



# Crisis management in practice

BMZ Newsletter

Dear Readers,

we are pleased to present the first issue of the newsletter "Crisis management in practice" of the division Displacement and Migration, Crisis prevention and Management; Commissioner for refugee policy of the German Federal Ministry for Economic Cooperation and Development (BMZ).

As conflicts and crises are increasing worldwide, they become more complex and are thus also more protracted. BMZ has responded to this by expanding its fast and flexible crisis instruments, such as the transitional development assistance and the special initiative on displacement. Prospects can thus be created for people affected by violent conflicts, refugee crises, natural disasters or epidemics.

But what works in which places and under which conditions? What do we achieve together with our partners? So far, the international community knows (too) little about which interventions are most effective in crisis management.

In this newsletter, we will inform you about what we are doing to prove the effectiveness of our crisis instruments, which insights we are gaining, and how we are utilizing them.

Therefore, this first issue provides an insight into the evidence-based management of the transitional development assistance. The objective of this instrument is to sustainably strengthen the **resilience** of people and local structures hit particularly hard by crises, and to prevent new crises. In this way, bridges are being built from immediate humanitarian aid to long-term development cooperation and peace-building. **Results monitoring and measurement** is a key focus of **BMZ's new strategy on transitional development assistance**.

We will take an exemplary look at the **successes of individual projects**, provide insights into **existing evidence** and present concrete **measures and processes for generating evidence**.

Since the beginning of the covid-19 pandemic, the international community is facing extraordinary challenges as existing crises are intensified and people in many regions are put under additional stress. With transitional development assistance we have been able to immediately respond to this crisis (page 3).

Thank you for following BMZ's work in crisis regions. We are happy to share our insights into evidence gathering and our success stories with you.

## How is Transitional Development Assistance implemented in...?

### Regional Engagement: Resilience Programme in the Sahel

The Sahel region is characterised by a particularly **high level of fragility**, due to protracted, asymmetric conflicts, political instability, the increasingly noticeable effects of climate change, high levels of food insecurity and, more recently, the consequences of the covid-19 pandemic. These crises encounter a lack of coping capacity on the part of governments and the people of the Sahel.

Together with the **United Nations World Food Programme (WFP)**, a comprehensive programme, the *Sahel Resilience Initiative*, is being implemented in the Sahel (Burkina Faso, Chad, Mali, Mauritania, Niger) to **sustainably improve the population's nutrition and livelihoods**.

Since 2019, the **United Nations Children's Fund (UNICEF)** complements the programme in the sectors of food security, education, WASH, and child protection in jointly selected districts in Mali, Mauritania, and Niger through its complementary initiative, *Building Resilience in the Sahel*.

This programme focuses on **vulnerable people who are particularly affected**, such as children, youth, women, refugees and IDPs. **Strengthening their capacities** is facilitated by building on existing structures and knowledge of the population.

The joint resilience initiatives **support the same communities over 5 years**.

The measures are intended to promote **social cohesion** and are **planned in a participatory manner** with the target groups. The long-term, multisectoral programmes combine various measures, such as the maintenance of agricultural land to support smallholder farmers, the adaptation of agriculture to drought caused by climatic changes, and the cultivation and distribution of nutritious food to stabilise the food insecurity. They also include supplying canteens for school children, the provision of job opportunities for youth, health support for pregnant women and nursing mothers, providing access to clean water, sanitation and hygiene, and the development of social safety nets.



**To date, transitional development assistance has been deployed in over 35 countries world-wide.**

**1.2 million people have already benefited from WFP's support since September 2019.** In addition, 31,000 hectares of land – the area of 43,500 football fields – have been rehabilitated and cultivated. Children at 1,200 schools have been provided with regular meals.

The multifaceted package of measures **strengthens the resilience of people and institutions** at various levels and contributes to a **long-term transformation** in the region. As a result, communities are more resilient towards future crises – **now and after the end of the programme**.



Smallholder farmers in Mali can irrigate their fields through using solar-powered pumps and thus are able to secure their family's livelihood. © WFP/ Benoit Lognone

In Chad, for example, first evidence suggests that resilience-building measures have contributed to **income generation** at the household level and **strengthened social cohesion within the communities**. In addition, individual studies show a **decrease in migration** from rural areas.

Due to the health and socio-economic impacts of the **corona pandemic**, the people in the Sahel are **facing a new crisis** that is testing their resilience. To generate evidence, WFP piloted several **innovative remote data collection approaches** in the region for **results measurement**.

