

FCPA

Fragile Context Programme Approach

Designing for impact in fragile contexts

What is FCPA and why is it needed?

FCPA is World Vision's preferred approach to deliver safe, coherent and sustained child well-being impact in fragile contexts.

Fragile contexts are volatile and in these contexts children suffer extreme levels of violence, exploitation, abuse and neglect. Political and social pressures have made these places vulnerable to conflict. They have fractured or weakened the institutions that should protect children such as health or education services. As part of World Vision's global strategy, the organisation has made it a priority to deepen our commitment to reach the most vulnerable children and families living in these most difficult and dangerous places.

The complexity of working in fragile contexts requires long term consistency, agility (ie ability to change) and flexibility to ensure good programming, throughout design, implementation and impact measurement. World Vision has therefore developed the Fragile Context Programme Approach (FCPA) to help the organisation adapt, and manage risk, more effectively in these places while being context-sensitive. It has become the organisation's core approach across all funding streams in fragile contexts.

What makes it special?

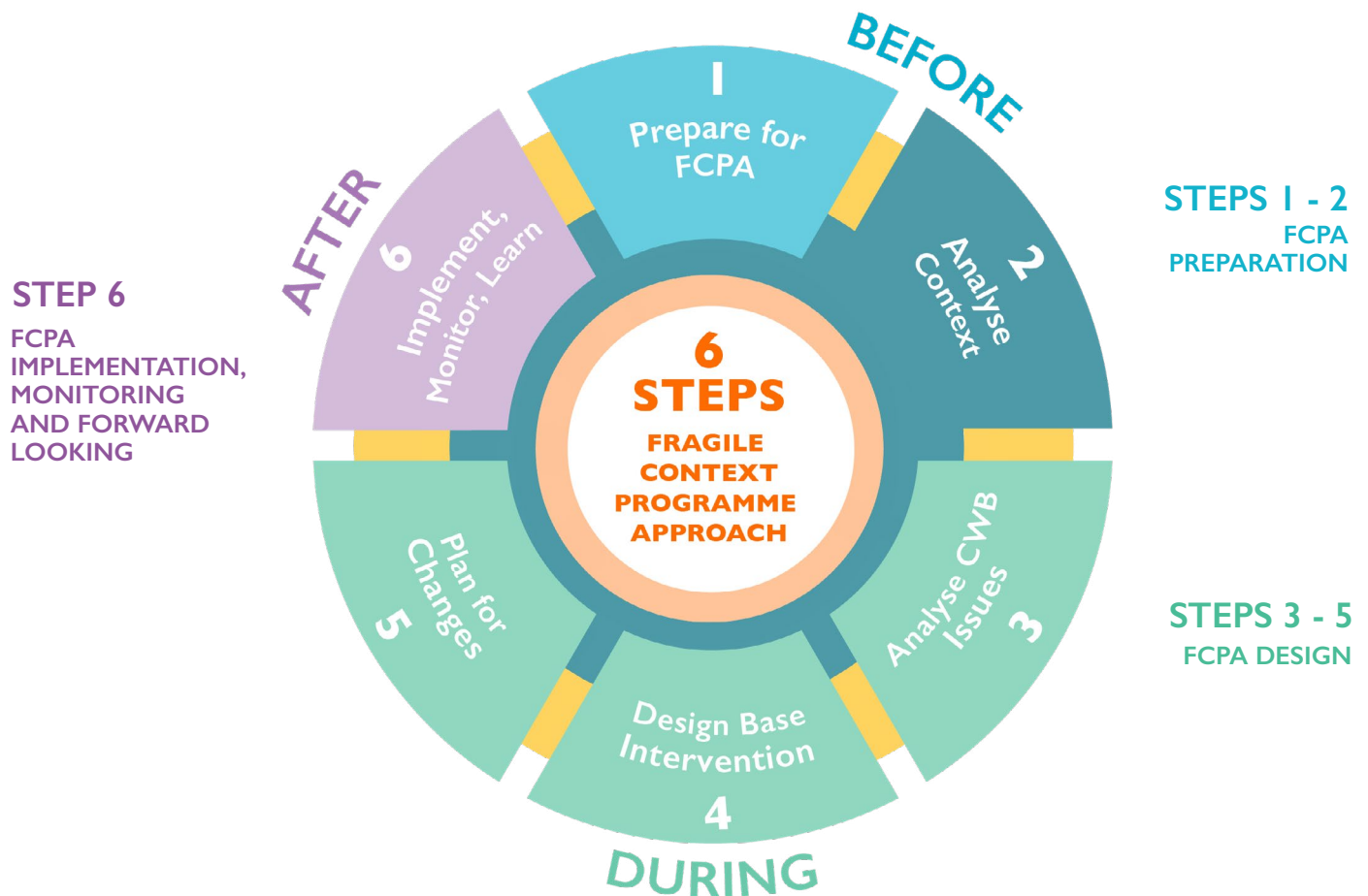
- One of the few approaches that works across the humanitarian-development-peacebuilding Nexus¹ at scale.
- Developed by practitioners.
- Intentionally promotes an integrated approach to look at short and long term needs where possible.
- The integration results in potential to unlock deeper transformational change by working "on" fragility ie addressing its root causes, catalysing recovery and bringing hope to vulnerable children their families, and communities, even in the most challenging contexts.
- The flexible and adaptable design process means programmes can move back and forward in choice of activities depending on the context staying the same, deteriorating or improving. This inclusion of improving scenarios is another critical difference of FCPA because it opens up the possibility of working "on" fragility.

How it works...

