

## Report

### LEARNING EVENT: LRRD / Humanitarian-Development Nexus

04 March 2019; 09:15 – 16:00, Swiss Red Cross, Bern

#### Content

1. Background
  2. Objectives
  3. Agenda
  4. Summary
  5. Conclusions
  6. List of reference documents
  7. List of participants
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#### 1. Background

The volume, cost and length of humanitarian assistance over the past 10 years has grown dramatically, mainly due to the protracted nature of crises and scarce development action in many contexts where vulnerability is the highest. This trend has given new urgency to the long-standing discussion around better connectivity between humanitarian and development efforts.

It is a reality that development cooperation and humanitarian assistance are often required concurrently, especially in complex and protracted crises. And while they need to be complementary, humanitarian and development efforts should not be confused with one other. When states are explicitly excluding parts of their population, or are responsible for the harm that occurs to them, principled humanitarian action must be supported. Yet where possible, development actors must also engage early and in a sustained way with humanitarian actors to bridge the humanitarian-development nexus so that crises are more likely to end sooner and are less likely to repeat themselves.

The learning event covered the LRRD/Nexus from the humanitarian as well as the development angle. Central were the following three aspects: i) the early application of development principles in emergency settings, ii) a 'smooth transition' from emergency aid and sustainable interventions on the ground, iii) the integration of prevention and DRR elements in development cooperation.

#### 2. Objectives

Enhance the capacities of practitioners with respect to LRRD/Nexus through a thematic and conceptual overview as well as practical guidance, concrete illustrations and thematic discussions. In particular:

- Participants are introduced to the LRRD/Nexus topic incl. concepts, trends and challenges;
- Participants get a better understanding of DRR as a key element of the LRRD/Nexus approach and how it is applied by Platform member organisations;
- Experts – with feedbacks and questions from participants – exchange on practices, lessons learned and challenges with regard to LRRD/Nexus;
- Participants are aware of good practices and limitations of applying the LRRD/Nexus approach based on practical illustrations.

### 3. Agenda

Time	Content	Responsible
09:00	<i>Arrival, Registration</i>	
09:15	Welcome: Presentation of participants and programme	Anton Jöhr, Swiss Red Cross
<b><i>Setting the scene</i></b>		
09:45	Introduction to LRRD / Nexus: Concepts and developments	Leonard Hessling, Caritas
10:30	Participants' experience: <ul style="list-style-type: none"> <li>• Humanitarian point of view</li> <li>• Development angle</li> </ul>	Facilitation: Ernst Schaltegger, INNOVABRIDGE
11:00	<i>Coffee break</i>	
<b><i>Practical aspects of LRRD/Nexus</i></b>		
11:15	a) LRRD in flood recovery, example of Pakistan  b) The Nexus approach in the context of a protracted crisis, example of the Syria Crisis Response  c) Applying the LRRD approach at country programme level, lessons learned from Bangladesh	Eveline Studer, Helvetas  Leonard Hessling, Caritas  Eva Syfrig, Swiss Red Cross
13:00	<i>Sandwich lunch</i>	
14:00	Discussion in groups	Facilitation: Ernst Schaltegger
<b><i>The SDC perspective</i></b>		
15:00	Evaluation of the Linkage of Humanitarian Aid and Development Cooperation at the SDC <ul style="list-style-type: none"> <li>d) Presentation of the consultant's report</li> <li>e) Q&amp;A / Discussion</li> </ul>	Peter Bieler, SDC
15:45	Conclusion, evaluation	Anton Jöhr, SRC

