GUIDANCE ON FRAGILITY

WHAT IS IT?
• A practical and pedagogical tool for Belgian development actors to integrate a fragile-sensitive approach

WHAT IS IT FOR?
• To be used as crash course for staff not yet trained or experienced in working in fragile contexts
• To be used as a daily work reference to incorporate a fragility dimensions throughout the programme cycle and the different aid modalities

WHAT DOES IT CONTAIN?
• Nine chapters inspired by the principles of engagement in situations of fragility and including key dilemmas, questions, guiding modalities, examples and resources
• A checklist that translates the key principles into concrete questions that should be taken into account in order to ensure that any process, exercise or decision integrates a fragile-sensitive approach

PRINCIPLES / CHAPTERS

START FROM CONTEXT
Starting from context implies to rely on context analysis rather than on routines or other methodological blueprint approaches and to make sure such analysis is available, of good enough quality and can be spread and used as the keystone to further programming.

FOCUS ON STATE-SOCIETY RELATIONS
To focus on state-society relations means considering the state broadly and thus not only supporting state actors (both at central and decentralised level), but also strengthening constructive relations between state and society (namely local actors such as informal or traditional ones, civil society, medias, etc.).

DO NO HARM
Do no harm requires seeking to avoid or mitigate the negative impacts that may arise from the intervention. It builds on the acknowledgment that whatever and whenever international assistance is provided in a fragile context, this assistance becomes part of that context and can therefore attenuate or exacerbate the dynamics of fragility.

MAKE PREVENTION A PRIORITY
Make prevention a priority requires a focus on both quick tangible results and on long term planning and sustainable impact based on a deep understanding of the past (i.e. causes of conflicts). This can be achieved through early warning systems and tackling root causes of fragility.

ADOPT A WHOLE-OF-GOVERNMENT APPROACH
A Whole-of-Government Approach (WGA) assumes that when different departments have a shared understanding of the problem, exploit synergies in the pursue of a common strategy and agree upon a plan to implement, monitor and evaluate such strategy, a donor will not only have a more sustainable and meaningful impact, but also at a lesser fiscal cost and with a greater legitimacy in the eyes of its partners.

PROMOTE NON-DISCRIMINATION
This principle urges international donors to promote non-discrimination as a basis for inclusive and stable societies. This means to promote human rights, gender mainstreaming, social and political inclusion, equity and fair access to basic services.

ALIGN WITH LOCAL PRIORITIES
Donors should wherever and whenever possible use the partner country’s (i) priorities and strategies (strategic dimension) and (ii) policies and systems for aid financing, management and delivery systems (operational dimension) to guide their action.

ACT FAST, STAY ENGAGED AND BE FLEXIBLE
Engaging in fragile contexts must be flexible enough to take advantage of windows of opportunity and respond to rapidly changing conditions on the ground. At the same time, given the complexity of the challenges facing fragile contexts, long-term and flexible engagement is crucial as change can only be expected after a long period of time.

MANAGE RISKS
Programming in fragile contexts is inherently risky, in that we may have relatively limited control over the outcomes. Because of this higher level of uncertainty failure (or doing more harm than good) is more likely. In order to prevent failure and adapt interventions to fragile contexts it is important to have a continuous and in-depth understanding of the risks one will be confronted with when working in such fragile contexts.

ACROPOLIS
AID EFFECTIVENESS IN FRAGILE CONTEXTS
BUILDING INCENTIVES AND PARTNER COMMITMENTS

BELGIAN FOUR PILLAR APPROACH

VISION FOR CHANGE
Based upon two core elements:
- The contexts of the partner and donor countries
- The objective given to the mechanism (end vs. mean)

GUIDING PRINCIPLES
- As multi-donor as possible
- As multi-actor as possible
- As multi-dimensional as required
- As multi-level as required

OPERATIONAL PARAMETERS
- Channel(s) of cooperation
- Roles & responsibilities
- Proportionality
- Outcomes vs. rules-based indicators
- Micro-analysis of criteria
- Embedment in local priorities & policies
- Links with other interventions
- Feedback loop frequency

TYPOLOGY OF MODALITIES
Ex-ante incentives
Ex-ante commitments
Ex-post commitments
Ex-post incentives

SET OF INCENTIVES & PARTNER COMMITMENTS MODALITIES

CONCEPT NOTE ON INCENTIVES & PARTNER COMMITMENTS

ACROPOLIS
AID EFFECTIVENESS IN FRAGILE CONTEXTS
FRAME (Fragility Resilience Assessment Management Exercise) has been developed as a supporting tool to assess and manage risks and opportunities when working in fragile contexts.

A powerful tool that combines
• A multi-dimensional and universal approach to fragility
• A systemic approach to resilience
• A political economy approach to agency
• A balanced approach to risks management

• Field-tested in Mali, Burkina Faso and the DRC.
• Initially designed for Belgian Embassies
• Flexible enough to adapt according to needs and objectives of end user

4 QUESTIONS
1. What am I trying to achieve, and what level of risk appetite is accepted to achieve these results?
2. How might the 10 components of fragility affect the achievement of these results?
3. What are the risks and opportunities that are very likely to occur and will have a high impact?
4. How will you accept, share, mitigate or avoid the identified risks, and how will you exploit, enhance, share or neglect the identified opportunities?

10 FRAGILITY COMPONENTS
- Security
  • Role of law and state control of territory
  • Armed conflict, terrorism, organized crime and inter-personal violence
- Economy
  • Long-term drivers of economic growth
  • Individual access economic opportunities
- Politics
  • Checks and balances and protection of human rights
  • Political stability
- Society
  • Access to justice, accountability and horizontal inequality
  • Vertical and gender inequalities
- Environment
  • Household, community and state resilience
  • Natural disaster risks

GUIDELINES
CHAPTER 2
Objective Setting

TOOL
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