

ADAPTIVE PROGRAMME MANAGEMENT: GREEN, INCLUSIVE AND SUSTAINABLE

Background

World Vision's experience in Ukraine, Moldova, Sudan and Somalia underscore the importance of adept, flexible programming in managing and structuring large scale responses in "a world on fire". The Global Humanitarian Overview 2025 estimated 305 million people around the world will require urgent humanitarian assistance and protection, as multiple crises escalate with devastating consequences for the people affected by them. This marks an increase in the number of people requiring humanitarian assistance by 31 million since 2024. To rise to this challenge, responses must stay attuned to evolving needs, secure the necessary resources, continuously learn from the experience and make sure all efforts align with an adaptive, evidence-based strategy.

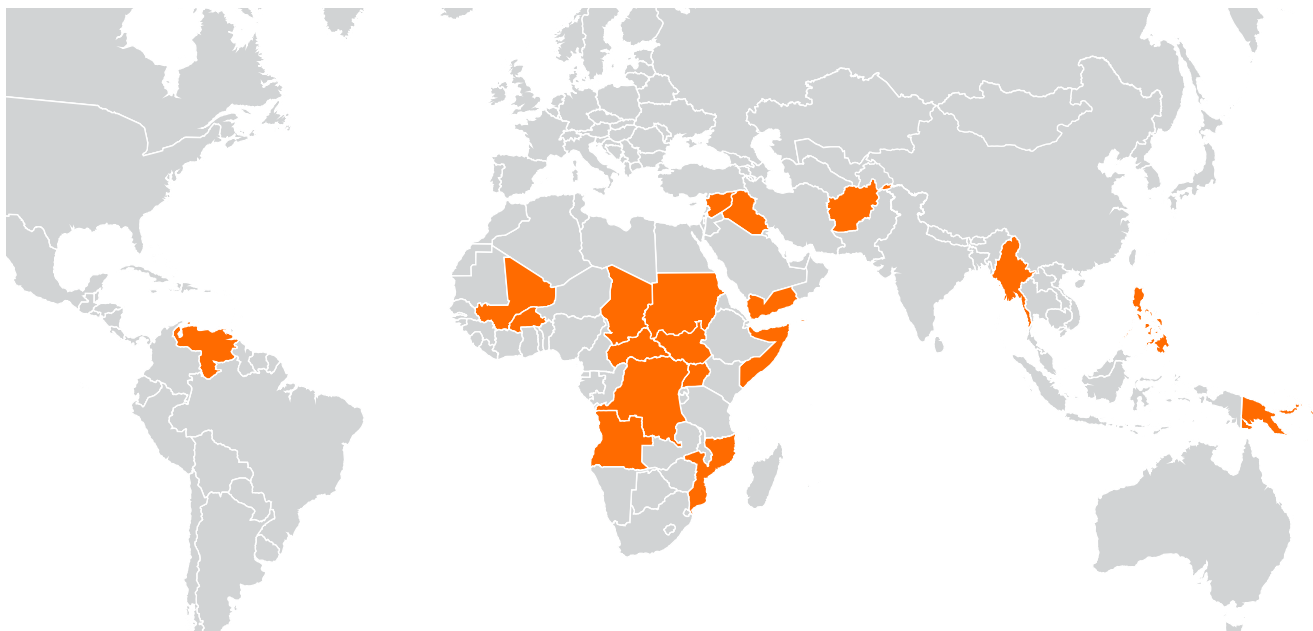
In World Vision, the Programmes department analyses needs and evidence to steer the response, secure resources for implementation and evaluate the quality and accountability of humanitarian efforts through continuous monitoring and learning. The team plays a critical role to deliver more efficient and effective humanitarian assistance to the most vulnerable. With the support of Aktion Deutschland Hilft (ADH), World Vision made significant investments in building its humanitarian programming system, resources and staff capacity at all levels across five regions over the past two years.

Enhanced training and preparedness of World Vision staff for humanitarian programme management

World Vision successfully completed the Programming in Emergencies (PiE) training in East Africa, South Africa, Latin America and the Caribbean, and the Middle East and Eastern Europe. The training equips mid-career programme staff with the skills to design and manage humanitarian programmes more efficiently and effectively and covered topics such as project design, grant management, accountability to affected people (AAP) and quality assurance. Over 100 frontline workers were trained. Toolkits and lessons learned were gathered, updated, and shared with participants. The trainings were conducted in English, Spanish and French, addressing the challenge of limited capacity-building opportunities for non-English speakers.

A global programme lead meeting took place from August 19th to 23rd, 2024 in South Africa. This meeting brought together response programme leads from 19 countries around the world to share experiences, capture key learnings and foster collaboration to enhance the effectiveness of disaster response strategies. A community of practice was established after the meeting among the participants that enables continuous exchange of reflections, learning and support.

Countries targeted for programme management training and exchange



To make the training more accessible to a wider audience and allow participants to learn at their own pace, World Vision is converting the PiE training into an e-learning course that will further polish participants' skill and knowledge on rapid-onset and protracted humanitarian programming, humanitarian coordination mechanisms, engagement of humanitarian donors and stakeholders, emergency monitoring and evaluation, and AAP. The e-learning course will be available in English, French and Spanish.

While the webinar and assignment components were valuable for maximising learning outcomes, they were labour-intensive, limiting scalability and sustainability. To balance quality and feasibility the team is adopting a hybrid modality. The e-learning course to be run for two cohorts per year. Participants will have six months to complete the course, during which the global Disaster Management Programme Team will organise several webinars to complement the e-learning and allow participants to ask questions and receive feedback.

Driving greater impact

World Vision endeavours to support capacity building to improve the quality of humanitarian aid beyond the organisation. World Vision is exploring opportunities to:

- Tailor the PiE self-paced e-learning modules to support the capacity building of local partners for resource acquisition, quality assurance, AAP, and humanitarian coordination.
- Plan periodical programme leadership exchanges to strengthen a community of practice, enable cross-departmental learning exchange, and ensure focus on strategic planning for quality and innovative programmes.



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