

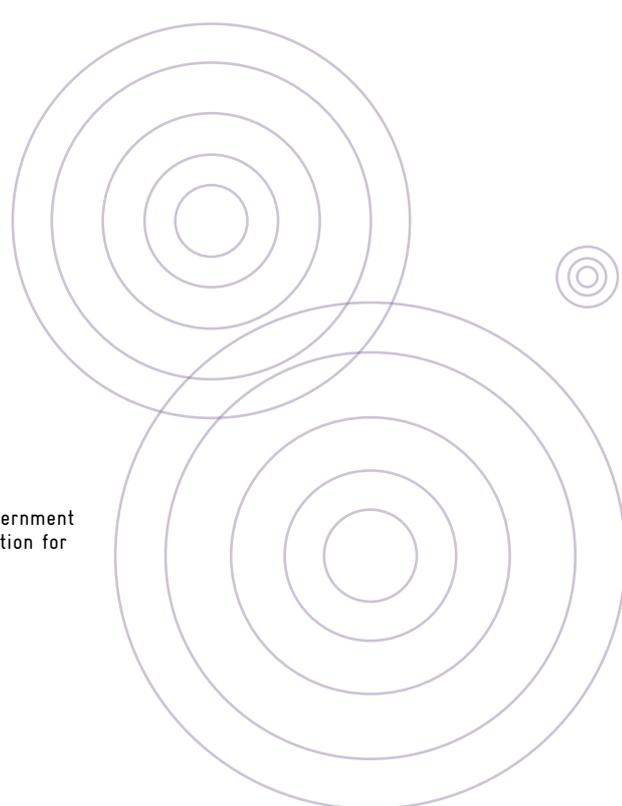
# Social Cohesion in (Post)-Conflict and Displacement Contexts



GLOBAL NETWORK  
NICD

Network International Cooperation  
in Conflicts and Disasters

A Factsheet Collection



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# Introduction



“Social Cohesion” is a term that many of us are increasingly encountering in our work, albeit to differing degrees. Social cohesion is of particular relevance in fragile and conflict-affected contexts, as conflicts have major negative effects on intra-, inter-group and state-society relations. In forced displacement contexts, the presence of displaced people may pose major challenges, which may increase pressure on the resources in host communities. This in turn may lead to tensions.

The relevance of social cohesion has also been recognised by BMZ 2030, which features “peaceful and inclusive societies” as one of five core areas. Thus, we believe that social cohesion will remain highly relevant for everyone working in GIZ, particularly in fragile contexts.

But what do we mean by “social cohesion”? What concepts exist, and – more importantly – how can we translate them into successful projects? How can we measure the (un)intended impacts of our projects? And what lessons learned already exist within the universe of GIZ projects?

To that end, the NICD Working Group “Social Cohesion in Contexts of (Post-)Conflict and Forced Displacement”, together with the WG “Displacement, Return and (Re)Integration” has put together a collection of 24 factsheets from NICD member projects around the world working on one or several dimensions of social cohesion. With this, we hope to provide an overview of the manifold approaches that exist within GIZ. In addition to this, each project has provided information about its methodology and lessons learned when it comes to the measurement of social cohesion. We would like to thank all participating projects for their interesting contributions.

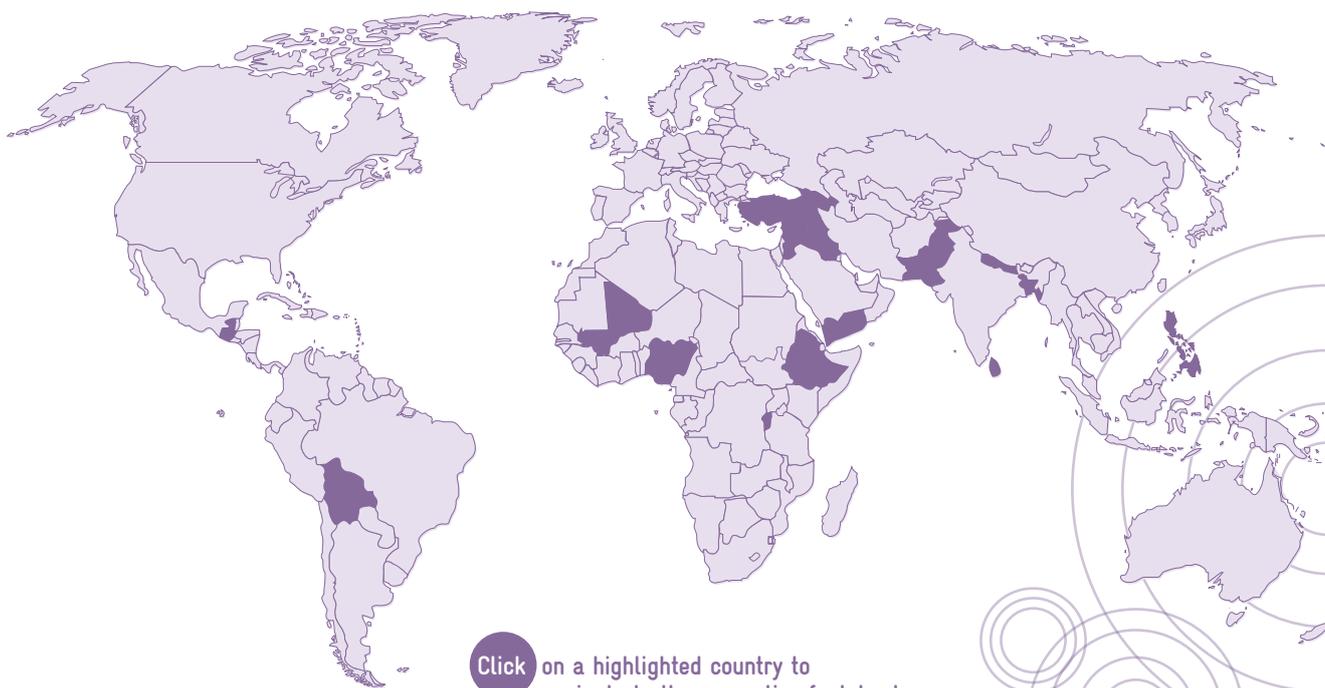
We consider this publication an important contribution to improve GIZ’s work in the field of social cohesion and to support knowledge management in this area. We see it as a stepping stone in the discussion of social cohesion in fragile contexts, which can be built on in further discussion.

