

HEALTH COOPERATION IN FRAGILE CONTEXTS

Exploring issues and challenges

Why fragile countries?
Injustice and insecurity the most pronounced.

How?



CORDAID : Focus on fragility

CORDAID - BUILDING FLOURISHING COMMUNITIES IN FRAGILE STATES

In flourishing communities, people are able to satisfy their fundamental human needs when social structures and institutions function inclusively and sustainably. In fragile contexts, this is a fundamental challenge.

Cordaid's initiatives contribute to peace and nation building in fragile contexts, leading to strengthened social contracts, resolved power imbalances and structural social change.

IMPACT

SECURITY AND JUSTICE

Security structures and institutions respond to vulnerable communities need for protection, justice, and improved resilience against natural or man-made disasters

OPPORTUNITY

The private and public sectors function in a manner whereby once excluded entrepreneurs can actively participate in the economy

GOVERNANCE AND SERVICES

Governing institutions are responsive to the needs of all people living in fragile contexts, including access to social services

CORNERSTONES

OUTCOME

Focus on fragility

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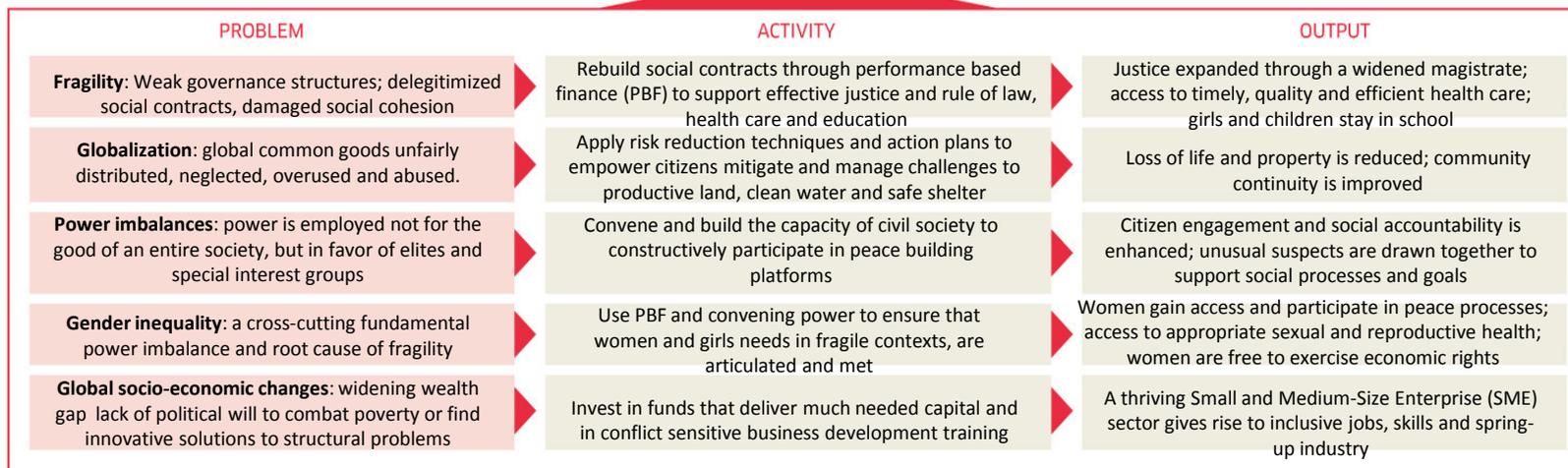
