



Crisis management in practice

BMZ Newsletter

Dear readers,

Thank you for your interest in the third issue of the 'Crisis Management in Practice' newsletter, which provides further insights into the evidence-based management of **transitional development assistance (TDA)**.

In this newsletter, we will inform you about our results, and new insights we are gaining, and how we are using them. This issue focuses in particular on measures to promote **social cohesion and peaceful and inclusive communities**.



'We attach great importance to measuring the results of transitional development assistance in order to gear our projects even more closely to requirements and make them more efficient and sustainable.'

Elke Löbel

Head of Directorate Displacement and migration; crisis prevention and management; Commissioner for refugee policy

How is transitional development assistance implemented in ...?

Iraq: Peaceful and inclusive communities



The war in Syria and the rise of the so-called Islamic State have led to large-scale refugee movements and societal tensions. In **Nineveh in northern Iraq**, the **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)** is promoting social cohesion between different groups. Together with local partners, GIZ is rebuilding **basic infrastructure and services** and helping people to secure their food supplies and income. GIZ combines these measures with **non-violent conflict transformation**, for example through mediation training, strengthens local peace actors and provides support in negotiating local peace agreements. This promotes the peaceful and inclusive coexistence of up to 200,000 people.

In addition, 120 young people from different religious groups are being trained to tell peace-positive stories and share their perspectives in digital formats. A **media campaign** uses these videos in social media as a peace series on how to interact with other religious groups. While these activities are under way, a **rigorous impact evaluation** measures the positive effects on young people's attitudes and behaviour, helping them move towards mutual acceptance.



7 million people are reached by ongoing transitional development assistance projects in Iraq.

Sudan: Strengthening social cohesion and resilience



In Sudan, food insecurity and a shortage of resources repeatedly lead to conflicts, including the use of armed force, particularly between displaced persons and the local population. With cash transfers, vouchers and urgently needed goods as well as agricultural and livestock schools, **Deutsche Welthungerhilfe** is improving the food security and resilience of returnees, internally displaced persons and host communities in the east and west of the country. The non-governmental organisation supports vocational trainings and climate-sensitive agriculture, strengthens peaceful dialogue and participatory conflict resolution at community level in a multi-sectoral approach. Doing so, Deutsche Welthungerhilfe contributes to **social cohesion** and peaceful and inclusive coexistence. In line with the **Humanitarian-Development-Peace (HDP) nexus**, the organisation thus complements the humanitarian assistance of the German Federal Foreign Office with transitional development assistance, financed by BMZ. The **synergies** evolving from this allow for a comprehensive response to the needs of the local populations.

Iraq: Empowering and protecting women against violence



The advance of the so-called Islamic State forced more than 2.6 million people to flee their homes in Syria and Iraq. Many of them are still living in the Kurdish regions of Iraq. Displaced women are often exposed to sexual and domestic violence in shelters and host communities compounding experiences of political violence. **Medica mondiale** supports women and girls who have experienced violence in shelters and host communities. In community centres, they can stay in safe shelters, receive medical and psychosocial support, as well as legal counselling, educational training, language courses and training to improve their chances in the labour market. **Medica**



Women and girls affected by violence in Iraq find protection, rest, and counselling at the shelters. © Medica Mondiale/ Rendel Freude

mondiale also works closely with state structures to initiate reforms and laws that protect women and girls from violence.



6.4 million displaced people and members of their host communities were reached since 2018 by transitional development assistance.

Medica mondiale and Deutsche Welthungerhilfe are two of 29 civil society organisations that implement activities within the framework of transitional development assistance. Their closeness to local communities and deep knowledge of their needs form a core strength of their programming. Further, many of the non-governmental organisations are **experienced in working in crisis-affected regions**.

Niger: Jointly strengthening peaceful and inclusive coexistence



In the Diffa region, attacks by the Boko Haram militia, weak state institutions, and intensifying conflicts over natural resources cause hunger, insecurity, and displacement. Social ties within families, between generations, and ethnic groups are severely strained or even torn apart by violence, extreme poverty, and human rights violations.