**Contact:** Anton Jöhr, DRR Advisor, ([Anton.Joehr@redcross.ch](mailto:Anton.Joehr@redcross.ch))

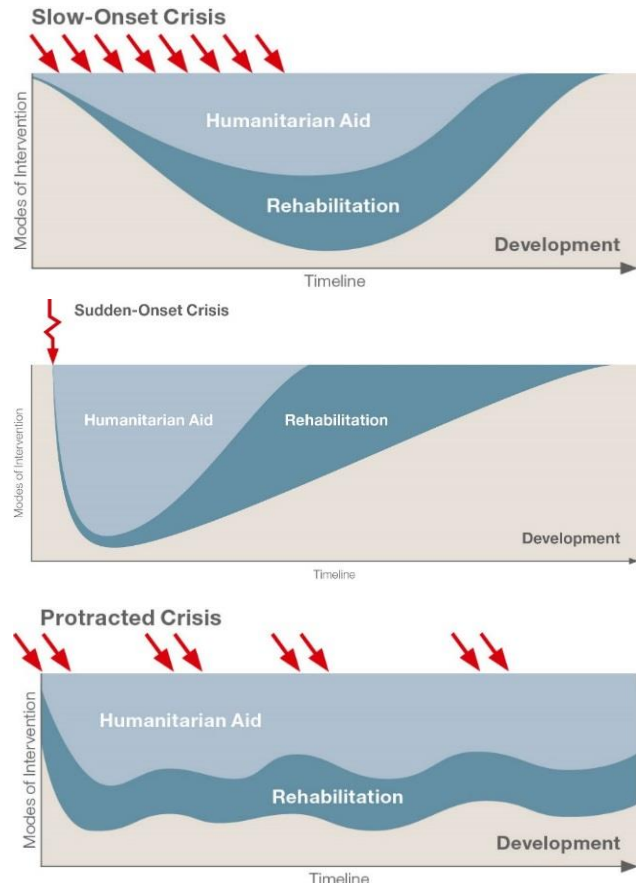
## 4. Summary

The following summary contains the key elements of the inputs and results of the learning event. The presentations of the thematic introduction and the case studies as well as the results of the working groups can be downloaded from the respective [Platform website](#).

### 4.1. Setting the scene

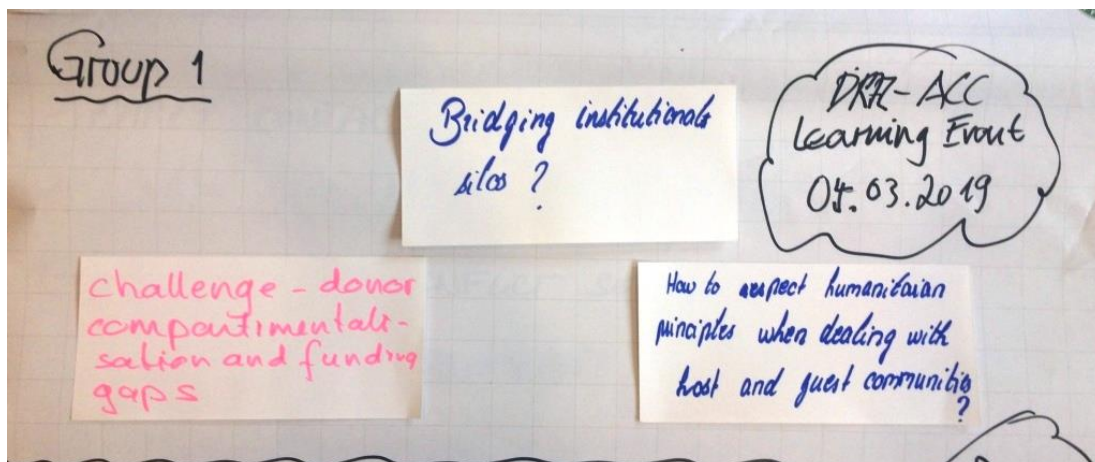
#### Thematic introduction

- Objectives of LRRD/Nexus: enhance collaboration, build better linkages and synergies, increase effectiveness, means to end: improve wellbeing, reduce vulnerability and risk, increase resilience
- History of the concept: from continuum in the 1980s to the contiguum in the 1990s, revitalised commitment based on the SDGs and the resilience focus, on to the nexus approach as a result from the World Humanitarian Summit (new way of working, collective outcomes), and leading in to the triple nexus of humanitarian action, development and peace.
- Relevance at the institutional structure (breaking down silos), programme/project planning (joint analysis and planning, sustainability in humanitarian aid projects, preparedness in development projects, integrated programmes) and implementation (shared resources, collaboration, coordination)



#### Interaction: experience with the nexus

- “What practical experience have we had in response and rehabilitation operations with regard to development operations (operational and institutional), or vice versa?”
- Task: discuss question in three working groups and present maximum three lessons learnt.
- Result group 1 see below, for the other groups see documentation.