On the next pages, you are going to find a summary of the GIZ-internal working paper “Understanding Social Cohesion”, outlining the definition, dimensions and elements of social cohesion used in the rest of the factsheet collection. This is followed by an overview of possible measures for strengthening the respective elements. Thereafter, you will find factsheets from projects which focus on one or several core dimensions and enabling elements of social cohesion. In the section “available documents” on each factsheet you see a list of documents which are available at project level. If you would like to know more or get some inspiration – kindly reach out to the indicated contact person for each project to receive the mentioned documents.

For any general questions or comments, kindly get in touch with the Working Group Speakers.

Kind regards,

**Sophie Zupper, Lisanne Effertz and Pia Honerath**  
for the NICD Working Group “Social Cohesion in Contexts of (Post-)Conflict and Forced Displacement”



# Social Cohesion in (Post)-Conflict and Displacement Contexts

Generally speaking, there is no standardised definition of social cohesion and a careful reflection on the use of terminology within a given context is crucial. As a framework for this factsheet collection, we draw on the definition put forward in the working paper developed within the Competence Centre Peace and Emergency Aid (KC 4C40) and the NICD Working Group on Social Cohesion in (Post-)Conflict and Displacement Contexts<sup>1</sup>. The dimensions and elements outlined therein can provide guidance towards the operationalisation of the multi-dimensional construct 'social cohesion'. A more detailed discussion of other concepts regarding social cohesion, both from academia and the policy field, can be found in the aforementioned concept paper.

Social cohesion is a **descriptive trait of a society**; it expresses the quality of co-existence within that society.

A cohesive society has **close social relations, a strong feeling of connectedness/focus on the common good as well as positive state-society relations (core dimensions)**. These can be strengthened directly or by fostering **enabling elements**, which are **positive living conditions** for all, **equality** and **human-rights-oriented values**, such as tolerance and non-discrimination.

Social cohesion is a **graduated phenomenon**, meaning that societies can be more or less cohesive. The **peaceful co-existence** of social groups is a **milestone on the road to a robustly cohesive society**.

## Core Dimensions

### Social Relations

Social relations generate cohesion by building a network of relations between individuals and social groups; which is reflecting the "horizontal" social cohesion of social capital theory. The quality of social relations is expressed through the following three characteristics:

1. **Social networks:** People have robust social networks that are characterised by diversity.
2. **Trust in fellow members of society:** People trust others, also those from different sections of society.
3. **Acceptance of diversity:** People accept others who hold different values and adopt different lifestyles as equal members of society.

<sup>1</sup> It leans closely on the definition proposed by the Bertelsmann Foundation's Social Cohesion Radar but brings out the vertical dimension of social cohesion more strongly, as this reflects many of the GIZ's efforts towards strengthening state-society relationships.

### Connectedness/Focus on the common good

Attachment generates cohesion because people identify with their community and have a sense of belonging, which expresses itself through supporting weaker members of society and the joint organisation of the community. The following key characteristics apply:

4. **Identification/feeling of belonging:** People feel that they belong to their community and identify as part of that community.
5. **Solidarity and readiness to help:** People feel responsible for their fellow community members and are willing to support one another.
6. **(Social) Participation:** voluntary work or civic involvement in associations and clubs.

### State-Society Relations

This dimension illustrates the vertical relationship between members of a society and its governance structure, which is expressed through trust in institutions, the acceptance of social rules and regulations and participation in political life. Relevant characteristics are:

7. **Trust in institutions, leaders and processes:** People trust social and political institutions (such as the judiciary, the police, and the administration) as well as the leaders in charge, processes and rules.
8. **(Political) Participation:** People get involved in political life (e.g. voting in elections, participation in interest action groups).





## Enabling elements

### Positive living conditions

Positive subjective and objective living conditions are one of the foundations of cohesion within a society and can at the same time be a consequence of a cohesive society. Pertinent aspects are:

9. **Physical and psycho-social well-being:** People enjoy good physical and mental health, i.e. they can make full use of their abilities, cope with the stress and strain of everyday life, work productively and make a contribution to the community.
10. **Secure livelihoods:** people have regular and sufficient income opportunities, which ensure the ability to cover basic needs.
11. **Secure delivery of basic services:** People have access to resources and essential services (including education, water, energy, social protection systems etc).

### Equal opportunities/equality

Material and immaterial disparities among members of a society impact adversely on cohesion, making it helpful to strengthen equality of opportunities and social inclusion.

12. **Equal opportunities:** People have equal access to rights, resources, opportunities and (state) services.
13. **Social inclusion:** Every individual has the chance to participate fully in society. Society provides support for all members according to their specific needs, also in times of individual or collective crisis.

### Human-rights-oriented values & civic knowledge

It is not essential for everybody in a society to share the same values, but it is helpful for cohesion if human-rights-oriented values are widespread. The guiding principles are:

14. People share **human-rights-oriented values**, such as tolerance, gender equality and non-discrimination of minorities.
15. **Civic knowledge:** people know about political and social structures, roles, tasks and responsibilities.