- **FCPA** brings together different functions and organisational departments in the design process. A regular shared context analysis identifies underlying drivers of fragility, most likely scenarios and their implications for children. This improves coordination and coherence in responding to these complex crises.
- **FCPA** looks into the organisational aspects of what is needed for adaptability. It therefore ensures risks and staff safety can be managed well, well as ensuring organisational resilience in preparing for and adapting to the likely scenarios.
- **FCPA** can be implemented in urban or rural settings. The COVID-19 pandemic has underscored the importance of organisational flexibility, and FCPA has also been adapted for it, including remote support. The approach can be implemented using existing and new projects as required.

¹. The definition of nexus is "a connection or series of connections linking two or more things". In this instance it therefore refers to the connections between humanitarian, development and peacebuilding.

— The six steps of FCPA are illustrated in the diagram below: —



FCPA PREPARATION

Steps 1 & 2

In preparation for implementation of FCPA, country staff:

- a. define the parameters of the activities (location, funding sources etc).
- b. conduct a collaborative macro and/or local context analysis, as well as other context dependent needs assessments. The context analysis generates the most likely scenarios for the coming months.
- c. conduct an assessment of internal organisational capacity and culture to determine what improvements may be needed to operate more effectively in fragile contexts.

Results of FCPA preparation:

- A review of technical and organisational capacity and internal culture.
- The start of mind-set shifts towards a better tolerance for uncertainty and ambiguity.
- A willingness to plan for change, be flexible with funding and move to more decentralised decision-making.
- An encouragement of cross-team collaboration to support the planning for integrated operations in the future and ensure a collective understanding of each step.

FCPA DESIGN

Step 3

In a design workshop, country staff consider the most likely scenario generated by the collective context analysis and other needs assessments. They reflect on how World Vision can address the needs of children and their families in light of this.

Step 4

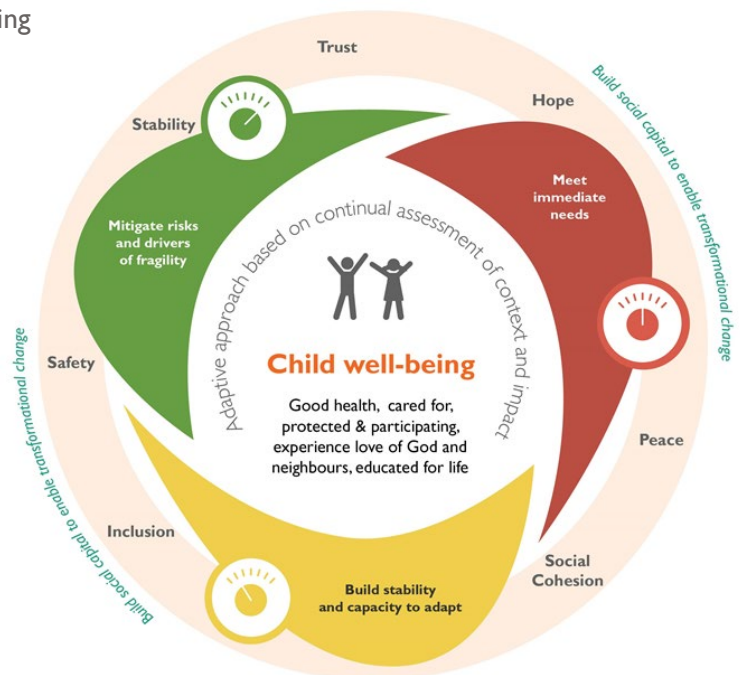
The base design is then created, or reconsidered, according to these reflections. It may result in an existing project stopping, starting or adapting its activities.

At the heart of this conversation are three 'dials' illustrated in the diagram below; **Survive**, **Adapt** and **Thrive**. Each dial contains programme options that staff can choose from.

The **Survive** dial allows for working in fragility by meeting survival needs of children, families and communities.

The **Adapt** and **Thrive** dials illustrate how all World Vision programming should also be working on fragility for sustained transformational change. This includes building communities' resilience and enabling them to recover from crises as well as addressing the drivers and root causes of fragility through peacebuilding and conflict mitigation.

Staff are likely to integrate some elements from each dial but the precise mix and emphasis will depend on the evolving context and should be changed quickly when pre-identified criteria are met or in response to sudden changes typical in fragile contexts. Staff also note the broader implications of any choices (e.g capacity-building, security, procurement, partnering, other systems/processes) and discuss cross-cutting issues such as external engagement, gender and conflict sensitivity.



Step 5

As part of anticipating what actions to take, staff then brainstorm two other scenarios, based on the most likely scenario: an improving scenario (where indicators and signals indicate a positive change in the context) and a deteriorating scenario (where indicators and signals

indicate a negative change in the context). Project staff build anticipated changes to activities into the design using these additional scenarios. The goal is to empower staff to make many sensible and quick adaptations based on continuous context monitoring.

FCPA IMPLEMENTATION, MONITORING & FORWARD LOOKING

Step 6

Once staff have established FCPA operations, they continue to make decisions about further adaptation through ongoing context monitoring. By monitoring current indicators and future signals drawn from the scenarios, programme leaders can decide if and when the time is right to make changes.

Programme staff achieve maximum impact on the well-being of children and communities by engaging

with external partners, including communities, for coordination, partnering and information sharing.

At the end of a project cycle and at key times during FCPA, staff continue to reflect and learn through structured learning moments.

Where has FCPA been implemented so far?

World Vision created FCPA in early 2018 and so far, is using FCPA across 3 continents and 7 countries. This has included creating new programmes (e.g South Sudan, Afghanistan) and adapting existing ones (e.g eastern DRC, Honduras, Philippines). World Vision has achieved sustained impact with FCPA in volatile urban contexts

like San Pedro Sula in Honduras and is being scaled in other Central American contexts dealing with urban fragility. World Vision has implemented FCPA with both institutional and private revenue. For more information, you can read our case study about FCPA in the DRC [here](#).

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