## 4.2. Practical aspects of LRRD/Nexus

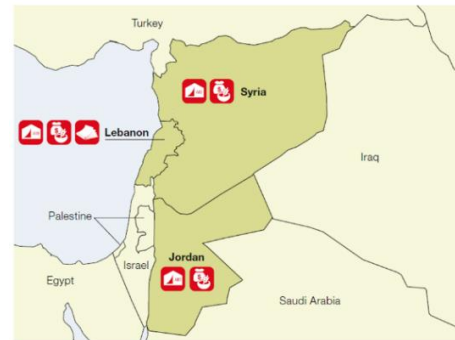
### Case study Helvetas: LRRD in flood recovery, example of Pakistan

- Recovery project after floods, implemented during humanitarian-development transition gap 2015-18, 14'000 households, budget of 1.17 million CHF.
  - Step 1: Rehabilitation of most urgent needs
  - Step 2: Institutionalisation of results through community-based DRM and partnerships
- Key message: LRRD through well-defined moment, place and content!
  - When: not too early, after sound understanding of situation.
  - Where: only in known contexts
  - With whom: variety of partnerships, local and international, humanitarian aid and development project partners.
  - How: link with existing expertise of development engagement of Helvetas (WASH, rural economy, DRM/CCA, skills development) for systemic - collaborative approaches, for resilience building beyond projects.



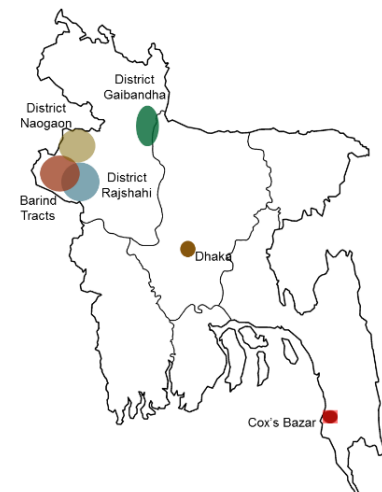
### Case study Caritas Switzerland: the Nexus approach in the context of a protracted crisis, example of the Syria Crisis Response

- Scope of operations: emergency and livelihood projects in Syria, Jordan and Lebanon, education and child protection project in Lebanon, annual turnover of more than 8 million CHF in 2017.
- Nexus elements:
  - Education in emergencies: teacher trainings, psychosocial, referral; strengthening formal education system, vulnerable host communities also benefitting.
  - Livelihoods: job creation (target refugees), economic perspective (dairy/post-harvesting), conformity with local legislation.
  - Relief to graduation: exist strategy with graduation from poverty approach, sequential delivery of services to refugees and host communities, leaving a social welfare system that is sustainable.

