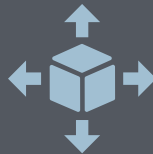# Governance & Community Resilience

STRATEGY

Creative's tools identify the points of fragility and resilience in a community that are used to develop targeted interventions and to track results over time.

DIFFERENTIAL

We work with community leaders to navigate changes in the roles, relationships, and responsibilities of local government, civil society, and citizens; transforming the quality of governance.
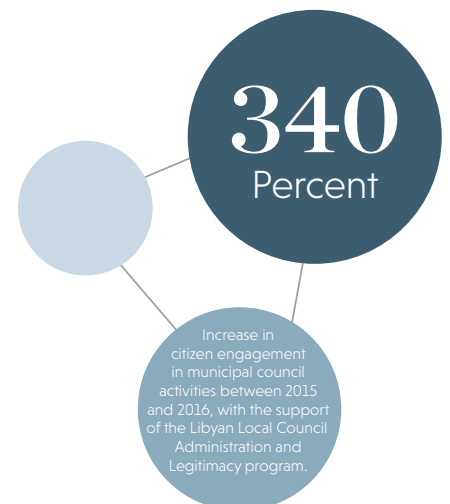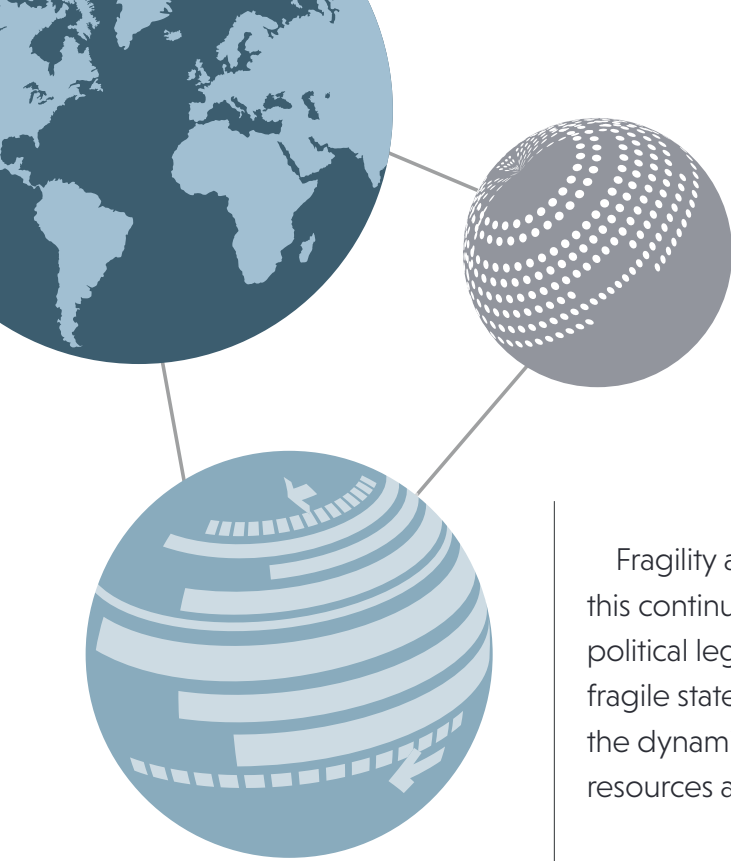
GLOBAL RESULTS

Creative's approach brings about sustainable change by building on points of resilience and addressing the underlying drivers of fragility and poor governance.

Building resilience is central to communities' ability to prosper and establish peace.

Creative Associates International's transformational governance approach builds community resilience by working with government and civil society to build technical capacity while also sustainably addressing the systematic and institutional factors that foster fragility and conflict.

340
Percent

Increase in citizen engagement in municipal council activities between 2015 and 2016, with the support of the Libyan Local Council Administration and Legitimacy program.

Fragility and resilience exist in a continuum, with a state's place on this continuum determined by a series of factors, such as the levels of political legitimacy and group grievances. To move toward resilience, fragile states must address these factors and fundamentally transform the dynamics and hierarchies that determine citizens' access to resources and influence in their community.

Transforming governance systems

Creative's transformational governance approach addresses the systemic factors that can either foster state or community resilience or exacerbate fragility.

Resilience exists when a society has the capacity to not only return to status quo after a shock, but also to transform itself into a stronger state than it was previously. Fragility is vulnerability to conflict, violence, and human suffering because of increased risk and an inability to mitigate or recover from crises and shocks

Targeting the root causes of fragility—such as the loss of political legitimacy, the rise of group grievances, or failure to promote inclusive growth— this approach goes beyond modeling transactional 'good governance' practices that build government officials' technical capacities, improve service delivery outputs and strengthen civil society advocacy but are not sufficient to bring about systemic change in governance.

Moving beyond a simple supply-demand model of governance which measures progress in outputs like service delivery, Creative's approach works to promote sustainable development based on a shared responsibility/shared success paradigm that requires a change in roles and responsibilities of both government and citizens.