The World Food Programme (WFP) and the United Nations Children's Education Fund (UNICEF) are **strengthening people's resilience** and promoting **social cohesion** through a joint program. **WFP** improves access to land and water by restoring cultivated areas and irrigation canals. Complementary, **UNICEF** supports the communities in health care, family planning, and nutrition for their children. Communities participate in planning the services in their municipalities. Moreover, girls benefit from cash transfers which serve as a basic security, allowing them to go to school instead of having to contribute to securing their families' livelihoods at home. Young people are encouraged to engage in **intergenerational dialogue that promotes peace**.

WFP and UNICEF employ the **outcome harvesting method** to be able to measure the programme's impact, **with a particular focus on social cohesion**. This method generates evidence of achieved improvements and examines retrospectively whether and how the respective measures have contributed to these improvements. UNICEF and WFP have

found this qualitative method to be particularly suitable for examining issues of social cohesion in very fragile contexts.

More information on transitional development assistance can be found here:

- The fact sheet “**Peaceful and inclusive coexistence**” (EN, GE, FR) offers further information on the implementation of this field of action.
- This **film** shows how our partners are strengthening reconstruction efforts in Nineveh, Iraq in order to contribute to peacebuilding.
- The handbook **Concrete Solutions: Construction and Peacebuilding** shows how GIZ combines building infrastructure with peacebuilding activities in four different contexts.

Evidence-based management – but how?

Digital tools for monitoring in fragile contexts



In Nineveh, GIZ has developed a **context and conflict monitoring system** that produces monthly reports on changes in the socioeconomic situation, current migration flows, and tensions between and within communities in northern Iraq. It builds on data from focus group discussions, key informant interviews, social media analyses, and exchange formats with representatives of non-governmental organisations and local administration.

Together with the **GIZ Data Lab**, GIZ analyses further data sources for the context monitoring system. This includes an approach through which actors on the ground can deliver their data. The innovative technique is being tested together with a **data and analysis platform**. This way, the information being collected on the ground is presented in a **dashboard**. The online tool being used, **Premise/GIZ**, produces real-time **statistics and visualisations**. The methodology already provides valuable results for **project management**. Another advantage is the easy translation of content in local languages.

In Jordan, the non-governmental organisation **Vision Hope** also employs a **data management tool** to promote high quality educational opportunities for Jordanian and Syrian children. The tool provides Vision Hope and their partners and clients with an immediate overview of ongoing measures. A **dashboard** compiles the most important information, such as context, result, and



Jordan as a country of refuge, where Syrian and Jordanian – children can return to school. © Vision Hope International e.V./ Alea Horst

financial monitoring. Relevant data can be accessed and visualised immediately, for example in maps.

For monitoring, various software applications are available on the market, ready-to-use and customizable. The BMZ promotes the use of those technologies for a timely **monitoring of TDA projects**.

Evaluation of the engagement in Iraq

The engagement of the BMZ and the German Federal Foreign Office in Iraq from 2014 to 2019 was examined in a joint evaluation:

- **Report on BMZ Engagement in Iraq (2022)** – only available in German



26 million people have already been reached by transitional development assistance since 2014

We are already implementing recommendations from the evaluation. We

- have introduced portfolio and project informing **resilience analyses**, which are currently being carried out in various countries.
- strengthen the implementation of the Humanitarian Development Peace (HDP) nexus (read more on p. 5).
- improve monitoring systems and systematic data collection.

We use the findings of the evaluation for developing the transitional development assistance portfolio.

Using evidence to empower women in fragile contexts



Which measures strengthen **women as agents of change in fragile contexts**? The International Initiative for Impact Evaluation (3ie) has produced a systematic review **Strengthening Women's Empowerment and Gender Equality in Fragile Contexts**. For this, the initiative evaluated 14 gender-sensitive and gender-transformative interventions from 104 rigorous impact evaluations.

Many of the analysed measures had **positive effects on women's empowerment**. These include **cash transfers, self-help groups, savings and credit associations and vocational training programmes**. Self-help groups significantly strengthened women's freedom of movement, legal awareness and participation in political processes. This was the only measure examined that led to a **decrease in violence** against women in their own households.

The study concludes that measures should be geared towards **family units** rather than individuals in order to achieve more far-reaching impacts. Subsidies for transport or childcare are necessary to enable women to participate in vocational training programmes. Complementary training components, for example in commercial skills or financial knowledge, have more sustainable results regarding the resilience of female participants in the self-help groups.