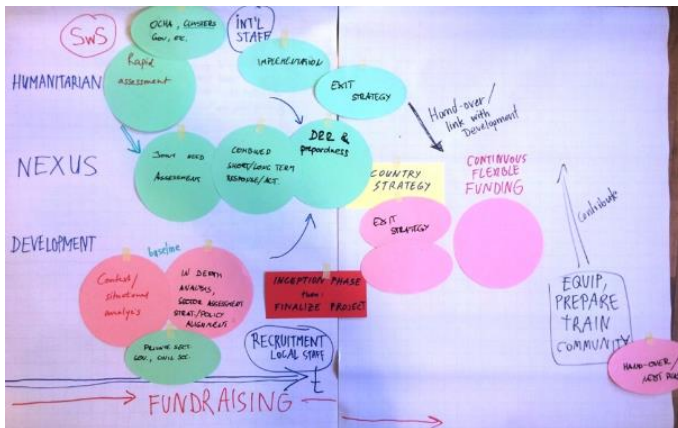


### Case study Swiss Red Cross: applying the LRRD approach at country programme level, lessons learned from Bangladesh

- In 2018, 10 projects implemented in parallel, 6 of them are complex long-term projects, all 10 in cooperation with Government, annual turnover of 4.8 million CHF.
- Key messages:
  - DRR pays off: if DRR is consistently mainstreamed in long-term projects, communities and authorities are better protected against and prepared for hazard risks
  - Work with existing structures also in disaster response: at the community AND authority level and from the very beginning.
  - Maintain clear management and communication lines: one person in charge only, in-country and at headquarters.



## Group work



- Task: determine the starting/end points of the relief, rehabilitation and development timelines (actions) and milestones (points) and visualize nexus opportunities between these actions and milestones including institutional actors.
- Result group 3 see to the left, for the other groups see documentation.

### 4.3. The SDC perspective

#### *Evaluation of the Linkage of Humanitarian Aid and Development Cooperation at the SDC, presented by Peter Bieler, Head of Controlling and Evaluation Section, SDC*

##### General:

- In summary, the evaluators were happy to see that the decentralised structure of SDC has led staff to work the nexus in their own way.
- Because of institutional issues at stake, the management response to the evaluation is quite sensitive and takes time.
- The nexus issue will be part of the new dispatch, emanating from the argument in the context that protracted crises will be the rule rather than the exception.

##### Results – operational aspects:

- SDC field staff 'somehow found a way' in working in the nexus, but because a clear nexus 'definition' is lacking, the nexus understanding is quite diverse.
- Not having a nexus definition makes it difficult to advocate for working in the nexus, leads to the recommendation for SDC to have a narrative what working in the nexus means.

##### Results – institutional aspects

- Having two different departments (e.g. South Cooperation and Humanitarian Aid) who are mainly involved in the nexus work and who are not even located in the same building, makes it difficult for staff to discuss with each other.
- Another challenge lies in the different institutional culture between the focus on rapid reaction of humanitarian as opposed to that on deep understanding of development cooperation, e.g. context analysis takes too long for the 'humanitarians'; both departments need to be or become more flexible.
- The recognition that response to humanitarian crises needs different expertise to that of working in development cooperation is a challenge for the SDC staff to rotate across departments; however, it could actually also be a huge opportunity.

##### Results – benchmark comparison with other institutions (SIDA, WFP and Caritas Switzerland):

- SIDA: applies a "top-down approach", nexus is defined at the head office and applied by the country offices. The challenge with this lies in the fact that the definition is too narrow and doesn't leave space for contextualisation.



- WFP: has adopted a nexus approach to a certain extent regarding the way food assistance is delivered.
- Caritas: evaluators were quite satisfied with the way the nexus is applied, Caritas has a lean organisation, not such a stringent set-up like SDC.

Main recommendations:

- SDC should better explain what it means by working in the nexus. Programme offices sometimes feel a bit abandoned, if there is neither a definition nor at least a narrative or objective.
- Institutionalisation of joint analysis, meaning that development have to go a bit faster and humanitarians a bit deeper, based on that, projects can be easier developed and synergies identified.
- Invest in policy dialogue and collaboration with other institutions, make partners work more in the nexus. But as long as SDC doesn't have a narrative for working in the nexus, it makes it difficult to influencing others.
- Stop applying centralised reporting lines and use the decentralised set-up of SDC where the Head of cooperation is the central pivot.
- Strengthen internal coordination in SDC: it is not only about the 2 departments but also about the multilateral department and the global programmes in particular, as they are not necessarily aware what the nexus is, this is a big disadvantage, e.g. for the multilaterals in coordination with their partners.
- The dispatch for parliament still operates with two different credit and reporting. This is recommended to be considered, but the current political situation does not provide an enabling environment for that.