Preliminary evidence shows that **beneficiaries of the Sahel Resilience Initiative are coping much better with the current covid-19 pandemic than non-beneficiaries**. The data collected indicates that after just one year of implementation, households addressed by the programme have improved capacities to cope and adapt to this crisis in terms of food security, more than the rest of the population in the area. Accordingly, **BMZ's resilience approach in cooperation with WFP and UNICEF has already proven its effectiveness in the Sahel**. The accompanying rigorous impact evaluation will provide further insights into successful resilience building. Read more on page 5.

## Which current crises does Transitional Development Assistance address?

### Fast, flexible and close to the target group: Covid-19 response

The covid-19 pandemic amplifies existing challenges in crisis regions. Transitional development assistance has responded quickly with numerous **new commissions and rededications of funds**. Together with its partners, BMZ is drawing on its experience in crisis management to provide comprehensive support to populations most affected. This ranges from **prevention measures** that address **socioeconomic consequences to covid-19-specific adaptations** of existing measures to continue strengthening the resilience of the population towards other crises.



Since 2019, BMZ has been UNICEF's third-largest donor.

### For instance

The joint KfW/UNICEF project in **Iraq** focuses on **protecting families, children and adolescents**. 3 million people are being informed about preventive measures through **awareness campaigns**. 1.2 million children and adolescents affected by school closures are provided **remote learning solutions**. Many of them live in camps of internally displaced people (IDP) and refugees. **Protective equipment** is provided to 300,000 children to improve their water, sanitation and hygiene (WASH) conditions, with the aim of reducing the spread of the virus.

To additionally **strengthen the health system**, KfW has commissioned the **construction of five makeshift hospitals** with 100 beds respectively, including 40 intensive care beds. This will enable the immediate treatment of 9,000 covid-19 patients and ensure long-term stability in health care provision.



As protection measures against covid-19, children in Baghdad are taught the rules of hygiene through creative and athletic games. © UNICEF

## Evidence-based management – but how?

How exactly does transitional development assistance (TDA) work? To answer this question, BMZ and its implementing partners are investing in **capacity building** and the development of systems for data collection, analysis, monitoring, and evaluation. The objectives are to

- better prove the effectiveness of TDA based on sound data,
- strategically develop the TDA portfolio based on evidence and learning experiences, and thus
- increase the quality and effectiveness of TDA.

The evidence-based management of the TDA portfolio is based on **three components**:



### Collecting and assessing existing evidence

The **Evidence Gap Map Report “Building Peaceful Societies”** published in April 2020, describes the evidence base of 242 rigorous impact evaluations and 34 Systematic Reviews (SRs) of peacebuilding interventions in fragile contexts. The report is based on the so-called **Evidence-Gap-Map (EGM)**, which provides an overview of the aforementioned studies in the form of **an interactive online database**. The report shows in which areas scientific evidence on the effectiveness of interventions is available that can be used for policy and program design. It also highlights existing evidence gaps and thus the need to generate new evidence. Particularly noticeable evidence gaps exist in the areas of behaviour to promote peace, competences to resolve conflicts, social norms concerning violence, or perceptions of community safety, among others.

It thus **serves as a valuable tool** for development actors to make **evidence-based decisions** and supports them in program planning. At the same time, it provides guidance for the direction of future research.

Funded by BMZ, the report was prepared within the framework of a cooperation agreement between the *German Institute for Development Evaluation gGmbH (DEval)* and the *International Initiative for Impact Evaluation (3ie)*.

Due to the gaps identified through the EGM, BMZ commissioned 3ie to conduct a **systematic review on social cohesion**. Guided by the question “Which interventions strengthen intergroup social cohesion in fragile contexts?”, 3ie reviewed an extensive amount of studies and analysed 24 relevant rigorous impact evaluations. Conclusions for transitional development assistance based on the **findings** are:

- Interventions to strengthen intergroup social cohesion are promising if they are implemented **long-term** and are part of a **multisectoral**(resilience)programme.
- Interventions to strengthen social cohesion are particularly targeted when they directly address individual attitudes and thus focus on **human behaviour**.
- Trust, a sense of belonging, willingness to participate, willingness to help, and acceptance of diversity were identified as the **most common** dimensions to depict and measure intergroup social cohesion. They should be included during the implementation of transitional development assistance.