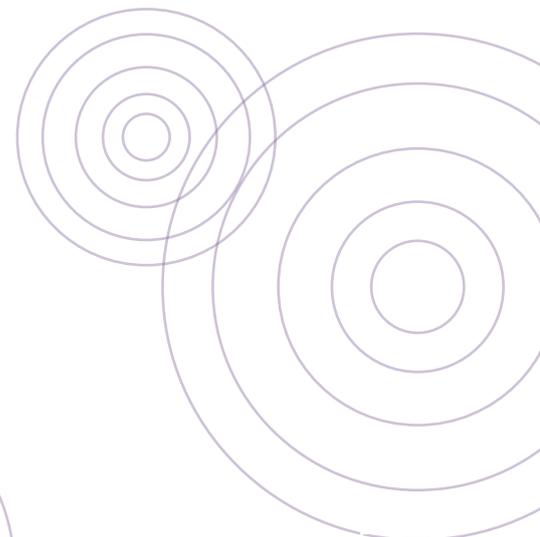
## Measuring Social Cohesion

Being based largely on very subjective dimensions, measuring social cohesion is a difficult endeavour – at times, measuring its absence might also be an avenue to consider. Operationalising dimensions such as trust, sense of belonging and people's attitudes is a **highly context-specific** task and attributing it the necessary time and resources at the beginning of the project will not only help project implementation itself, but also measuring its outcomes and impact in the long run. Depending on the project approach, the focus will be on horizontal or vertical social cohesion, and on one or more of the core dimensions and enabling elements.

Both **quantitative and qualitative methods** have proved their merits in measuring social cohesion, often in combination (mixed methods research). Quantitative designs often include attitudinal statements using Likert scales, which could be used to design a social cohesion index. Qualitative methods such as interviews and focus group discussions enable triangulation, the more in-depth exploration of results from quantitative research and controlling for bias, such as social desirability bias.

To ensure that the relatively abstract subjective concepts are adequately operationalised in the respective context, any data collection **tools should be carefully pre-tested**, so that appropriate local equivalents are used, and respondents and researchers have the same understanding when talking about “trust” or “sense of belonging”, for example. Especially in terms of time and budget, this step should not be underestimated!

Last but not least, one should consider participatory research methods and reflect on practices of inclusion and exclusion throughout the research process itself – which applies to research in general, but even more so where it is linked to projects aimed at fostering social cohesion.



# Possible Measures for each of the Core Dimensions and Enabling Elements

Core Dimension: Strengthening Social Relations		
Dimension	Possible measures	Design of measures
Strengthening social networks (at individual and collective level)	<ul style="list-style-type: none"> <li>Promote exchange forums, e.g. safe spaces, i.e. establish, renovate, revive a (public) space where people can talk without fear, i.e. community centres</li> <li>Offer language courses to overcome potential linguistic barriers</li> <li>Set up and promote associations, clubs, groups, etc.</li> <li>Facilitated online platforms</li> <li>Sport for development (educational concept)</li> <li>Hold events or communal activities which are accompanied by professional facilitators (e.g. promoting the community, team spirit)</li> <li>Age-group-specific activities (youth dialogue, peer group exchange) as well as inter-generational offerings</li> </ul>	<ul style="list-style-type: none"> <li>Measures should be 'facilitated' by trained staff; it is not enough to provide the physical space</li> <li>Pedagogical support since otherwise the encounters between different groups can actually reproduce and reinforce negative stereo-types. There must be detailed monitoring and reflection on impacts of the measures.</li> <li>Topic-specific (art, culture, sports) rather than group-specific</li> <li>Support bridging (establishing relations between groups)</li> </ul>
Trust in fellow members of the community	<ul style="list-style-type: none"> <li>Trust is generated by positive experience (our own and that of others); first-hand encounters are the precondition</li> <li>Inclusive and participatory dialogue processes</li> <li>Facilitated joint activities</li> <li>Dealing with the past/reconciliation activities</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of the existing basis of trust – see relevant Capacity WORKS instrument</li> <li>Ensure inclusion and participation</li> <li>Facilitation/close accompanying by professionals</li> <li>Monitoring and review of results, ensuring DNH</li> </ul>
Acceptance of diversity	<ul style="list-style-type: none"> <li>Training/talks in schools, community centres, private companies, etc.</li> <li>Supported inter-group activities to overcome stereotyping and reinforce a feeling of belonging at a supra-group level</li> <li>Activities that make it possible to adopt a new perspective and recognise others as equals (i.e. narrative participatory theatre)</li> <li>Non-violent conflict resolution mechanisms, e.g. promotion of mediation structures</li> <li>Promotion of non-violent communication</li> <li>Dealing with the past/reconciliation activities</li> </ul>	<ul style="list-style-type: none"> <li>Stress common ground rather than differences</li> <li>Precise analysis of the target group</li> <li>Inter-group activities should have a joint objective and complementary contributions (no competition)</li> </ul>

Core Dimension: Connectedness/focus on the common good		
Dimension	Possible measures	Design of measures
Identification/feeling of belonging	<ul style="list-style-type: none"> <li>Participatory problem analyses and planning processes</li> <li>Strengthening of volunteering structures</li> <li>Events (information and awareness raising)</li> <li>Integrative education (school system, etc.)</li> <li>Pro-active social work/(mobile) outreach</li> <li>Reallocation mechanisms</li> <li>Improved social protection systems (e.g. including the extension to the informal economy)</li> <li>Sport/leisure activities; provide meeting spaces</li> <li>Psycho-social support measures to strengthen groups and networks</li> </ul>	<ul style="list-style-type: none"> <li>Participatory</li> <li>Inclusive</li> <li>Process-oriented</li> <li>Gender-sensitive</li> <li>Sustainable</li> <li>Context-sensitive and conflict-sensitive</li> </ul>
Solidarity and readiness to help	<ul style="list-style-type: none"> <li>Promote associations, clubs and volunteer structures aligned to basic needs</li> <li>Jointly planned activities for the community, e.g. community gardening, schools</li> <li>Promote culturally and traditionally appropriate values such as hospitality</li> <li>Enhance the ability of individuals to share resources with their household and community members, encouraging the participation in social, ceremonial and communal activities.</li> <li>Digitalisation – social networks</li> </ul>	