## **5. Conclusions**

The learning event covered programmatic and institutional/structural aspects and focused on contexts which are typical for the majority of the Platform member organisations. It addressed the issue mainly based on the experiences and lessons learned from the perspective of the contributing Platform member organisations.

The timing of the learning event coincided with the independent nexus evaluation of the SDC which provided the opportunity to integrate a donor perspective by inviting the SDC to present the findings of the evaluation even though it hadn't yet been published. The presentation and short discussion added further value to the learning event and was well appreciated by the participants.

In general, the participants were to large extent very satisfied with the content, methodology and organisation of learning event. However, many found there wasn't enough time for questions and discussion.

The LRRD/Nexus topic will be worked on as one of six major activity lines in the upcoming new programme phase of the Platform. The learning event was a first step and provided a good introduction into the topic.

## **6. List of reference documents**

### **6.1. Key documents used for the learning event**

- [GSDRC – Relationship between humanitarian and development aid – 2015](#)
- [ODI-HPG – Remaking the case for linking relief, rehabilitation and development – 2014](#)
- [Voice-Concord – LRRD – Towards a more joined up approach enhancing resilience and impact – position paper – 2012](#)
- [European Parliament – Linking relief, rehabilitation and development: towards more effective aid – Policy Briefing – 2012](#)
- [Streets - Donor Strategies for Addressing the Transition Gap and Linking Humanitarian and Development Assistance – 2011](#)
- [VENRO – LRRD – Arbeitspapier 17 – 2006](#) (in German only)
- Nordic Consulting Group – Evaluation of the Linkage of Humanitarian Aid and Development Cooperation at the SDC –2019 <sup>1</sup>
- Caritas Switzerland – The Humanitarian-Development Nexus – 2019 <sup>2</sup>
- Helvetas – Building Back Better Project 2015-2018 – Capitalisation of Experiences – 2019 <sup>3</sup>
- [Swiss Red Cross – Concept on Linking Relief, Rehabilitation and Development – 2010](#)

### **6.2. Further documentation**

- ICVA – The Nexus explained – Briefing Paper – 2017
- ICVA – The Grand Bargain explained – Briefing Paper – 2017
- VOICE – Exploring the Humanitarian-Development Nexus – 2017
- OECD – Humanitarian Development Coherence – 2017
- KfW – Transitional aid: link between humanitarian aid and long-term development cooperation – 2016
- UNOCHA – New Way of Working – 2017
- GPPi - u.r.d. – Cluster Approach Evaluation 2 Synthesis Report – 2010
- ICRC – [A humanitarian-development nexus that works](#) (blog) – 2018
- European Commission – Increasing the impact of EU Development Policy: an Agenda for Change – 2011
- European Commission – Linking Relief, Rehabilitation and Development – An assessment – 2001
- European Commission – Linking Relief, Rehabilitation and Development (LRRD) – 1996
- European Parliament – Directorate-General for External Policies – Strengthening LRRD in the EU's Financing Instruments – 2012
- World Humanitarian Summit – Chair's Summary – 2016
- World Humanitarian Summit – Commitments to Action – 2016
- SDC – Africa Brief – Nexus or how to link relief and development (German and French only) – 2018
- SDC – Terms of reference for “Independent Evaluation of the Linkage of Humanitarian Aid and Development Cooperation at the SDC” – 2018
- Nordic Consulting Group – Evaluation of the Linkage of Humanitarian Aid and Development Cooperation at the SDC – Inception Report – 2018
- Johanna Esterman – Towards a Convergence of Humanitarian and Development Assistance through Cash Transfers to Host Communities – CERAH working paper – 2014

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<sup>1</sup> *Not yet published (April 2019)*