In the first half of the year 2021, BMZ will invite implementing partners to an **online event on the utilization of the EGM and Systematic Review**.



UNICEF, WFP and local nongovernmental organisations are synergising their skills and expertise in the Sahel to jointly support the population. © WFP / Alina Seebacher

## Generating new evidence

To generate robust evidence of the effectiveness of transitional development assistance projects, BMZ has commissioned various implementing partners to conduct **rigorous impact evaluations**. In addition, BMZ and *Gesellschaft für Internationale Zusammenarbeit* (GIZ) are piloting the **integration of behavioural science approaches** into transitional development assistance projects.

Since 2016, BMZ has been promoting the joint implementation of resilience programmes by UN organisations within the framework of so-called **Joint Programmes**. These combine the comparative advantages of organisations to strengthen the resilience of vulnerable people and communities. Through strengthened synergies among UN organisations multi-causal causes of vulnerability as well as capacities to deal with crises can be addressed more effectively. **UNICEF** and **WFP** are **key implementing partners of BMZ** in this regard.

To **generate robust evidence of the effectiveness of the multisectoral resilience programmes**, three of the seven joint programmes are currently being accompanied by **rigorous impact evaluations**. The findings will inform ongoing programme management and allow for adjustment if measures do not achieve the anticipated impact.

This is particularly important in **fragile, constantly changing contexts**. In addition, the findings from impact research inform the future design of resilience programmes and the strategic processes of implementing partners.

The three rigorous impact evaluations, in cooperation with the *World Bank's Development Impact Evaluation* (DIME) group, began in 2019 and will continue throughout the duration of the projects (until 2023). First **findings** are expected to be available in the spring of 2021. In addition, a rigorous impact evaluation of the joint UN resilience programme in Somalia has been commissioned in 2020.

**GIZ** has also been commissioned to conduct a rigorous impact evaluation of a transitional development assistance project in central Nigeria, which aims to strengthen the resilience of state and civil society actors as well as the resilience of the population in dealing with an ongoing resource conflict and its consequences. In addition to the reconstruction of basic infrastructure and food security, the peaceful and inclusive coexistence of the population is being promoted. Currently, the methodological concept for the impact evaluation is being developed. Initial findings are expected to be available in fall 2021.