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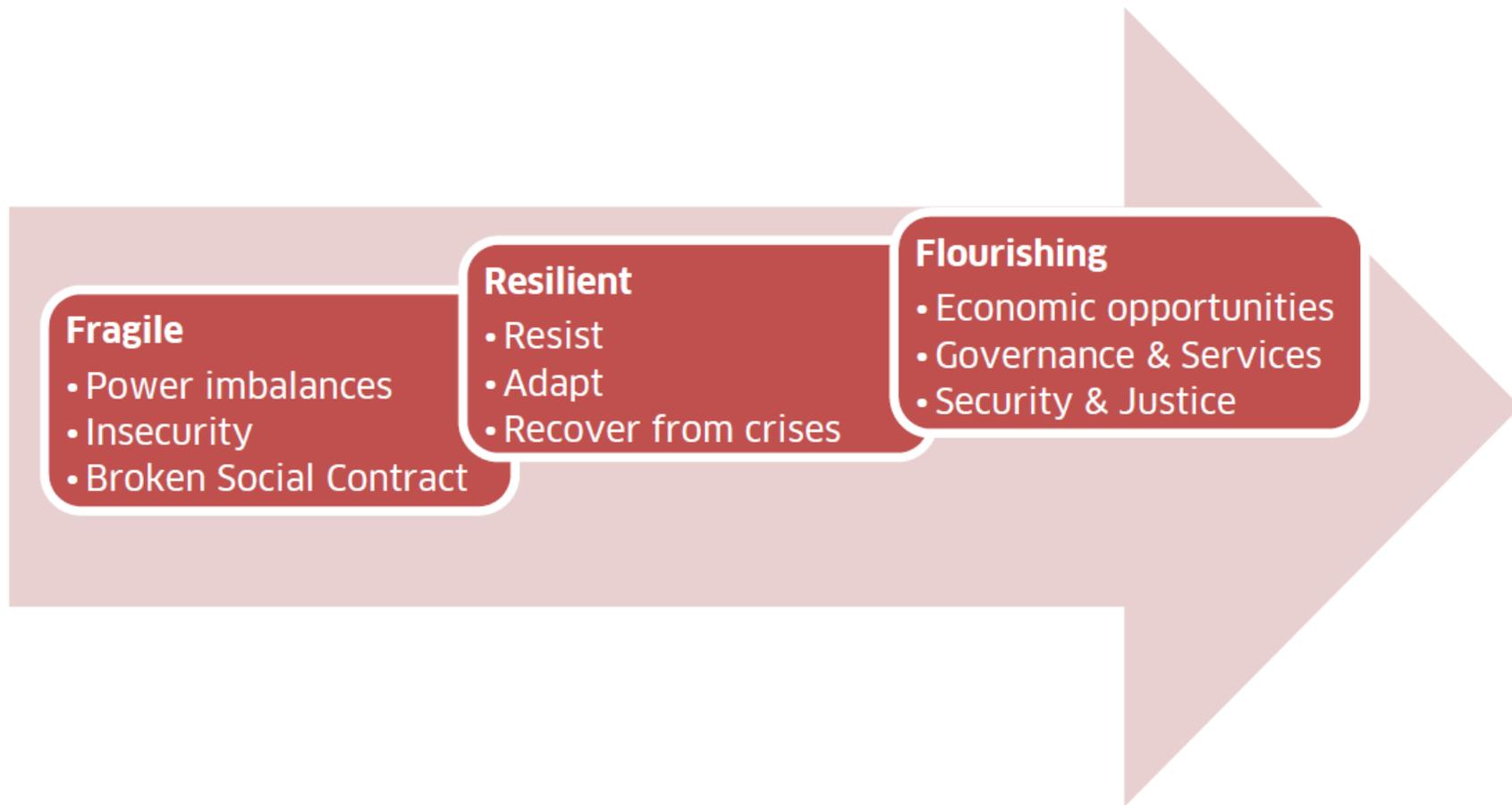
CORNERSTONES

OUTCOME

Empowerment: All people are able to speak out and influence in the decision-making processes that shape their society



RESILIENCE: A CRUCIAL CONDITION



Health cooperation in fragile contexts

Strategic choices made by Cordaid at first:

- Performance-based financing for essential health systems
- Community-based interventions and capacity building for autonomous communities
- Local offices with mix local and international staff
- Emphasis on safety and risk avoidance

Health cooperation in fragile contexts (2)

Further strategic choices made by Cordaid :

- Multi-level advocacy and enabling environment in combination with restoring health and education services
- Risk preparedness, risk analysis and risk mitigation
- Identification of fragility levels and adaptation of programmes
- Partnering with Ministries and UN-agency representations

Health cooperation in fragile contexts

(3)

Supporting mechanisms:

- Flexibility and decentralization of local offices (example CAR)
- Use of mobile technology for data collection and support to extension workers
- Short project cycles with measurable milestones



Who will build the resilience of development agencies?