Dimension	Possible measures	Design of measures
(Social) Participation	<ul style="list-style-type: none"> <li>Promote associations, clubs and volunteer structures</li> <li>Promote participatory and inclusive processes and structures in clubs, associations and etc. (opportunities for participation), including on decision-making, and feedback mechanisms</li> <li>Empower marginalised groups or structures within society to participate in social life</li> <li>Strengthen accessible formats for information sharing and ability to process information for all/to ensure LNOB.</li> <li>Promote non-violent communication</li> <li>Promote political education/social learning</li> <li>Promote media competence (social media)</li> <li>Implement psycho-social support measures to enable people to participate in social life</li> <li>Promote associations, clubs, volunteering opportunities</li> <li>Promote sense of self-initiative</li> </ul>	<ul style="list-style-type: none"> <li>Inter-generational and across ethnic/ethno-religious etc. borders</li> </ul>

### Core Dimension: State-Society Relations

Dimension	Possible measures	Design of measures
Trust in institutions, leaders and processes	<ul style="list-style-type: none"> <li>Promote security and control of security actors</li> <li>Promote rule of law and access to justice</li> <li>Strengthen participatory processes and structures</li> <li>Promote dialogue between state and civil society</li> <li>Provide advisory services and capacity development for institutions in order to promote good governance, including transparency, accountability, efficiency and effectiveness</li> <li>Establish and promote functioning grievance and conflict resolution mechanisms</li> <li>Information and awareness raising measures by state institutions</li> </ul>	
(Political) Participation	<ul style="list-style-type: none"> <li>Promote participatory and inclusive processes and structures (opportunities for participation), including on decision-making, and feedback/grievance mechanisms</li> <li>Empower marginalised groups or structures within society</li> <li>Strengthen accessible formats for information sharing and ability to process information for all/ to ensure LNOB.</li> <li>Promote political education/social learning</li> <li>Promote media competence (social media)</li> </ul>	<ul style="list-style-type: none"> <li>Ethno-religious/intergenerational composition of groups</li> </ul>

### Enabling Element: Promoting subjective and objective quality of life

Dimension	Possible measures	Design of measures
Health-related well-being (physical and psycho-social)	<ul style="list-style-type: none"> <li>Offers of psycho-social support (in-cluding strengthening of family structures, groups and networks)</li> <li>Strengthening the public health system</li> <li>Awareness and upgrading measures for medical specialists and multipliers</li> <li>WASH</li> <li>Secure livelihoods outcomes such as food and nutrition security, access to social services</li> <li>Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Transparent</li> <li>Participatory</li> <li>Addressing group level</li> <li>Conflict-sensitive</li> <li>Gender-sensitive</li> <li>Needs-driven</li> <li>Results-based</li> <li>Inclusive legal framework (at policy level) - also connected to equal opportunities and equality</li> </ul>
Secure livelihoods	<ul style="list-style-type: none"> <li>Reduce (youth) unemployment</li> <li>Income-generating and economic inclusion measures</li> <li>Access to decent work (where legal framework allows)</li> <li>Building narratives of 'decent work' among employers and employees and private/public realms</li> <li>Sustainable agricultural development</li> <li>Strengthen management of natural resources, including water</li> </ul>	

Dimension	Possible measures	Design of measures
Secure delivery of basic services	<ul style="list-style-type: none"> <li>• Access to food, shelter etc.</li> <li>• Improve access to resources and basic services</li> <li>• Promote (basic) education</li> <li>• Promote social protection measures</li> <li>• Transparency in the delivery of public services</li> <li>• Access to water and energy infrastructure</li> </ul>	

Enabling Element: Promoting equal opportunities/equality		
Dimension	Possible measures	Design of measures
Equal opportunities	<ul style="list-style-type: none"> <li>• Use analyses to determine what is understood by this in the context in question -&gt; trigger broad debate</li> <li>• Education measures of all sorts</li> <li>• Inclusive information and awareness campaigns, media work</li> <li>• Strengthen institutions representing disadvantaged groups (e.g. human rights commissions, NGOs, Disability Persons' Organizations - DPOs)</li> <li>• Promote self-organisation and networking</li> <li>• Support role models or mentoring</li> <li>• Advise on legislative processes and the establishment of institutions, structures and participatory procedures</li> <li>• Establish grievance mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Culture-sensitive</li> <li>• Integrate different perspectives</li> <li>• Building inclusive environments</li> </ul>
Social inclusion	<ul style="list-style-type: none"> <li>• Effective, more active advisory formats</li> <li>• Advise (state) partners on differentiated target group policy and inclusive design on a sector-specific basis (e.g. incorporating rights-based elements in the design and implementation of interventions can contribute to greater empowerment and social inclusion)</li> <li>• Foster greater civil society involvement in all sectors, especially organisations established by civil society groups themselves</li> </ul>	<ul style="list-style-type: none"> <li>• Build on existing experience (e.g. inclusion and participation of indigenous people, inclusion of people with disabilities, gender justice, etc.)</li> <li>• Mainstream principle of LNOB</li> <li>• Use context-specific, differentiated target group analyses and disaggregated data to identify disadvantaged groups and get them involved</li> <li>• Follow UNHCR strategy of strengthening inclusive public services (where relevant)/ Global Compact on Refugees</li> </ul>

