



DIAGNOSING INSTABILITY, BUILDING RESILIENCE

Creative's Governance Fragility Resilience Assessment Method

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Creative's Governance Fragility Resilience Assessment Method (FRAME)

a mapping tool designed to support community leaders and development practitioners to identify specific weaknesses or vulnerabilities within governance systems and then develop tailored and targeted approaches to enhance community resilience.



Through a deeper and more nuanced understanding of a community's unique governance system, leaders and citizens can work together to allocate resources, develop programmatic solutions, and organize constituencies that mitigate the potential for conflict and build networks of community resilience. Reducing fragility and building resilience is fundamental to communities' ability to become more just, prosperous and peaceful.

Creative's Governance Fragility Resilience Assessment Method (FRAME) is a mapping tool that assesses the sources and dynamics of community fragility as well as the efficacy of governing institutions. Across a series of single identity focus groups, Creative's Governance FRAME employs a Likert scale that provides a standardized lens through which to analyze eight functional dimensions and seven stability factors (right) of governance. These functional dimensions are based upon national assessment frameworks, such as that used by the New Deal for Fragile States, and were validated through extensive research conducted by Creative Associates International and the International Peace and Security Institute, a division of Creative Learning. The factors within each dimension provide critical insight into a governance system's particular fragilities and resiliencies.

Creative's Governance FRAME data is presented in a way that produces an individualized profile of each Governance System, visually noting key fragilities and potential points of resilience that can be built upon (see below). Data is then graphed in spider charts that visually depict a system's resiliencies and fragilities as well as areas of overlap and discrepancy among the percep-

tions of single identity groups – such as men and women, government and civil society, or different ethnic groups – as well as the community's local government (next page).

The completion of this guided, qualitative assessment questionnaire, which is localized to each community, offers development practitioners and government leaders, as well as civil society, immediate insight into a community's strengths and weaknesses; resiliencies and risks; and in-depth perspectives on individual groups and constituencies. As a next step, community leaders and development implementers have a starting point for risk factors they need to prioritize, how to allocate or apply limited resources, and where to focus planning and activities.

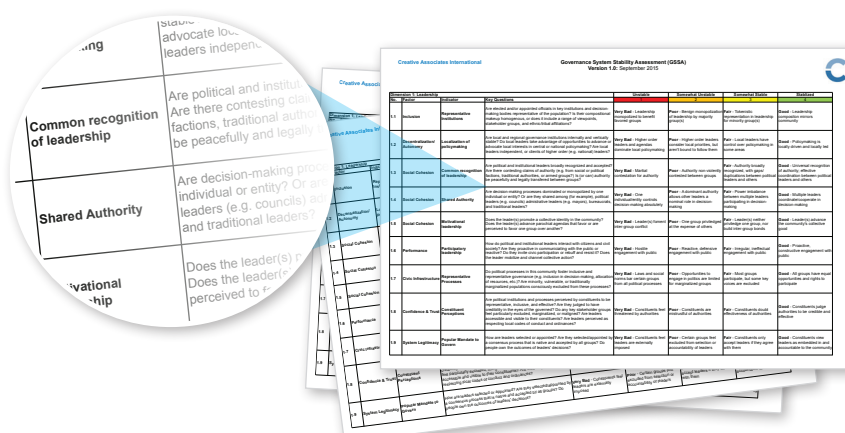
At the same time, the process of collecting Creative's Governance FRAME data through these single identity focus groups is an initial step towards building civic engagement and inclusion. By participating in a process that solicits citizen input, citizens become empowered and take steps on a pathway to greater dignity as their voices are heard by leadership whom, in many cases, they perceive to be distant or disinterested. That empowerment continues as Creative's Governance FRAME data is shared publicly and used as a jumping off point to host community dialogues about perceived difference and group cleavages, discuss issues of mutual concern, undertake informed planning and work with different stakeholders to map joint pathways forward.

8 Dimensions of Local Governance

1. Leadership
2. Administrative Management
3. Fiscal Management
4. Service Delivery
5. Civic Participation
6. Security Environment
7. Justice & Rule of Law
8. Economic Foundations

7 Stability Factors

1. Inclusion
2. Decentralization & Autonomy
3. Social Cohesion
4. Performance
5. Civic Infrastructure
6. Confidence & Trust
7. System Legitimacy



Creative's Governance FRAME uses a qualitative assessment questionnaire to analyze a community governance system on eight key functional dimensions—from service delivery to civic participation and more.

How is Data Analyzed?