- We are all concerned about the resilience of communities facing disruptive change. But how resilient are the organizations serving vulnerable communities?
- Development agencies are often the front-line responders for economic, health, climate and conflict-related shocks. They are expected to act fast during emergencies. And at the same time, they are expected to invest in long-term recovery and growth.

Challenges for organisations in fragile contexts

1. Building capacity.

Accelerated braindrain. “Tech for dev” is a noisy space: There are lots of pilot projects, and few solutions that actually reach scale.

2. Reducing risks.

Insisting on neutrality. Choosing the side of the voiceless and most afflicted. Ensuring acceptance from all stakeholders. Safety measures and discipline of staff. Partnership. New technology.

3. Evidence and PME. Benchmark new analytic solutions. In development, many decisions are made on the basis of focus groups, polls, pen-and-paper surveys and qualitative assessments.

4. Creating continuity.

To sustain field work, technology adoption and institutionalize data-driven decision-making, organizations must invest in incentives and training for their staff and partners. One needs to deal with high turnover rates in staff.

HEALTH COOPERATION IN FRAGILE CONTEXTS - CASE EXAMPLE 1

JEUNE S3 : Santé, Sexualité, Sécurité



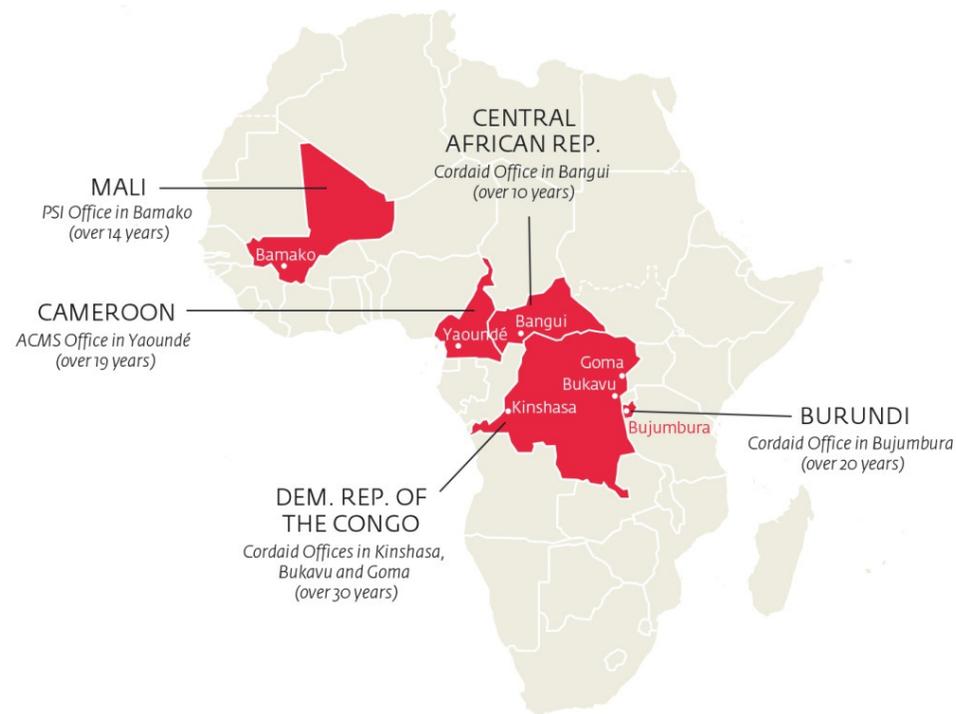
Alliance with SwissTPH, YWCA, PSI-Europe
Funded by Dutch government.