Enabling Element: Promoting human-rights-based values & civic knowledge		
Dimension	Possible measures	Design of measures
Human-rights-oriented values	<ul style="list-style-type: none"> <li>• Human rights education</li> <li>• Training/talks in schools, community centres, etc.</li> <li>• Integration of modules on human rights in training measures</li> <li>• Strengthen the participation of women as political, social and economic actors</li> <li>• Promote gender equality as important dimension and prerequisite for social cohesion and mainstream gender in all activities</li> </ul>	<ul style="list-style-type: none"> <li>• Context- and conflict-sensitive</li> <li>• Use gender analysis to identifying areas of gender inequalities and social norms, values and traditions that constrain women's access to resources and decision-making power</li> </ul>
Civic knowledge	<ul style="list-style-type: none"> <li>• Civic education</li> <li>• Strengthen knowledge about political and social structures, roles, tasks and responsibilities.</li> </ul>	

# Strengthening the Resilience in Dealing with Crises and Conflicts in Ninewa (SRN)

Strengthening the foundations for a peaceful reconstruction process

Social Relations

Connectedness/Focus on the common Good

State-Society Relations

## Social Cohesion in the Project Context

The people in Ninewa Governorate have suffered seriously under the occupation of the so-called “Islamic State” that led to a displacement crisis, and was exacerbated again by the military liberation thereafter. Most of Ninewa’s population are Sunni Arabs and Sunni Kurds, with a considerable percentage of minorities like Eyzidis, Christians and Turkmen as well as the Shabak and Kaka’i. Before the last decades of conflict, the region was notable for the peaceful coexistence of the various population groups. However, as a result of protracted conflicts and the violent experiences of recent years, this form of co-existence is now very difficult. Mutual distrust and a fear of renewed attacks are leading to a slow return to areas of origin and an increasing geographical segregation of the population groups.

## Approach to Strengthening Social Cohesion

The project SRN builds upon the successes of the two previous Transitional Development Assistance projects “Recovery and Rehabilitation Mosul” (RRM) and “Stabilization of Livelihoods in Ninewa” (SLN) and aims to increase the local capacities for conflict transformation and peaceful coexistence on community and institutional levels, for example through training on negotiation and leadership for tribal and religious leaders. In this regard the project supports activities of so-called “Community Dialog Committees”, the negotiation of local peace agreements and the safe, voluntary and dignified return of IDPs in Ninewa. Furthermore, a coordination mechanism has been established at Ninewa-level, where representatives of the Iraqi government, international organisations, UN-agencies, international and national non-governmental organisations along with the civil society coordinate, plan, steer and evaluate peacebuilding activities in the governorate.

Finally, the project works with different segments of society at the grass-roots level, including young people to conduct their own peacebuilding initiatives, campaigns and thereby foster social cohesion in their respective communities.

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project area	Iraq, Ninewa Governorate
Most relevant partners	Committee of Dialogue and Societal Peace, Ministry of Planning, Ministry of Health, and Ministry of Education
Target group	Vulnerable population in Ninewa (IDPs, returnees, host community).
Overall term	04/2020 – 06/2023 (successor projects SLN/RRM from 06/2016)
Total budget	32.5 million EUR
Contact	Bjoern Euler Head of Project/Programme (AV) bjoern.euler@giz.de

## Achievements and Impacts

- The Ninewa-wide Peace and Reconciliation Working Group (PRWG) was established and is being financed by the project since October 2018.
- 90 political, religious and social leaders – among them 20 women – have been trained on negotiation and mediation techniques, such as Interest-Based-Negotiation and religious tolerance. The community leaders settled more than 252 local disputes within their communities.
- A Youth Community of Practice on Peacebuilding of 120 youth from five districts of Ninewa has been established and later developed and implemented project ideas that contribute to their sense of personal and social safety as well as to the wellbeing of their communities.
- A context monitoring system was developed, based on monthly data collection and information from assessments and analyses on the local context. It enables GIZ and partners to adapt their programming to the continuously changing context in Ninewa.

*Community Dialogue Committee is discussing the local issues of importance to the society.*  
© Kevin McElvaney, 2019



- Five Community Dialogue committees, encompassing tribal, religious and community leaders, have been supported especially concerning the strategic planning and implementation of local peace initiatives in four areas of Ninewa.
- Since 2019, the project supports the monitoring and implementation of a local peace agreement of Ayadiyah sub-district and has inclusively negotiated another local peace agreement for Zummar sub-district, in order to facilitate safe and voluntary returns of IDPs and to resolve conflicts between different ethno-religious groups.
- 50 young peace activists from Mosul have been trained on trauma-sensitive approaches and applied this approach into their initiatives, such as an initiative fostering positive interaction between Sunni Moslawis and Christians in Hamdaniya through music, art and culture.
- More than 1,000 teachers have received training on dealing with traumatised children and didactic methods for dealing with large classes.
- 11 Accelerated Learning Centers (ALC) were opened in 2018, which allows currently more than 1,000 students to complete their primary education, which was denied to them during the IS occupation.