Each community is scored within the 8 dimensions of local governance, based on indicators linked to the 7 stability factors. A score of 1 in any dimension indicates low stability, with a score of 4 indicating high stability.

Why Focus on Local Governance?

A reciprocal, mutually-dependent relationship among actors that is based on trust is essential to long-term peace, prosperity, and justice.

Shared Responsibility, Shared Success

The conditions for enhanced resilience are created when a virtuous cycle occurs between local government and society.

Social Capital

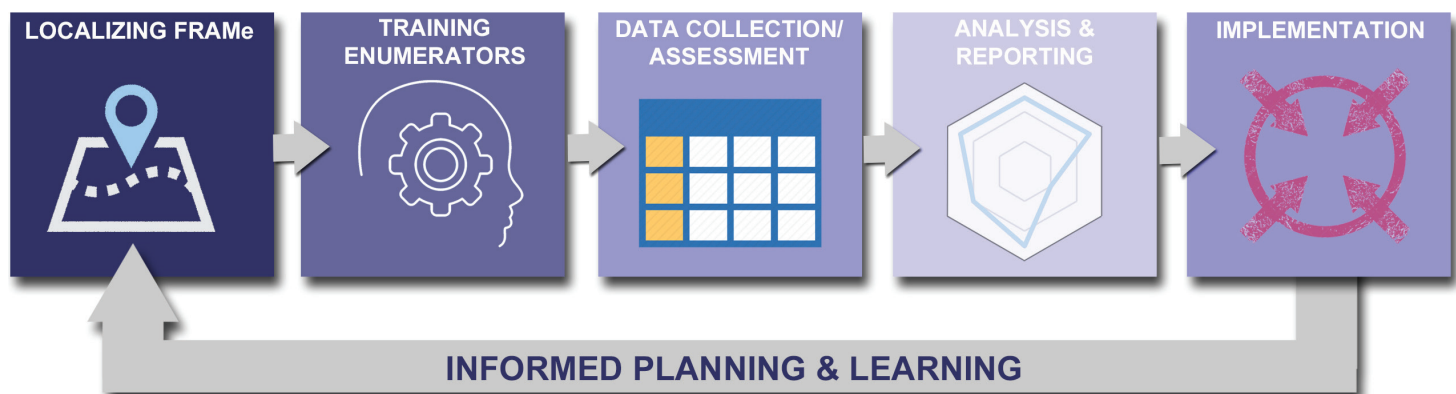
This is the fuel for resilience, defined as the ability of a community to absorb shocks, adapt to short- and long-term stresses, and transform itself to better-manage shocks and stresses into the future while maintaining coherence.

Stability

Where the governance system is resilient, communities are better equipped to manage conflicts and grievances non-violently, and take collective action based on mutual interest when faced with resource scarcities or other shocks.



Programming Cycle





Governance systems are strengthened not simply by building the capacity of individual system actors, but by simultaneously enhancing the quality and utility of interactions between them.

Why Creative's Governance FRAME?

Understanding a community or society's governance system's unique vulnerabilities and resiliencies is essential to predicting and preventing destabilizing events. The rules and traditions by which a community governs itself have a direct impact on a community's vulnerability to violent conflict and its resilience in the face of social, economic, and environmental shocks and stressors. Questions of who controls assets and local levers of power, and to what end; how resources are allocated between and within groups; and how grievances are expressed and litigated are just some of

the determining factors for how a governance system is perceived by its citizens.

However, community leaders, within government as well as civil society, lack the distinct information necessary to accurately diagnose the risks a community faces and the opportunities within their own midst. Similarly, development practitioners lack nuanced information about the communities they seek to support and often apply broad-stroke methods and approaches to community stabilization and resilience-building.

In light of this gap, Creative and the International Peace and Security Institute (IPSI) have developed the Fragility Resilience Assessment Method (FRAME): a mapping tool designed to support community leaders

identify specific weaknesses or vulnerabilities within their governance systems and then develop tailored and targeted approaches to enhance community resilience and build civic participation and dignity.

What's Next?

We seek innovative partners in governments, multilateral organizations, and communities across a wide array of geographic areas to work with us in developing much needed nuanced understandings of communities' and states' pathways to resilience that withstand destabilizing influences such as extremism, social unrest, demographic pressures, and economic inequality.



Creative's Governance FRAME was developed and produced by Creative Associates International, with the valued input of the International Peace and Security Institute (IPSI). Creative provides outstanding, on-the-ground development services and forges partnerships to deliver sustainable solutions to local challenges. IPSI equips global leaders through experiential training and applied research to pragmatically prevent, transform, and resolve violent conflict.

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