JEUNE S3

CHOICE OF COUNTRIES

COUNTRY-WISE PRESENCE OF JEUNE S3 CONSORTIUM



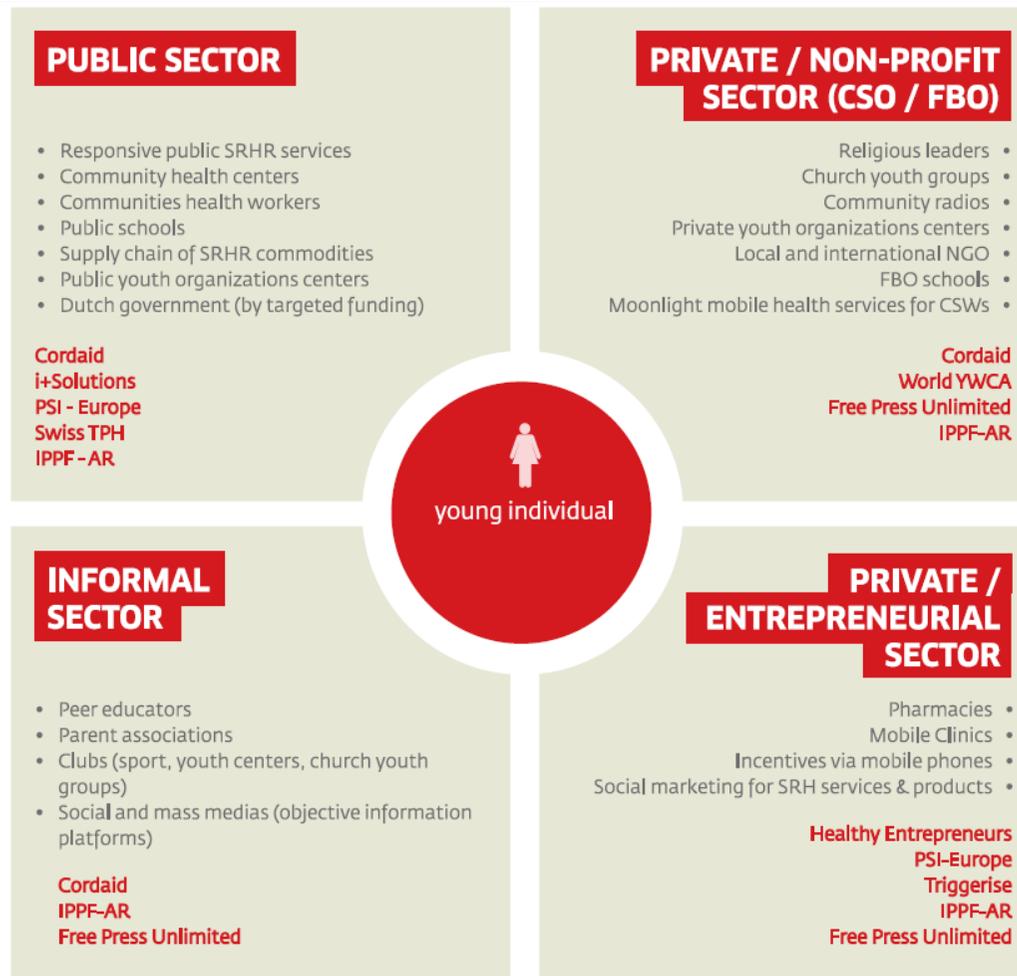
JEUNE S3

STAKEHOLDER POWER ANALYSIS



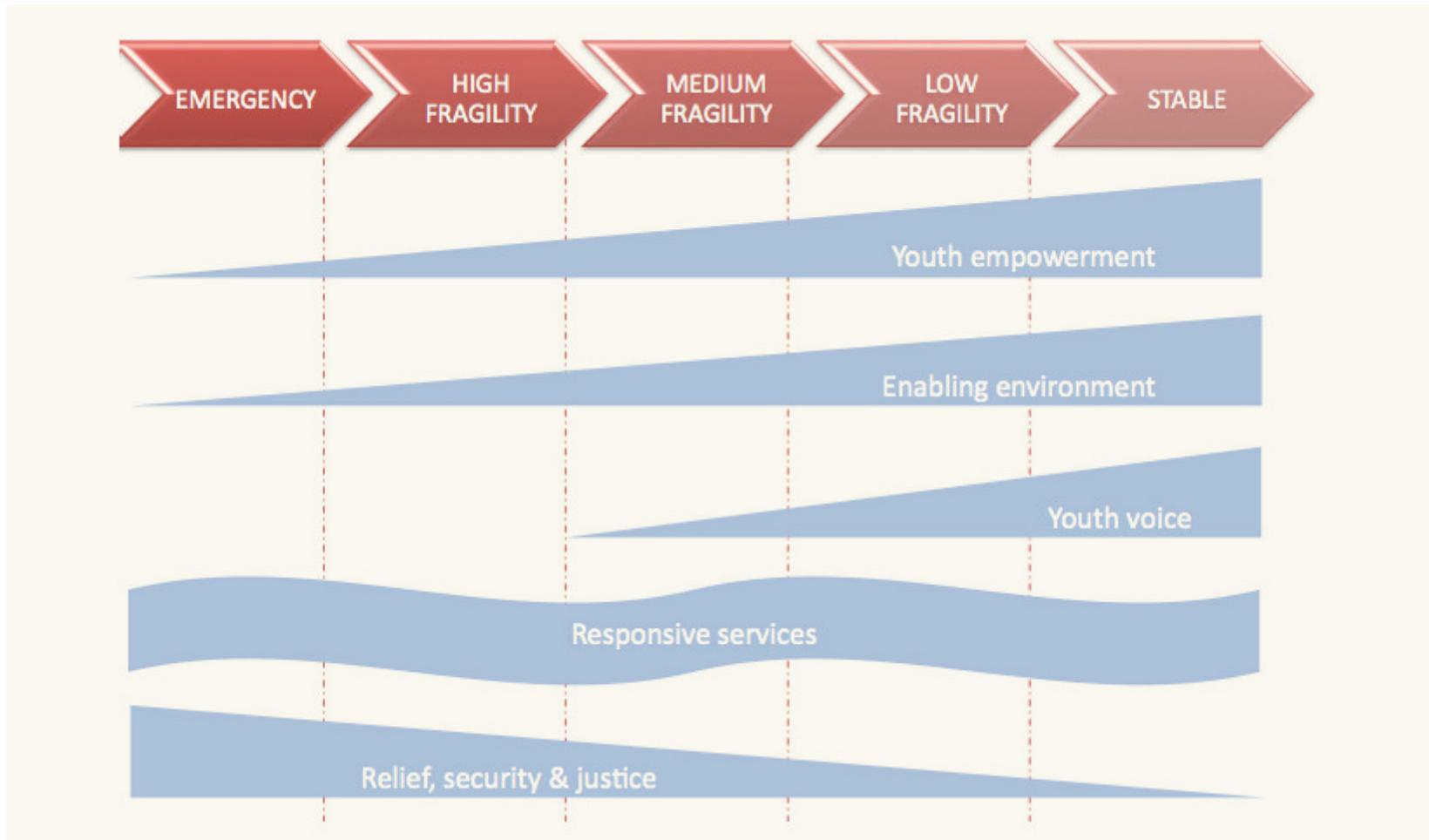
JEUNE S3

MULTI SECTORIALS APPROACH



JEUNE S3

ADAPTING TO LEVELS OF FRAGILITY



Other cases to learn from

- Central-African Republic: decentralisation
- Cameroon: youth voice and media
- Burundi: short cycles & interruptions
- South-Kivu: horizontal redistribution (I+Solutions)
- North-Kivu: safety and mobile technology
- Rwanda: PME challenges
- Sierra Leone: rapid response teams, HSS, alliance building with MMI members CUAMM, HPA and Cordaid.