<sup>2</sup> Not (yet) available online

<sup>3</sup> Idem Fn 2

## 7. List of participants

Organisation	First Name	Family Name	Email Address
Medair	Gustavo	Cortes	<a href="mailto:gustavo.cortes@medair.org">gustavo.cortes@medair.org</a>
Medair	Patricia	Gomez	<a href="mailto:Patricia.Gomez@medair.org">Patricia.Gomez@medair.org</a>
Tearfund	Anna	Abel	<a href="mailto:anna.abel@tearfund.ch">anna.abel@tearfund.ch</a>
Helvetas	Adriana	Gutierrez-Uribe	<a href="mailto:adriana.gutierrez-uribe@helvetas.org">adriana.gutierrez-uribe@helvetas.org</a>
Helvetas	Annette	Kolff	<a href="mailto:Annettekolff@hotmail.com">Annettekolff@hotmail.com</a>
Helvetas	Charlotte	Lienhard	<a href="mailto:charlotte.lienhard@uzh.ch">charlotte.lienhard@uzh.ch</a>
Helvetas	Sabrina	Mayoufi	<a href="mailto:sabrina.mayoufi@helvetas.org">sabrina.mayoufi@helvetas.org</a>
Helvetas	Kaspar	Schmidt	<a href="mailto:Kaspar.Schmidt@helvetas.org">Kaspar.Schmidt@helvetas.org</a>
HEKS	Manuel	Gysler	<a href="mailto:manuel.gysler@eper.ch">manuel.gysler@eper.ch</a>
cbm	Eva	Studer	<a href="mailto:eva.studer@cbmswiss.ch">eva.studer@cbmswiss.ch</a>
Red Crescent Society of Kyrgyzstan	Bektur	Imankulov	<a href="mailto:b.imankulov@redcrescent.kg">b.imankulov@redcrescent.kg</a>
Swiss Red Cross	Benedikt	Kaelin	<a href="mailto:Benedikt.Kaelin@redcross.ch">Benedikt.Kaelin@redcross.ch</a>
Swiss Red Cross	Elias	Mohammed	<a href="mailto:Md.Elias@redcross.ch">Md.Elias@redcross.ch</a>
Swiss Red Cross	Sophie	Hirsig	<a href="mailto:Sophie.Hirsig@redcross.ch">Sophie.Hirsig@redcross.ch</a>
Terre des hommes	Cäcilia	Perren	<a href="mailto:cecilia.perren@tdh.ch">cecilia.perren@tdh.ch</a>
Terre des hommes	Cyril	Catalan	<a href="mailto:cyril.catalan@tdh.ch">cyril.catalan@tdh.ch</a>
Terre des hommes	Valentine	Debonneville	<a href="mailto:valentine.debonneville@tdh.ch">valentine.debonneville@tdh.ch</a>
Terre des hommes	Simon	Martin	<a href="mailto:simon.martin@tdh.ch">simon.martin@tdh.ch</a>
Terre des hommes	Celine	Lefebvre	<a href="mailto:clf@tdh.ch">clf@tdh.ch</a>
Terre des hommes	Thibault	Dubois	<a href="mailto:thibault.dubois@tdh.ch">thibault.dubois@tdh.ch</a>
Terre des hommes	Leonora	Rossi	<a href="mailto:leonora.rossi@tdh.ch">leonora.rossi@tdh.ch</a>
Terre des hommes	John	Brogan	<a href="mailto:john.brogan@tdh.ch">john.brogan@tdh.ch</a>
<b>Facilitators and Input Providers</b>			
Caritas	Leonard	Hessling	<a href="mailto:lhessling@caritas.ch">lhessling@caritas.ch</a>
INNOVABRIDGE	Ernst	Schaltegger	<a href="mailto:schaltegger@innovabridge.org">schaltegger@innovabridge.org</a>
Helvetas	Eveline	Studer	<a href="mailto:Eveline.Studer@helvetas.org">Eveline.Studer@helvetas.org</a>
Swiss Red Cross	Eva	Syfrig	<a href="mailto:Eva.Syfrig@redcross.ch">Eva.Syfrig@redcross.ch</a>
Swiss Red Cross	Anton	Jöhr	<a href="mailto:Anton.Joehr@redcross.ch">Anton.Joehr@redcross.ch</a>
SDC	Peter	Bieler	<a href="mailto:peter.bieler@eda.admin.ch">peter.bieler@eda.admin.ch</a>