HEALTH COOPERATION IN FRAGILE CONTEXTS

Exploring issues and challenges

Why fragile countries?
Injustice and insecurity the most pronounced.

How?
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.

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<td>Governing institutions are responsive to the needs of all people living in fragile contexts, including access to social services</td>
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Focus on fragility

CORDAID - BUILDING FLOURISHING COMMUNITIES IN FRAGILE STATES

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GOVERNANCE AND SERVICES

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

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

PROBLEM

<table>
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<tr>
<th>Fragility</th>
<th>Globalization</th>
<th>Power imbalances</th>
<th>Gender inequality</th>
<th>Global socio-economic changes</th>
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<td>Weak governance structures; delegitimized social contracts, damaged social cohesion</td>
<td>Global common goods unfairly distributed, neglected, overused and abused.</td>
<td>Power is employed not for the good of an entire society, but in favor of elites and special interest groups</td>
<td>a cross-cutting fundamental power imbalance and root cause of fragility</td>
<td>widening wealth gap lack of political will to combat poverty or find innovative solutions to structural problems</td>
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ACTIVITY

| Rebuild social contracts through performance based finance (PBF) to support effective justice and rule of law, health care and education | Apply risk reduction techniques and action plans to empower citizens mitigate and manage challenges to productive land, clean water and safe shelter | Convene and build the capacity of civil society to constructively participate in peace building platforms | Use PBF and convening power to ensure that women and girls needs in fragile contexts, are articulated and met | Invest in funds that deliver much needed capital and in conflict sensitive business development training |

OUTPUT

| Justice expanded through a widened magistrate; access to timely, quality and efficient health care; girls and children stay in school | Loss of life and property is reduced; community continuity is improved | Citizen engagement and social accountability is enhanced; unusual suspects are drawn together to support social processes and goals | Women gain access and participate in peace processes; access to appropriate sexual and reproductive health; women are free to exercise economic rights | A thriving Small and Medium-Size Enterprise (SME) sector gives rise to inclusive jobs, skills and spring-up industry |

CORNERSTONES

GOVERNANCE AND SERVICES
RESILIENCE: A CRUCIAL CONDITION

Fragile
- Power imbalances
- Insecurity
- Broken Social Contract

Resilient
- Resist
- Adapt
- Recover from crises

Flourishing
- Economic opportunities
- Governance & Services
- Security & Justice
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.

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

MALI
PSI Office in Bamako (over 14 years)

CAMEROON
ACMS Office in Yaoundé (over 19 years)

CENTRAL AFRICAN REP.
Cordaid Office in Bangui (over 10 years)

DEM. REP. OF THE CONGO
Cordaid Offices in Kinshasa, Bukavu and Goma (over 30 years)

BURUNDI
Cordaid Office in Bujumbura (over 20 years)
JEUNE S3

STAKEHOLDER POWER ANALYSIS

[Diagram showing stakeholder power analysis with various categories such as religious leaders, various armed forces, government, etc., plotted on a power/influence matrix.]

Cordaid - BUILDING FLOURISHING COMMUNITIES
JEUNE S3

MULTI SECTORIALS APPROACH

PUBLIC SECTOR
- Responsive public SRHR services
- Community health centers
- Communities health workers
- Public schools
- Supply chain of SRHR commodities
- Public youth organizations centers
- Dutch government (by targeted funding)

PRIVATE / NON-PROFIT SECTOR (CSO / FBO)
- Religious leaders
- Church youth groups
- Community radios
- Private youth organizations centers
- Local and international NGO
- FBO schools
- Moonlight mobile health services for CSWs

INFORMAL SECTOR
- Peer educators
- Parent associations
- Clubs (sport, youth centers, church youth groups)
- Social and mass medias (objective information platforms)

PRIVATE / ENTREPRENEURIAL SECTOR
- Pharmacies
- Mobile Clinics
- Incentives via mobile phones
- Social marketing for SRH services & products

Healthy Entrepreneurs
- PSI-Europe
- Triggerse
- IPPF-AR
- Free Press Unlimited
JEUNE S3

ADAPTING TO LEVELS OF FRAGILITY

- **EMERGENCY**
  - Youth empowerment

- **HIGH FRAGILITY**
  - Enabling environment

- **MEDIUM FRAGILITY**
  - Youth voice

- **LOW FRAGILITY**
  - Responsive services

- **STABLE**
  - Relief, security & justice

Cordaid BUILDING FLOURISHING COMMUNITIES
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?

Risk Assessment  Risk Mitigation  performance
Categories of risk
Risk assessment

- **High impact and likely to occur**
- **Low impact and unlikely to occur**
- **High impact but unlikely to occur**
- **Low impact and unlikely to occur**
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

Why do projects fail?

- Bad communication between the stakeholders: 57%
- Failing or non-existing documents: 28%
- Decision-making errors because of failing information: 20%
- Unefficient planning: 37%
- Quality control procedures lack efficiency: 32%
- Bad person at the wrong place: 18%
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.
<table>
<thead>
<tr>
<th>RISKS</th>
<th>CATEGORY RISK</th>
<th>LIKELIHOOD</th>
<th>IMPACT</th>
<th>ACTIONS TO TAKE</th>
<th>ACTIONS BY WHOM?</th>
</tr>
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<tbody>
<tr>
<td>EXTERNAL RISKS</td>
<td>score 1-10 (ten = surely to happen, one = unlikely within 5 years)</td>
<td>eg delays, less coverage, etc.</td>
<td>eg Preventive policies and measures, structural reactive measures, case-to-case measures, ignore</td>
<td>Actions by whom?</td>
<td></td>
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<tr>
<td>RELATED TO AUTHORITIES</td>
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<td>RELATED TO FUNDING</td>
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<tr>
<td>OTHER</td>
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<tr>
<td>eg culture</td>
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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?

We consistently set an example to all vulnerable communities:

...never do anything too bold.

always go for the most conservative option

like my tie.
THANK YOU.

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