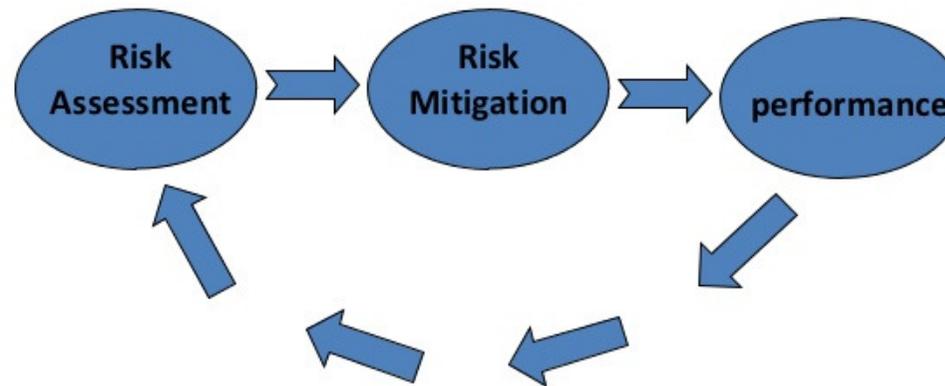
INTEGRATED RISK MANAGEMENT

SHARE. ACT. CARE. LIKE CORDAID

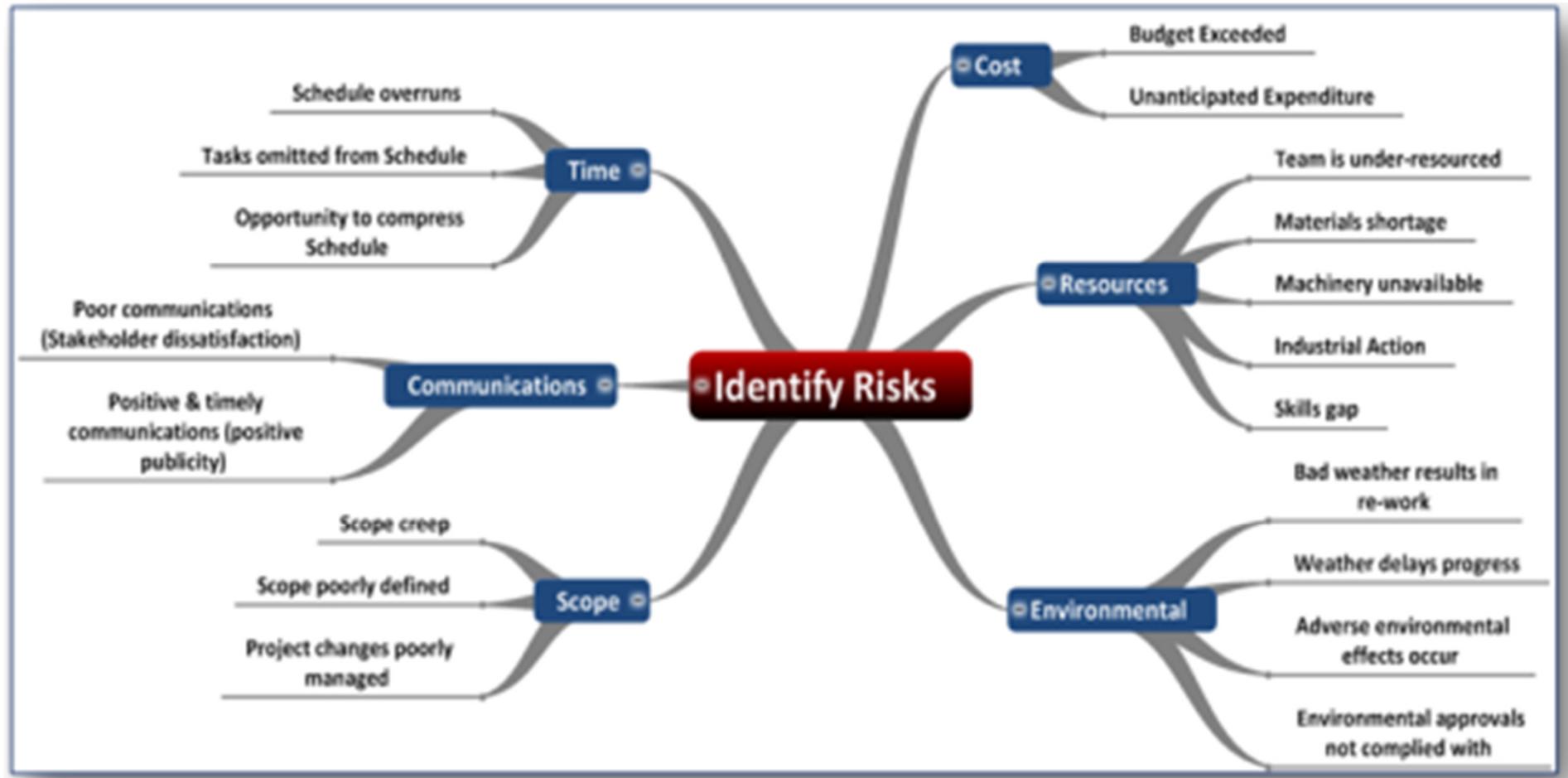