### Lessons Learnt and Recommendations

- When fostering social cohesion on a societal level, community leaders shall be empowered to have the communities' buy-in and make decision makers accountable for ensuring their implementation. At the same time, the needs and voices of the communities are paramount and must be integrated along the way.
- Supporting the youth and segments of grass-root activism need to be empowered in peacebuilding processes. Especially young people need to be empowered in a traditional system, in order to prevent further marginalisation and potential radicalisation.
- Media has an active role in society and should be used in a way to promote social cohesion and counter hate speech. It can have a far reach and trigger the change of perceptions.
- Supporting children and students with peace education programs as well as trauma-sensitive approaches is essential in post-conflict societies. Projects must be inclusive to have an effect and include teaching parents, teachers and the whole "school environment".
- Accelerated learning centres support access to education for a particularly vulnerable group, i.e. children and youth who have missed out on years of their education and depend on offers like ALC as the last opportunity for a certificate.

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### How we measure

- Periodic impact evaluations, using quantitative and qualitative methods (community surveys, focus group discussions and key informant interviews) with beneficiaries and non-beneficiaries to assess changes in key indicators related to resilience and stabilisation.
- Specialised short-term consultants, such as education consultants to conduct assessments of the different approaches, i.e. approaches to education in post-conflict settings.
- The World Bank's Mind, Behavior, and Development Unit (eMBeD) provides technical assistance through behavioral insights, and testing interventions that inform the project's activities in the governorate. The "behavioral diagnostic" is based on formative research (a desk review, qualitative research in the field). The subsequently developed "behavioral solutions" inform the design, contents and M&E structure of GIZ' interventions in social cohesion and livelihood support.

### Recommendations

As one important aspect of social cohesion is the positive perception between perceived in-groups and out-groups, the project measures this change of perceptions. By using behavioral insights and randomised control trials (RCT, a "quasi-experimental" evaluation approach), the effects of a social cohesion activity, for example an activity where youth from different groups learn and implement peace initiatives together, can be measured by comparing the change of perceptions they underwent against a control group. For this approach, however, one should make sure to work with experienced experts on Behavioral Insights and to apply any RCT most conflict-sensitively and adjusted to the local context, in order not to increase feelings of unfair exclusion and competitiveness.

### Available Documents

- Peace education handbook (Only in Arabic).
- Behavioral Science Playbook for Implementing Partners
- <https://we.tl/t-o8CYI6TLfD>: Infographic film produced in cooperation with religious leaders from Ninewa, "The Principles of Peace Between Religions".
- [https://www.youtube.com/watch?v=\\_IngRuBtSsI&feature=youtu.be](https://www.youtube.com/watch?v=_IngRuBtSsI&feature=youtu.be) (Peacebuilding: GIZ's Transitional Development Assistance in Ninewa, Iraq).

*Peace and Reconciliation Working Group (PRWG) Meeting in Ninewa Governorate.*



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# Stabilisation and Peace Support Project

Laying the foundations for a sustainable transformation of conflicts

Social Relations

Connectedness/Focus on the common Good

State-Society Relations

## Social Cohesion in the Project Context

### Context:

- Tuareg rebellion in 2012 and occupation of northern and central regions by jihadists
- Permanence of insecurity due to armed activities of locally and trans-nationally operating groups
- Absence of state security forces in northern and central regions despite international military support
- Delayed implementation of the 2015 peace agreement
- Distrust between the local populations and local authorities as well as within civil society and the state authorities
- Increasing potential for social unrest due to lacking basic social services and economic opportunities, particularly amongst rural and urban youth
- Politisation of ethnic conflicts
- Coup in August 2020, transitional government set up for 18 months

### Fostering social cohesion is a key element for reconciliation – focus on:

- Improving social relations by creating a momentum and spaces for exchange
- Strengthening peaceful coexistence through micro-projects that promote social cohesion
- Building trust between communities and the administration as well as between communities themselves
- Application of consensus principles for the choice of micro-projects e.g. transparency, consensus-based decisions.

## Approach to Strengthening Social Cohesion

Strengthening social cohesion is a main objective in the stabilisation component of the project. Two different dialogue approaches are applied by the project in order to contribute to mutual trust building and constructive interaction on a local level. For both forms of dialogue, state actors (and partners of the project) are accompanied to fulfil their leadership role in mitigating community-based conflicts. Strengthening their capacities for peace is a key element (conflict analyses, mediation skills, reflection of attitude, etc.).

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Ministry of Foreign Affairs (AA)
Project area	Bamako, Gao, Menaka (Mali)
Most relevant partners	Le ministère de la Réconciliation nationale, de la Paix et de la Cohésion nationale, chargé de l'Accord pour la paix et la Réconciliation nationale (MRNPCN) Truth, Justice and Reconciliation Commission
Target group	Communities in the northern and central regions Civil Society Organizations (NGOs, groups and associations of young people and women...) Local authorities (Elected officials, interim authorities, etc.) Local technical services
Overall term	11/2016 – 03/2022
Total budget	23.64 million EUR
Contact	Philip Kusch Head of Project/Programme (AV) philip.kusch@giz.de

### 1) Community-based dialogue for peace and reconciliation

**Objective:** mitigation of conflictive situations

**Process:** dialogue process approx. 4-6 weeks comprises 3 phases: a) a proper preparation mission in order to listen to different actors and to understand context and subject of conflict, b) the dialogue event itself, c) the creation of a reconciliation committee in charge of the follow-up of the agreements.

### 2) Citizen dialogue for stabilisation and peace

**Objective:** participative selection of small community projects for social cohesion (tangible “peace dividend”)

**Process:** duration: 25 days, comprises 5 phases (preparation of the process, Analysis of the situation / local assessment, public return of the results of the diagnosis, implementation of a micro-project and monitoring-evaluation of the process.