Few activities, however, had a positive impact on **men's and community members' attitudes towards women**. Norms in patriarchal cultures proved to be **even stronger barriers** to women's empowerment than expected.

This evidence should contribute to improving the quality of gender-sensitive transitional development assistance projects. In addition, the number of projects that define gender equality in crisis contexts as the main goal and are gender-transformative will be increased in the medium-term. In this way, transitional development assistance will contribute to the **feminist development policy**.

- 3ie's explanatory video on the systematic review: **Strengthening women's empowerment and gender equality in fragile contexts**
- Podcast on the systematic review **Social cohesion** (see also **Issue 1 of the newsletter**) and one **episode on building social cohesion in schools in Turkey**
- More about 3ie's impact research: **3ie News | Evidence impact stories, publications, events, jobs and more**

Results monitoring at our non-governmental organisations



To ensure evidence-based management, we support our civil society partners in measuring the results they achieve. In late 2020, we conducted an online survey to find out the status of results monitoring at 30 NGOs. The core findings were that NGOs that participated

- partially use theories of change as their results logic.
- usually carry out results monitoring and have a monitoring and evaluation (M&E) system in place.
- do not apply the **BMZ evaluation criteria** and the **OECD-DAC criteria** in their entirety.
- predominantly carry out **results-based monitoring and final evaluations**, and rarely use other evaluation approaches such as real-time evaluations or rigorous impact evaluations.
- predominantly address and **measure** the extent to which their projects **strengthen the resilience** of vulnerable people and local structures.
- use results monitoring primarily to demonstrate their **accountability** and to **steer and design projects**.

In dialogue with the NGOs, the survey enabled us to identify areas in which monitoring and evaluation practices can be improved. We also support our partners in expanding the value and benefits of results monitoring over and beyond accountability. Our foremost aim is to **improve the transitional development assistance portfolio based on these lessons learnt.**

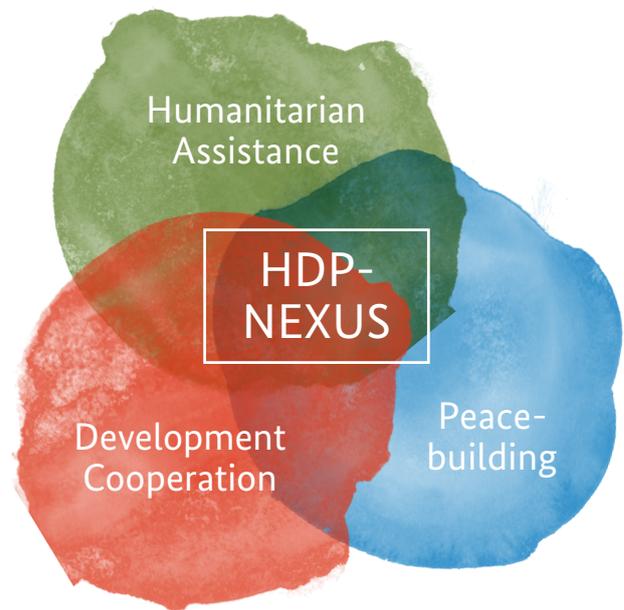
The HDP nexus in practice

What is the best way to implement the **HDP nexus**? BMZ is conducting a study – started end of 2021 – together with the research institute **Bonn International Centre for Conflict Studies (BICC)**, **Welthungerhilfe**, **Malteser International** and the **International Rescue Committee (IRC)**. It examines the engagement of the three civil society organisations in **Mali** and our **nexus and peace partner countries** **Iraq**, **South Sudan** and the **Democratic Republic Congo**. The study will primarily compare the context-specific application of different HDP nexus tools and processes. The findings and lessons learned will be shared on an ongoing basis – also with civil society organisations that are not participating in the study.