Risk Management Process

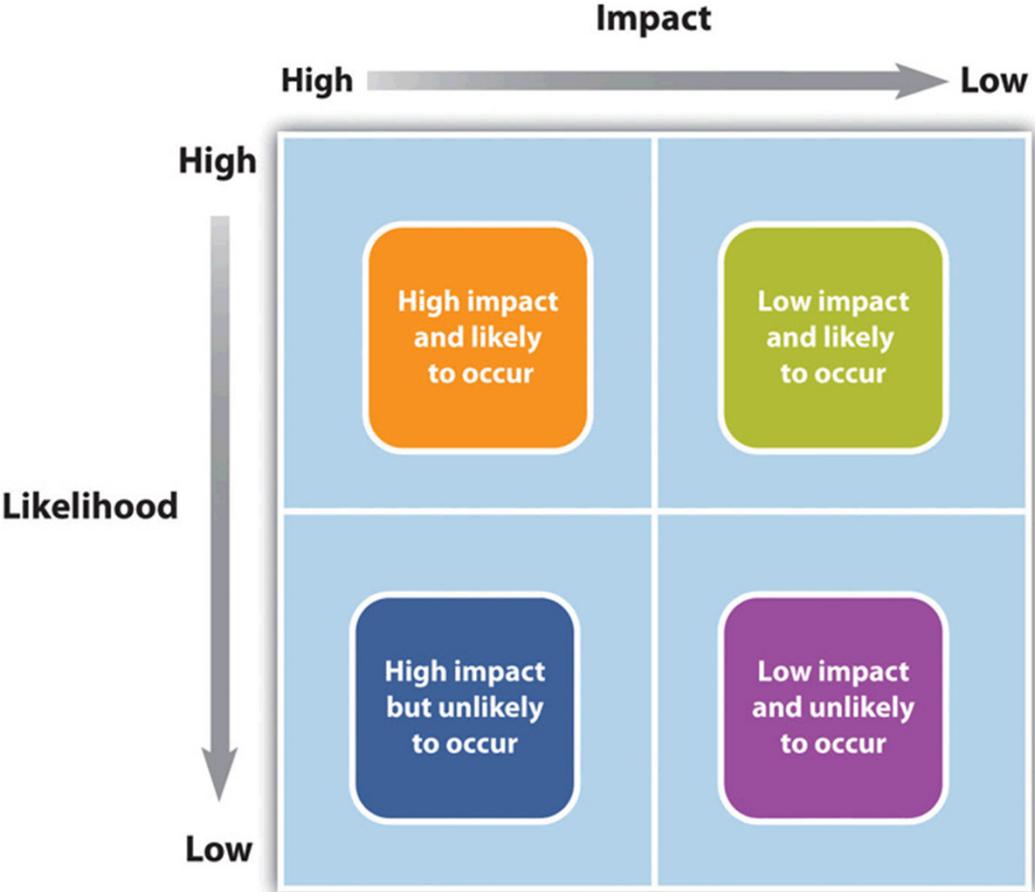
What is my risk? What will I do about it? How did I do?