*Inter and intra-community dialogue carried out in 2019 in Ansongo (Gao region)*



## Achievements and Impacts

### 1. Community-based dialogue for peace and reconciliation

- environ 10,000 people participated in 27 inter- and intra-community dialogues
- 13 local mechanisms for conflict prevention and management implemented
- the rate of conflict prevalence has decreased
- sustainable conflict management through reconciliation committees
- 101 experts from the MRNPCN trained on alternative method of conflict resolution and mediation techniques
- 710 people participated in 6 multi-actor forums concerning the peace agreement

### 2. Citizen dialogue for stabilisation and peace

- Over 3,130 community members participated in 29 citizen dialogues for stabilisation and peace
- 74 micro-projects (peace dividend) implemented in various sectors, benefiting around 500,000 people, 200 direct jobs created
- Improving peaceful coexistence through the consensual and unifying nature of the selected micro-projects
- Contributed to easing historical intra-community tensions by gathering people, e.g. around the same water source

## Lessons Learnt and Recommendations

- The needs-based approach facilitates the ownership and the active engagement during the process and afterwards.
- Consider contextual specificities in order to adapt the implementation thoroughly and continuously.
- Empowering the presence of (local) state actors and their capacity of action strengthens their role within the community and builds trust.
- The informal exchanges (joint breaks) should not be underestimated for the social cohesion of the group.
- Conflict-sensitive project management guarantees the sustainability of actions.
- Introducing democratic principles for decision making on a community level (participatory, consensus-based, transparent decisions) educates the communities towards social control.
- Different forms of dialogue have a positive effect on reconciliation, social cohesion and the formation of a shared vision for the future of a society.

## How we measure

### Qualitative methods

- Collection of testimonials of participants (comparison before – after)
- Informant interviews and focus group discussions
- Feasibility and profitability study of micro-projects
- Analysis of activity reports (citizen dialogue for stabilisation and peace, inter- and intra-community meetings, multi-stakeholder forum).

### Quantitative methods

- Third-party monitoring on the effects of the small projects

### Routine monitoring

- Regular monitoring of activities
- Regular exchange between technical advisers and partners

### Recommendations

- Use digital approaches for the collection of information in localities difficult to access.
- Continue triangulation

## Available Documents

- Manual and leaflet on the process of the dialogue for peace and reconciliation
- Guide on citizen dialogue for stabilisation and peace
- Evaluation reports on the effects of the citizen dialogue

*Inter and intra-community dialogue carried out in 2019 in Sonni Aliber (Gao region)*



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# Donko ni Maaya – Strengthening social cohesion through the promotion of the cultural sector

Promoting young people's political and social participation

Social Relations

Connectedness/Focus on the common Good

State-Society Relations

## Social Cohesion in the Project Context

The traditionally moderate Islam in Mali is facing an increasing radical Islamist influence nationwide. This is threatening the traditional cohesion of Malian society and the freedom of cultural expression. A Mali-specific, independently developing youth culture based on tolerant traditions offers young people an alternative to extremist ideologies, promotes their political and social participation and thus their connectedness to the whole society.

## Approach to Strengthening Social Cohesion

The project is strengthening social cohesion by giving young people a voice through cultural expressions. It is fostering the urban (sub)culture by supporting selected cultural centers in improving the quality and quantity of their cultural programmes especially for young people.

In addition, the project supports cultural initiatives that address topics such as freedom, social cohesion, conflicts or violent extremism to make young people express themselves on these topics.

The project fosters the cooperation between local authorities, stakeholders in the cultural sector and young people. The implementation of common cultural initiatives by those actors strengthens social cohesion and democratic participation.

## Achievements and Impacts

- Implementation of 23 cultural initiatives through which young people have been able to express themselves through different forms of cultural expression such as rap or dance on subjects that concern them.
- 49 trainings for young people and artists were implemented with a total participation of about 1,556 people.

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	Federal Foreign Office (AA)
Project area	Mali
Most relevant partners	Ministry of Culture, Artists, Municipalities
Target group	Youth
Overall term	09/2018 – 03/2023
Total budget	6 million EUR
Contact	Magali Moussa Head of Project/Programme (AV) magali.moussa@giz.de

- 37 cultural events on subjects such as political participation, social cohesion and peace were organised through collaborations between young people, cultural operators and local authorities.
- Abdoulaye Diop, artist from Bamako: “For years, I have been trying to convince the Town Hall that it provides public spaces so that young painters can show their paintings to the public. With the support of the project ‘Donko ni Maaya’, this dream has finally come true. Our artwork that deals with issues that concern young people can now even be found in popular public places in Bamako. It really adds value to us.”

*Dance workshop for girls to raise awareness against GBV*



## Lessons Learnt and Recommendations

- Support the ideas of your partners to ensure strong ownership.
- Cultural expressions offer the possibility of addressing sensitive topics in a society in a soft and less explicit way.
- Artists have an intrinsic motivation of addressing social topics, thus they are great change agents.
- Cultural events bring different people from different backgrounds together and foster common positive experiences.
- Forms of cultural expression can be used in all sectors in order to initiate reflection and to foster consciousness.

## How we measure

- The University of Hildesheim is undertaking qualitative and quantitative research on the impact of the project on social cohesion via face-to-face and online surveys.

## Recommendations

- If you work in a country in which a lot of different languages are spoken and many people speak neither English nor French, consider how to include people that don't speak the language of your way of measuring. We had colleagues who translated the questions of the online survey verbally into the local language.
- If you conduct surveys, use words and concepts that speak to your target group. Avoid technical terms!