### RIGOROUS IMPACT EVALUATION EXPLAINED

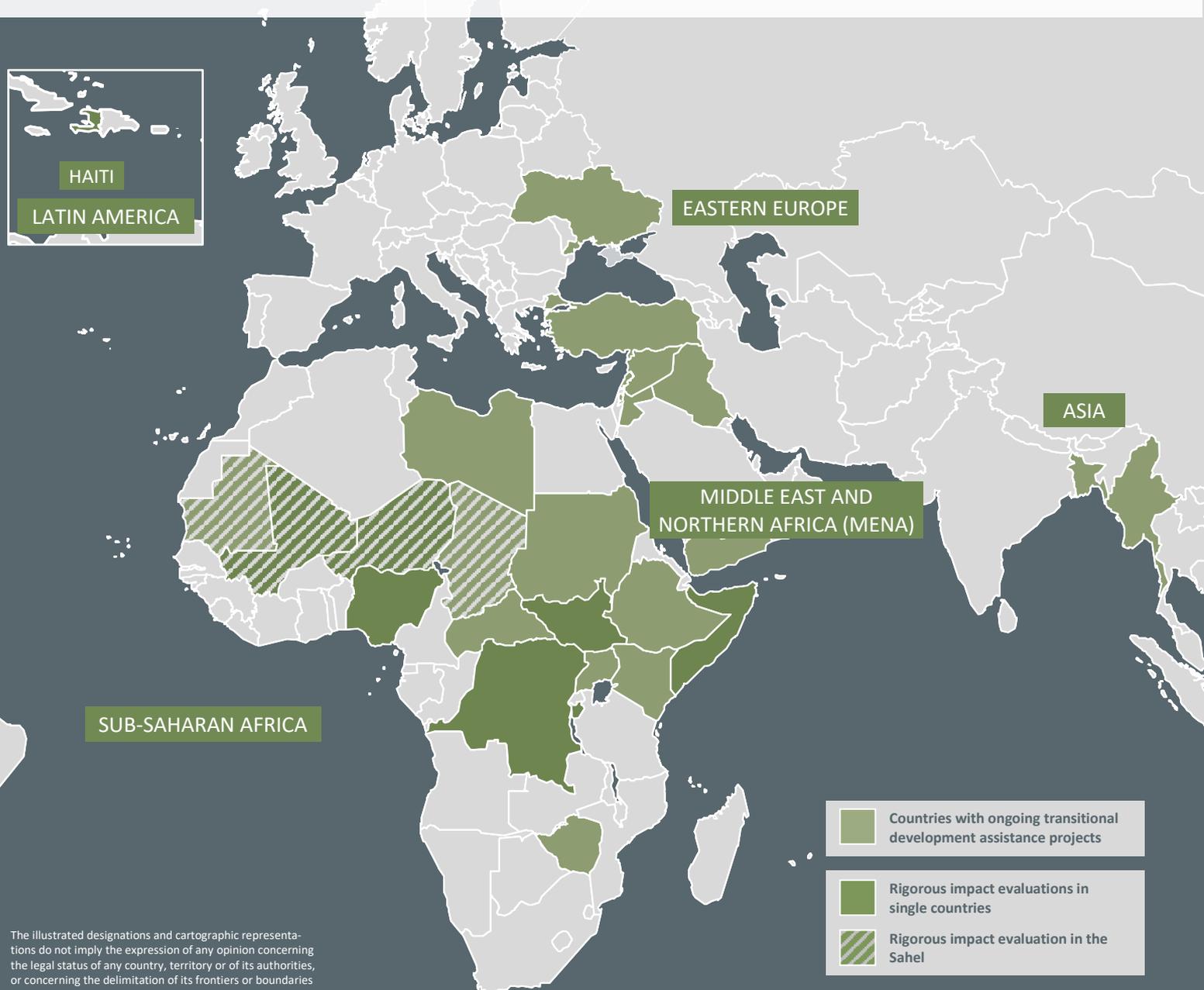
Rigorous impact evaluations focus on the direct impacts of a project. By constructing a counterfactual situation (What would have happened without the project?), observed changes in a context can be clearly attributed to a development intervention. This is done using (quasi-) experimental methods that allow to establish a causal relationship between intervention and effect.

## Ongoing rigorous impact evaluations at a glance

- WFP's Sahel Resilience Initiative and UNICEF's Building Resilience in the Sahel initiative in **Mali** and **Niger**. *Read more about the program on page 2.*
- Resilience programme of WFP and UNICEF in urban communities of **South Sudan**
- Resilience programme of WFP, UNICEF and *Food and Agriculture Organization (FAO)* in the **Democratic Republic of Congo**
- Resilience programme of WFP, UNICEF and FAO in **Somalia** (commissioned)
- GIZ project to strengthen capacities for peace-building and conflict resolution between farmers and pastoralists in **Nigeria**

Another approach that transitional development assistance is piloting in a GIZ project in **Iraq** is the **integration of behavioural science approaches**. Behavioural science approaches focus on the background and **motives of human behaviour** and its **desired changes in decision-making situations**, thus, putting people at the centre. In a GIZ project to promote social cohesion in Ninewa, Iraq, context analysis and ongoing context monitoring are already investigating the difficulties in inducing long-term changes in behaviour. With these findings, interventions are adjusted. GIZ is piloting this approach together with the *World Bank's Mind Behavior and Development Unit (eMBeD)*. In addition to the project in Ninewa, the approach is also being applied in Anbar, Iraq, where a new project has been set up.

## WHERE IS TRANSITIONAL DEVELOPMENT ASSISTANCE BEING IMPLEMENTED?





## Transitional development assistance is being implemented by a range of partners, including over 30 non-governmental organisations.

### Learning from evidence

The collection, assessment and generation of evidence only unfolds to its full potential when new **knowledge is processed in an applicable manner** and made **accessible** to relevant stakeholders. The evidence generated is supposed to contribute to learning at both project and portfolio level. Therefore, **good practices** and **lessons learned** are continuously identified. Results and recommendations are discussed, communicated and disseminated accordingly.

### Find out more about Transitional Development Assistance?

#### Latest publications

A new **animated video** explains how affected people are supported to develop prospects during and after crises (in German, English, French) and a **film on Iraq** (in German and English) illustrates the new

alignment of transitional development assistance. Both films can be watched on the **BMZ website for transitional development assistance**.



Young women in Rakhine State, Myanmar learn the importance of clean drinking water and required hygiene measures. © GIZ

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