Categories of risk



Risk assessment



Risk management

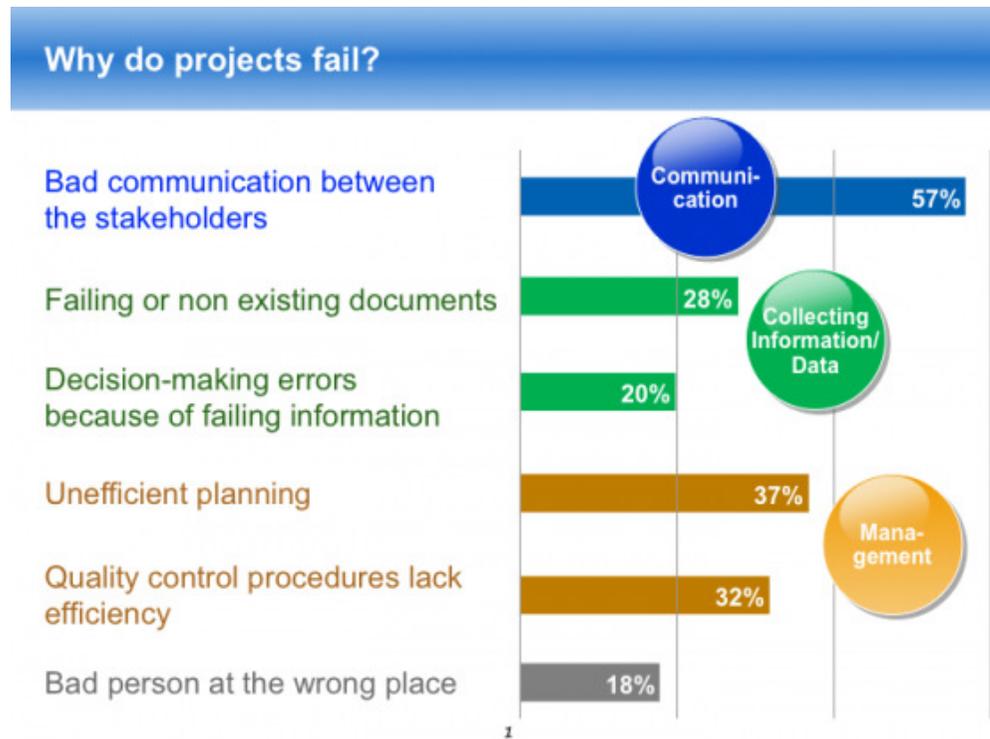
- Community resilience:

$$\text{RISK} = \frac{\text{hazard} \times \text{vulnerability}}{\text{capacity to respond}}$$

Programme resilience: management of risks and interruptions

System resilience: health systems strengthening

Learning from failures



Best practices on programme risk mitigation

- Ensure government support
- Ensure support from community leaders and religious leaders
- Partition programme in small chunks, concerning space and time and change desired (‘ baby steps’)
- Encapsulate change: SMART indicators.
- Augment projects with mobilisation of external capacities of networks.

WORKSHEET FOR GROUPWORK

RISK MANAGEMENT FOR JEUNE S3 IN NORD-KIVU ET SUD-KIVU

RISKS	CATEGORY RISK	LIKELIHOOD	IMPACT	ACTIONS TO TAKE
		score 1-10 (ten = surely to happen, one = unlikely within 5 years)	eg delays, less coverage, etc.	eg Preventive policies and measures, structural reactive measures, to-case measures, ignore Actions by case- whom?
	EXTERNAL RISKS			
	RELATED TO AUTHORITIES			
	RELATED TO SECURITY			
	RELATED TO GEOGRAPHY			
	RELATED TO FUNDING			
	OTHER			
	eg culture			

Challenges

- Evidence and research, need to learn more
- Modelling and quick adaptation of programmes according to shifting fragility levels in a country
- Donors: to include costs of risk preparedness & mitigation
- Psychological trauma's of staff and of community members
- Norms and values, often gender-unfriendly
- Limitations in collaboration with authorities

Risk Mitigation: What is the role of international aid agencies?



THANK YOU.

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