

*In fragile contexts, children suffer extreme levels of violence, exploitation, abuse, and neglect. These places are called fragile contexts because political and social pressure make them vulnerable to conflict and have fractured the institutions that should protect children. Fragility can cover many nations or only a few neighbourhoods, and can change rapidly.* ~ World Vision's definition of fragile context

## Fragile Context Programme Approach for **COVID-19**

Today, the globe is witnessing one of the most challenging and complex circumstances in recent history. The COVID-19 pandemic has far-reaching consequences on affected populations, particularly in vulnerable, highly urbanized contexts as well as forcibly displaced children and their families. For this reason, World Vision is called, now more than ever, to be agile and proactive in the face of what is an extremely challenging situation.

The Fragile Context Programme Approach (FCPA) is World Vision's new approach to adaptive programming in fragile contexts<sup>1</sup>. The FCPA brings together humanitarian, development and peacebuilding actors to work flexibly together towards collective outcomes for children. This is done in a way that spans the humanitarian, development and peacebuilding nexus (HDPN).<sup>2</sup> The FCPA was developed by a joint team drawn from World Vision's Disaster Management, Transformational Development and Peacebuilding teams, working closely with Active Learning Network for Accountability and Performance in Humanitarian Action [ALNAP](https://www.alnap.org/help-library/ready-to-change-building-flexibility-into-the-triple-nexus)<sup>3</sup>. Building on the valuable experience, capabilities and institutional knowledge World Vision already has, the FCPA enables field offices to respond flexibly to cyclical or recurrent shocks and stresses in fragile

contexts, reducing their impact and supporting peace that is essential for sustainable child well-being.

The design of each FCPA aligned programme is based on detailed scenario planning built on the strong foundation of context analysis. The underlying drivers of fragility are identified, for example the exclusion of local leaders from political processes. The key features of the most likely scenarios in the programme area are outlined along with context indicators or triggers showing which scenario is unfolding and allowing for analysis on the implications for child well-being. This information is used to design menus of programming options in line with the scenarios that field staff can use in different combinations as the situation changes



**SURVIVE**

At the heart of the FCPA itself are the three dials. They are an agile planning device which helps programme designers to think in advance about a menu of programming options across the HDPN that are relevant in the context.

The **Survive** dial in the Fragile Contexts Framework is linked to programming options which allow a quick and effective response to rapidly deteriorating situations, to ensure the survival of the most affected and most vulnerable children, families and communities. This is **working "in" fragility**, by meeting survival needs of children, families, and communities according to humanitarian principles and strong security standards. Working "in" fragility ensures World Vision can access the most vulnerable children, families and communities and keep staff safe from harm.



**ADAPT**

The **Adapt** and **Thrive** dials illustrate how all World Vision programming should also be **working "on" fragility** for longer term transformational change. The Adapt dial is primarily focused on resilience and recovery, which enables longer term change. This also prepares World Vision for a better response, reduces the likelihood of relapse and mitigates the impact of future crises. Peacebuilding and conflict mitigation are central to these dials and the programming options listed under them are aimed at addressing the drivers and root causes of fragility. Working "on" fragility also means reinforcing adaptation and resilience, and building stronger networks, interpersonal, intercommunal, inter-religious and group ties to promote peaceful coexistence.



**THRIVE**

<sup>1</sup> Although it can be adapted to apply to all fragile contexts, the FCPA is primarily focused on fragile contexts which are subject to protracted conflict.

<sup>2</sup> For more information on the HDPN, refer to <https://www.unocha.org/es/themes/humanitarian-development-nexus>

<sup>3</sup> <https://www.alnap.org/help-library/ready-to-change-building-flexibility-into-the-triple-nexus>

# Adapting Our Response to COVID-19



## COVID-19 Response Goal

To limit the spread of COVID-19 and reduce its impact on vulnerable children and families, especially in fragile contexts.

### Fragile Contexts Programming Approach Goal

To enable World Vision to work adaptively and consistently towards child well-being across the humanitarian, development and peace-building nexus.