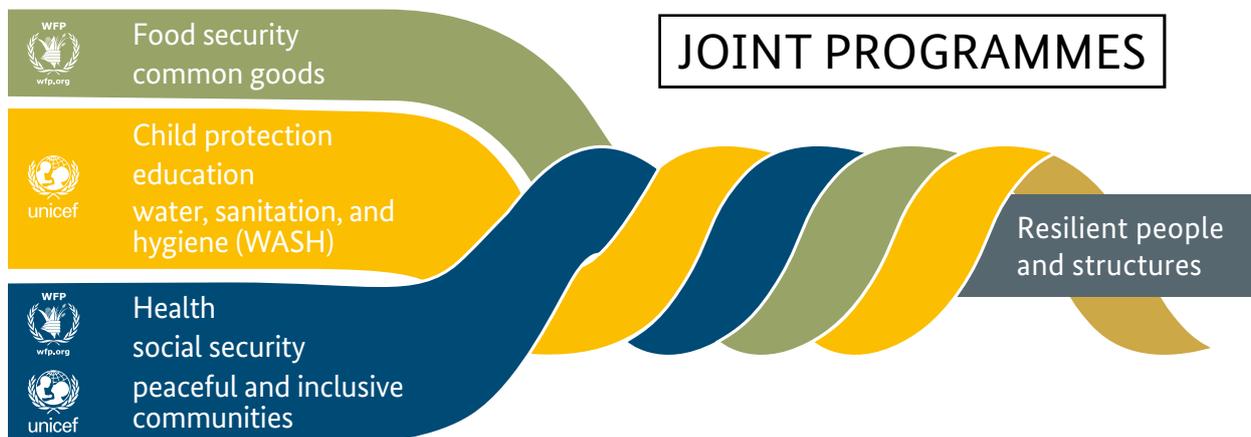
➔ Literature review: [The humanitarian-development-peace nexus in practice](#)

HDP NEXUS EXPLAINED

The HDP nexus brings together humanitarian assistance (H=humanitarian), development cooperation (D=development) and peacebuilding (P=peace) with the aim of strengthening the cooperation, coherence and complementarity of these areas. Implementing the HDP nexus does not mean that each of our implementing partners has to operate in the fields of humanitarian assistance, development and peacebuilding. Rather, the different actors should work together in a joint, complementary manner according to their mandates, strengths, expertise and capacities.



WFP and UNICEF combine measures from different sectors in the Sahel. In this way, they are strengthening the resilience of vulnerable population groups in a comprehensive and sustainable way.



Joint impact

Germany is the second-largest donor to the **World Food Programme (WFP)** and the **United Nations Children’s Fund (UNICEF)**. Since 2017, we have increasingly commissioned the two UN organisations to carry out **joint multi-sectoral programmes** in some cases also with the Food and Agriculture Organization of the United Nations (FAO). The aim of these programmes is to strengthen resilience in a far-reaching and sustainable way.

