rules’)

[The Partnering Initiative logo]
<table>
<thead>
<tr>
<th>Principles</th>
<th>Rationale</th>
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| WV Strategy-led         | Responds to national, regional and global strategies. Ensures that partnering activities are aligned with WV’s integrated focus and principle-level choices:  
                          | o Empowering communities  
                          | o Focusing on the greater well-being of children, especially the most vulnerable  
                          | o Tackling the causes of poverty  
                          | o Reflecting our Christian values.                                                                 |
| Equity                  | Leads to mutual respect between partners, recognising the value and important contribution each brings into the relationship.                  |
| Transparency            | Develops trust between partners which is foundational to a strong relationship, and where there is accountability for the desired results. A trust relationship provides a foundation for other opportunities to collaborate. |
| Mutual benefit          | Leads to sustainability as all partners recognise the individual and collective benefits of working together to achieve change.                  |
| Results-oriented approach | Recognises that programme interventions must be relevant and practical to achieve measurable results.                                          |
| Responsibility          | Ensures that partners have an ethical obligation to each other to accomplish their tasks responsibly, with integrity. Partners should only make commitments to specific activities when they know they are able to carry them out. |
| Complementary           | Each member of the partnership has something to offer which would complement what others have to offer. Partners recognise the need for working together to accomplish a particular objective. Complementing each other and building on each other’s experiences and capabilities is a key principle for successful partnerships. |
| Means rather than an end | Partnering is a process rather than a solution. Working in partnership is a priority for WV. It facilitates more sustained well-being of children and promotes long term development by building local capacities. |
EQUITY

(Is this equitable behaviour?)
TRANSPARENCY

(Is this a good basis for a good working relationship?)
MUTUAL BENEFIT

(Whose interests are best served in this scenario?)

Illustration: Guy Venables
Why do these principles matter?

EQUITY → because it leads to

RESPECT

TRANSPARENCY → because it leads to

TRUST

MUTUTAL BENEFIT → because it leads to

SUSTAINABILITY
WHO MIGHT BE IN A PARTNERSHIP?

CIVIL SOCIETY SECTOR
1. Geographic groups
2. Livelihood groups
3. Self-help groups
4. Faith groups
5. People-type groups
6. Community service groups
7. Vulnerable people groups
8. User groups
9. Single issue groups
10. Ethnic groups/associations
11. Culture and sports groups
12. INGOs and Local NGOs

GOVERNMENT SECTOR
13. Local government service providers
14. Local governance structures and representatives

PRIVATE SECTOR
15. Private sector service providers and local businesses

ALSO...
15. Individuals in all sectors of the community recognised as having key roles in child well-being
The Critical Path for Working with Communities and Local Partners
The Critical Path

• The Critical Path (illustrated below) is the process through which the integrated programming model is put into action.

• It is a step-by-step approach that enables WV staff to work with local partners and communities to develop a shared vision and priorities for sustained child well-being, then work together to achieve these priorities.

• The critical path provides a clear, consistent way for WV to engage with local partners that is also dynamic and responsive to change in local contexts.
Improving child well-being in families and communities

Stage 1: Preparing
- World Vision communication plan

Stage 2: Engaging and Visioning
- Selection of primary focus area
- Starter group
- Communities' shared vision

Stage 3: Planning for Partnerships
- Partnership(s)
- Shared project(s)
- Resourcing plans

Stage 4: Managing and Transitioning
- Inclusive networks, groups, and households with capacities to contribute effectively to child well-being in a changing context
- Improved well-being of children, especially the most vulnerable
CP AND PARTNERSHIP

1. Explore Common Complementary Interests

2. Explore Concept of Partnership

3. Build GOOD INTEGRITY and TRUST

4. Formalize:
   - Joint Vision
   - Joint Team
   - Joint Innovations

5. Articulate Assumptions

6. Formalize
   - Financial
   - Technical
   - Organizational

7. Partner Agreements

8. Is the System sufficient?

Now Partners Leave?

Now Partners Join?

0. Place this initially saying the assumption is that there are GOOD OPPORTUNITIES and able to partner.

0. At the end of this exercise come back to test a given tech place “DECISION GATE” and explain that content driven our approach to Partnership. Explore this in next exercise.
The decision gate

- **Join**, strengthen, and support existing partnerships
- **Catalyse** new partnerships
- **Build capacity** of weak groups and organizations
- **Mobilise** new groups
  - Start mobilising and capacity building shared project
Local partnering matrix: role options for WV & engagement options

- HIGHER formality, complexity
  - Networks
  - Multi-sectoral partnerships
  - Multi-stakeholder partnerships
  - Bilateral partnerships
  - Sub-contracting
  - Local participants
  - Beneficiaries

- LOWER formality, complexity

WV’s local role options

Partnering options

- Maximum INGO/WV control
- Maximum local org’s control

Re- or non-partnering options
1.1 Introduction

The Handbook for Integrated Programming

Version 1 for Field Testing
Integrated Programming Website

www.transformational-development.org/integrated-programming
Children as a barometer of poverty

‘The true measure of a nation’s standing is how well it attends to its children – their health and safety, their material security, their education and socialization, and their sense of being loved, valued, and included in the families and societies into which they were born.’

ISSUES FOR DISCUSSION

- How can CASA tools be used in the analysis in the CP