For example in one northern Nigerian

state, citizens are prepared to assume some responsibility in paying for education and health, and want to work with government officials to clearly define these new roles and responsibilities. This transformation, that engages all sectors of society in new ways, can better cultivate mutual understanding and better address root drivers of fragility. It opens governing processes in new ways.

As society becomes more open and expands access to key resources, previously limited to elites, stability and resilience build while the drivers of fragility gradually decline, ultimately leading to a change in relationships that, in total, transform governance.

Interventions and tools

Creative has developed a set of tools for diagnosing and understanding problem sets in a community and designing transactional and transformative interventions that lead to sustained responsive, accountable, and inclusive governance systems. Creative's tools monitor and measure changes in institutional performance and citizen-state relations over time.

Creative's Governance Fragility and Resilience Assessment Method, or *FRAMe*, identifies points of resilience and fragility within communities, pinpointing where and how a governance system needs to be transformed.

Through *Creative's Governance FRAMe's* qualitative questionnaire, community

Creative's Transformational Governance Approach:

Changing Roles, Responsibilities, and Relationships

Roles

We assist community and government leaders understand how the current roles of civil society, government and citizens contribute to or diminish pathways to prosperity, effective service delivery, and economic growth; and Subsequently build their respective capacity to fulfil constructive roles such as government capacity to responsibly collect, manage, and expend internally generated revenues or citizens' ability to negotiate with government and other citizen groups for addressing, monitoring and providing feedback on services delivered.

Relationships

Through a change management lens, we provide technical support to community and government leaders navigate transitions in institutional and individual relations that allow for constructive and sustainable deployment of good governance practices designed to creative more inclusive, accountable, and legitimate governing processes.

Responsibilities

Based on changing roles and relationships we expand local actors knowledge, skills, and understanding of their responsibilities; and, Build their capacity to advocate for and implement new laws, policies, and programs that provide better services, increase transparency, and reduce group grievance that may result in social unrest, slow or uneven economic growth, and a rise in violent extremism.

To transform governance systems, building resilience is equally as important as reducing fragility. Creative's data-based tools measure both and continue to chart progress along the fragility-resilience continuum.

members evaluate their local governance systems along eight dimensions of governance (such as leadership, service delivery, and justice and rule of law) and seven factors of stability (such as inclusion, performance, and system legitimacy).

Data is collected in single-identity focus groups, which allows for comparison between groups in the community, such as men and women, young and old, different ethnic groups, and government officials and other community groups that play a significant role in governing.

Producing a unique profile of each community, *Creative's Governance FRAMe* uses data to illustrate areas of greatest fragility, points of resilience and community assets, and gaps between groups that could fuel group grievances. With this information, program staff or community leaders can design interventions to specifically address these vulnerabilities. Findings from data analysis can also help gauge a community's level of susceptibility to violent extremist ideologies by tracking levels of group marginalization that may increase vulnerability to recruitment or the whole of community's radicalization.

By conducting the analysis at regular intervals, practitioners or leaders can observe change over time and determine where interventions successfully reduce fragility and foster resilience.

Creative's Organizational Effectiveness Assessment is a multi-dimensional tool that examines how local government operates, analyzing the competence of officials, the functionality of the institutions and the structures in place.

The tool evaluates the strengths or deficits in fundamental tenets of public administration such as budgeting, human resource management and service delivery and to better target technical and capacity building support. It also monitors progress

In Libya, Creative's programs worked with civil society organizations and municipal councils to improve service delivery and build collaborative relationships between elected leaders, activists and citizens and improve municipal services.

over time, with specific emphasis on changes in understanding, knowledge and behavior of governing officials.

Building capacity to transform

For long-term stability and resilience, Creative's programs prioritize building the capacity of local officials to lead and manage governance transformations within their communities.

With a focus on transformational leadership, Creative's programs support officials to move from positional leadership to influential leadership to create an inclusive governance system that works toward

community cohesion and institutional legitimacy. Trainings equip community leaders with the knowledge and skills to gather support from a diverse set of actors and to help them traverse changes in roles, responsibilities and relationship that promote community resilience.

Recognizing that communication is critical in this process, Creative's programs focus on building dynamic communication strategies that emphasize listening, understanding, and speaking as ways to better build relationships with citizens that foster trust and confidence in public officials.

Local officials learn how to implement solution-based service delivery that engages

citizens in defining solutions to problems. In light of competing interest and demands for resource allocations, officials become familiar with tools to addresses these cleavages.

Creative's two-week leadership program in building local governance legitimacy equips local councils and community leaders with the knowledge, understanding and skills to build a cohesive, inclusive governing system that fosters resilience, leverages community resources and fosters citizens' agency in solving community problems. Leaders learn how to institutionalize effective governance principles, which enhances the predictability and reliability of the governing system.

About Us

Creative Associates International works with underserved communities by sharing expertise and experience in education, economic growth and transitions from conflict to peace. Based in Washington, D.C., Creative has active projects in more than 25 countries. Since 1977, it has worked in more than 90 countries.

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