The **adaptive management elements** of the Fragile Contexts Programming Approach (FCPA) are being leveraged by the COVID-19 response, implementing them in an expedited fashion to respond to the fast-changing environment affecting our field offices. The full FCPA process can take months to plan and implement. However, [these elements](#) are ideal for use in rapid, unpredictable, and fluid situations such as the current COVID-19 pandemic.

1. Identify context changes and decide to respond
2. Conduct scenario planning
3. Choose the most likely scenario, and look at indicators of deterioration or improvement
4. Adapt programming accordingly
5. Monitor the context continuously
6. Learn, evaluate and try again



## Where We Work

### DR CONGO



### SOUTH SUDAN



*\*Pilot budget  
Phase I - \$400,000*

### HONDURAS



### AFGHANISTAN



*Afghanistan pilot FY20*

**People Reached**  
**106,125**



**Men 24,720**



**Women 28,973**



**Boys 25,440**

**Girls 26,992**

# COVID-19 Response Achievements

## HONDURAS

Emergency response and FCPA principles are being deployed in Valle de Sula, which is severely impacted by the pandemic, especially in San Pedro Sula City, where COVID-19 is adding to pre-existing challenges such as violence and dengue outbreak. World Vision has made adaptations to monitor the context and act according to the new reality, including:

- Virtual options to continue participation in strategic meetings at the city level.
- New alliances are established with private companies to deliver vouchers and cash transfers to support vulnerable families.
- Partnering with San Pedro Municipality and NGOs to coordinate its aid response.
- Delivered 3,380 hygiene kits through partners for vulnerable people and frontline health workers.
- Drafting strategies to address the early economic recovery of families.

## DEMOCRATIC REPUBLIC OF CONGO

Shifting from Ebola prevention messages to COVID-19 prevention messages, World Vision is focusing on households and communities promoting improved hygiene practices, community engagement through the Channels of Hope approach, and sensitisation on COVID-19 through the media and distribution of pamphlets.

The Good Enough Online Context Analysis for Rapid Response (GEOCARR) context analysis tool is being used by World Vision to inform changes and adaptations to the COVID-19 response.

Additional adaptations are being made to strengthen health systems by equipping health staff to safely prevent COVID-19 and continue essential child health and nutrition services. Partnership with the health zone service and women's associations ensures continuation of activities when World Vision staff movements are limited.

## LEBANON

*“We are in our core essence as World Vision is a humanitarian organization; we respond to the crises, we respond to the emergencies, being flexible in our response and transferring this flexibility to the teams, this is very important.” - Rami Shama, Response Director, World Vision Lebanon*

Using **adaptive management elements** from the FCPA, World Vision prioritises constant communication with communities. World Vision is able to engage with more than 290 municipalities, communicating their needs on a regular basis. This helps to formulate the response using community feedback.

World Vision continues to monitor the situation daily, **adjusting the changing activities** based on the new developments.

## Non-COVID-19 Past Achievements

### DEMOCRATIC REPUBLIC OF CONGO

Reached a total of **35,206** people in Rutshuru, east DRC with an integrated program approach (FSL, WASH, Child Protection). They **adapted** to include WASH in schools and provided seedlings to protect against erosion and soil damage, thus increasing crop yields.

### SOUTH SUDAN

Reached a total of **60,000** people with an integrated program approach (nutrition, WASH, child protection, FSL) in Renk and Fashoda counties in the Upper Nile Region. They **adapted** by including activities focusing on building social cohesion and building community resilience to future disasters.

### HONDURAS

Reached **10,850** vulnerable children and youth and their families in the Valle de Sula with programming focused on child protection and building social cohesion. They **adapted** to continue responding despite increased violence in the targeted neighborhoods, building acceptance and ensuring access to reach the most vulnerable.

### AFGHANISTAN

Targeting 13,060 (Boys - 3271, Girls - 3301, Men - 3179, Women - 3309) people with a new integrated programming approach in Herat. The program has been adapted to respond to needs arising as a result of COVID-19.

**World Vision**

World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families, and their communities to reach their full potential by tackling the root causes of poverty and injustice. World Vision serves all people, regardless of religion, race, ethnicity, or gender.

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