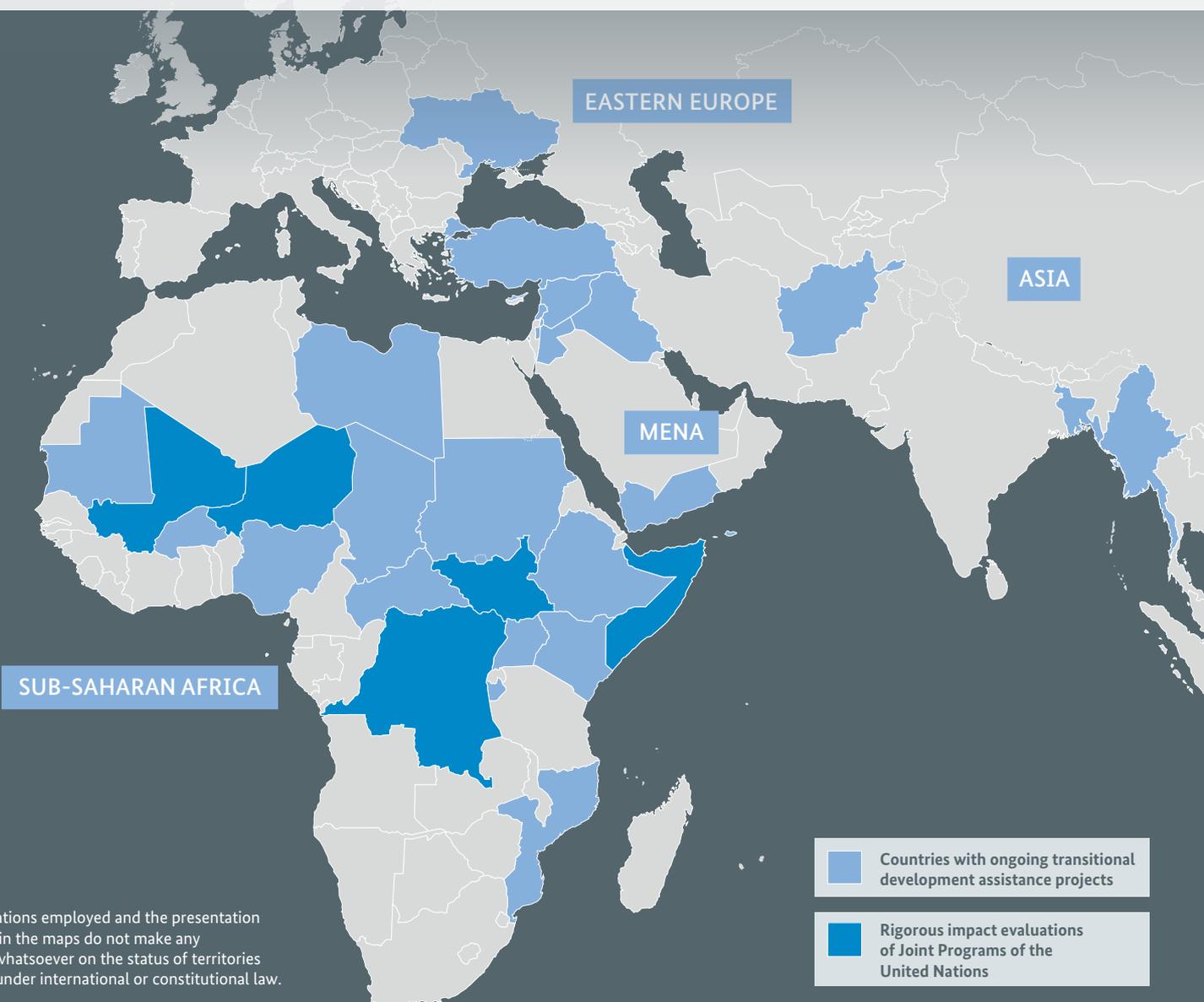
Two complementary programmes are being carried out by UNICEF’s Building Resilience in the Sahel programme ([interactive report](#)) and the Sahel Resilience Initiative by WFP ([WFP Sahel portfolio](#)). Together, the two UN organisations have already reached over 2 million people.

Generating new evidence: Rigorous impact evaluations



To capture the results of these programmes, we are conducting several **rigorous impact evaluations** together with our UN implementing partners (see [first issue of this newsletter](#)). To do this, we are using **innovative data collection methods** that capture how the programmes are helping those affected to absorb shocks in real-time. We use the collected data to measure the impact of the programmes in relation to the shocks that occur. This allows us to find out how our programmes are strengthening vulnerable population groups against the impacts of environmental, economic and climate shocks.

WHERE IS TRANSITIONAL DEVELOPMENT ASSISTANCE BEING IMPLEMENTED?



The **rigorous impact evaluations** pose the following core questions:

- Which crises and risks affect which vulnerable population groups and how?
- What measures best strengthen the resilience of the differently affected people in the face of these crises and risks?

The intention is to use the findings in a **cross-national comparison** to show how the measures can be targeted even more effectively. The findings may also provide information on how to **prevent crises**. In South Sudan, the **rigorous impact evaluation explores additional questions**, such as:

- How can livelihood measures be combined with education and health measures in order to strengthen resilience?
- Can pre-harvest cash transfers along to post-harvest asset-building measures improve smallholder farmers' situation in the long term? This aims to stop them from turning to short-term coping strategies, which however permanently worsen their food situation.

Would you like to learn more about transitional development assistance?

Insights into country portfolio

Why is transitional development assistance engaged in certain countries? What do people and communities need on the ground? How are they reached? The fact sheets answer these questions.

→ **Sahel region** (EN, GE, FR)

→ **Iraq** (EN, GE)

→ **Somalia** (EN, GE)

Disaster risk management



The new thematic sheet on the field of action “**Disaster risk management**” (EN, GE) is designed to support our partners in managing disasters and mitigating risks.

From risk to resilience: Transitional development assistance supported the population living on the river in the north of Bangladesh to better prepare for floods.

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