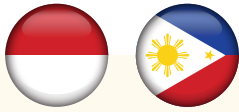


Adaptive Management to Prioritize Safety and Success



SAFE SEAS – INDONESIA & PHILIPPINES

VALUE
\$5.5M

PERIOD OF PERFORMANCE
DEC 2017 – NOV 2022

OBJECTIVE

Combats forced labor and human trafficking on fishing vessels in Indonesia and the Philippines by strengthening government enforcement capacity and deepening engagement among fishers, the private sector and civil society



MEASURING AWARENESS-RAISING AND POLICY ENGAGEMENT TO ACCELERATE ACTION AGAINST CHILD LABOR AND FORCED LABOR (MAP16) – GLOBAL

VALUE
\$22.4M

PERIOD OF PERFORMANCE
DEC 2016 – MAR 2022

OBJECTIVE

Helps build and apply critical knowledge needed to inform the policy choices to combat child labor and forced labor and to support measures to address these challenges in key countries, regions, and sectors



CAMPOS DE ESPERANZA (“FIELDS OF HOPE”) – MEXICO

VALUE
\$11M

PERIOD OF PERFORMANCE
NOV 2016 – SEP 2023

OBJECTIVE

Engages the government, private sector, and civil society to reduce child labor in migrant agricultural communities, particularly in the coffee and sugarcane sectors in Veracruz and Oaxaca

Impacts of COVID-19

The pandemic posed a public health threat to project staff, stakeholders, partners, and beneficiaries alike. Many project staff indicated fear and anxiety, especially at the onset of COVID-19. In addition to adapting programming approaches to achieve objectives, management teams were faced with the question of how to keep all parties safe and limit exposure to COVID-19. This was particularly challenging working with

beneficiaries like fishers whose jobs required that they live and work in close quarters. Governments provided some guidelines and restrictions, leaving projects to determine new protocols for safety. Projects operating across multiple countries faced an additional layer of bureaucratic challenges. Across the board, projects implemented health practices in their offices and with external actors to ensure safety.

Limitations

- Safety measures come at a cost to the project; some government-imposed restrictions resulted in increased project costs, e.g. leasing a larger office space to accommodate social distancing requirements, procuring PPE, etc.
- Travel restrictions increase reliance on community-based field staff to relay information on the ground at the local level.

Project Pivots

Project Staff	Stakeholders & Partners	Beneficiaries
<ul style="list-style-type: none"> • Promoted safe practices in the office, including social distancing and mask wearing • Established office safety protocols and designated safety officers to enforce them • Moved to a larger office space to accommodate social distancing requirements while keeping the staff together • Limited occupancy by rotating staff in the office • Provided support for staff to work from home, including mobile and data credits • Worked with building management to ensure offices were disinfected regularly • Established reporting and isolation protocols • Ensured offices were sufficiently ventilated • Created WhatsApp groups to enhance communication among staff • Trained staff in proper personal protective equipment (PPE) usage, social distancing, and basic information about COVID-19 to give them confidence to continue work • Created a monthly team meeting to discuss challenges staff were facing and promoted teambuilding • Leadership was available for daily support, increased accessibility for all staff • Used social media to rapidly recruit new staff 	<ul style="list-style-type: none"> • Collaborated to design an advocacy strategy that combined COVID and trafficking awareness messaging (infographics, posters for ships and local business working with fishers) • Implemented user-feedback mechanisms to address key challenges and inform adaptations specific to local communities. • Established a national monitoring working group for sugar mills to keep stakeholders and partners informed of COVID-19 incidence rates, as well as health authorities. • Worked with local radio stations and teachers to translate and disseminate public health materials into local languages to benefit remote communities. • Develop guidelines, manuals and guides on COVID-19 prevention in the sugar mills and fields. 	<ul style="list-style-type: none"> • Reprogrammed funds to procure and distributed PPE to beneficiaries (directly or via partners) • Targeted high-risk workers (i.e. fishers who could not possibly practice social distancing) with marketing materials that promoted vaccinations • Utilized a rapid assessment tool to monitor the reality of the situation on the ground via staff and partners in remote areas. • Trained workers how to minimize risk of COVID-19 transmission in factory and field settings • Provided masks, hand sanitizer, and tests to trainees • Conduct in person trainings in open spaces, with natural ventilation and keeping the social distancing.



Photo credit: Plan International



Best Practices

- ✓ Establish or actively participate in any regional or national working groups to address the crisis. Actively engage with stakeholders—including non-traditional ones like the ministry of health—to identify areas for collaboration and information sharing.
- ✓ WhatsApp and other messaging apps can be helpful tools to keep all staff apprised of project happenings and connecting staff between a primary office and regional offices.
- ✓ In times of crisis, set aside time for the sole purpose of creating a safe space for staff to share their concerns about how events are impacting their work and personal lives.
- ✓ Encourage training participation by providing PPE and testing and face-to-face training events.

Lessons Learned



By actively connecting with stakeholders—including non-traditional ones like ministries of health—and sharing information, partnerships among stakeholders were strengthened.

Recognizing the uncertainty, anxiety, and fear that surrounded the circumstances of the pandemic, projects prioritized mental health for all staff by creating space (physical and virtual) for them to gather and discuss the challenges they faced, which positively influenced staff retention, promoted team unity, and helped staff continue their work effectively and efficiently.



Communications protocols with regionally-based field teams established during the height of the pandemic enabled decisionmakers to obtain necessary information from the community level to inform project redesign.