## Available Documents

- A first draft of the research report of the University of Hildesheim
- Survey questions in French and German

*Street Arts operation for the promotion of peace and social cohesion*



*RAP against violent extremism text writing workshop*



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# Support to Strengthening Resilience in North-East Nigeria

Improving living conditions in host and return communities of internally displaced persons in Borno and Adamawa

Social Relations

Connectedness/Focus on the common Good

State-Society Relations

## Social Cohesion in the Project Context

### Context:

- Very low basic service delivery
- Widespread poverty and food insecurity
- Boko Haram insurgency since 2009
- 2.3 million internally displaced persons
- > Weak relationships, lack of trust, high inequalities

### Fostering social cohesion is key – focus on:

- Strengthening social relations
- Connectedness/Focus on the common Good
- State-Society Relations

## Approach to Strengthening Social Cohesion

Implementation of Community Development Planning (CDP) process by the Governance component of this project (1 out of 4 components); aiming at trust building, joint values, and a common vision for community development. This covers in 10-12 months:

- Dialogue forums between local political and traditional leaders
- Large-scale sensitisation in the communities on civic engagement
- Participatory planning in the communities in CDP Sessions, resulting in development plans
- Set-up and capacity development (CD) of community-based follow-up committees (WPSCs) for the implementation of the plans
- Handover of plans to local and state governments.
- Follow-up to ensure integration into state and local government planning and budgeting.

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	The European Union (EU) The German Federal Ministry for Economic Cooperation and Development (BMZ)
Project area	Borno and Adamawa States, Nigeria
Most relevant partners	Ministry for Reconstruction, Rehabilitation and Resettlement (Borno), Adamawa State Planning Commission
Target group	IDPs, host communities, returnees and return communities
Overall term	08/2016 – 07/2022
Total budget	54.5 million EUR
Contact	Alexandra Steinebach Head of Component – Governance alexandra.steinebach@giz.de

## Achievements and Impacts

- Over 6,200 community members participated in 46 CDP Sessions so far, about 39% of them female participants.
- 46 plans finalised, incl. priorities per sector
- 25 plans handed over to Government and partially integrated into state planning and budget

Provision of school furniture through the community-based follow-up committee in Konkol Ward



Women vote on community development priorities in Tambajam Ward



- “For the first time we freely interacted and discussed with our traditional, religious and political leaders, we shared ideas and experiences, we felt important, special and we realised that there are so many intellectuals in our community.”
- “We had never imagined we can solve our problems ourselves and now turn our community round. We found time in our hearts to forgive each other and stay in peace.”
- WSPCs started fundraising for and implementing their own projects in their communities, e.g. for school furniture or drainage cleaning.
- WSPCs started lobbying for funds from development partners as well as State institutions to implement projects from their respective plans.

### Lessons Learnt and Recommendations

- Invest in context-specific research and programming; thoroughly and continuously adapt implementation
- Take your time – incremental changes to socio-economic norms are more durable and sustainable
- Implementation must be participatory – government, CSOs and communities must be included all the way
- Target community gatekeepers and key political actors, but not solely rely on them create community ownership from the go
- Conflict-sensitive and gender-sensitive implementation is key
- Crucial for new projects: allow for flexibility, esp. in crisis contexts

### How we measure

#### Quantitative data collection

- Ward analysis delivers baseline data for CDP Process, incl. attitudinal statements on relationships in the communities, decision-making and sense of belonging
- CDP Follow-up survey at handover of plans to Government for feedback on the CDP session and repetition of the attitudinal questions from baseline
- Survey on follow-up committees’ functionality
- > Mixed sampling method (random stratified, cluster and purposive sampling), sample sizes calculated based on population, 95% confidence interval, 5% margin of error

*Women’s Group Discussion as part of the CDP Session in Sorau A Ward*



#### Qualitative data collection

- KOMPASS methodology integrated into annual review (external consulting firm), incl. key informant interviews and focus group discussions
- Observations and monthly reporting from Governance component

#### Recommendations

- Think about outcome and impact measurement from the beginning of the project
- Operationalise concepts context-specifically
- Go for mixed methods – qualitative methods allow to delve deeper and enable triangulation!
- Control for bias
- Allocate sufficient time and resources for M&E
- Integrate M&E in project implementation/management
- Find your balance between pragmatism/practicability and scientific standards

#### Available Documents

- Working Paper CDP Process
- Sustainable CDP Process Concept Paper
- Facilitator’s Guide CDP Session
- Ward Analysis Questionnaire
- CDP Follow-up Survey Questionnaire

*Market place presentation of proposed solutions for jointly identified problems, Manjekin Ward*



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# FATA Development Programme

State actors and civil society groups in the Merged Areas have increased their capacity to provide services and engage in constructive dialogue

Social Relations

Connectedness/Focus on the common Good

State-Society Relations

## Social Cohesion in the Project Context

### Context:

- Merged Areas – rich in tribal culture and tradition
- Poverty, insecurity and inadequate access to basic services for a population of over 5 million people
- Remoteness and a local government structure established for the first time only very recently
- Limited inclusion in development planning and decision-making processes of citizens
- Inadequate participation of women in social and political spheres

### Social Cohesion – our focus:

- Promoting citizen participation
- Supporting the reintegration of internally displaced persons (IDPs)
- Furthering connectedness
- Building trust in institutions
- Empowering Women

## Approach to Strengthening Social Cohesion

The FATA Development Programme promotes governance by assisting the partners in the provision of basic social services, social cohesion, political participation and dialogue between civil society and the state.

- Supporting the formulation of development plans for all municipalities through participatory approaches with an emphasis on return of IDPs.
- Establishing dialogue platforms between citizens and government officials on service delivery and development needs.
- Promoting capacity development of civil society organisations and community-based organisations.
- Enabling Parent-Teacher Councils (PTCs) in schools to address their needs like the availability of water and sanitation services, need of boundary walls and additional classrooms.
- Raising public awareness on civic engagement, the local government system and COVID19.
- Supporting dialogue for sports activities to engage youth in community development planning.
- Fostering gender mainstreaming in governance, dialogue, education and health sectors.

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Ministry of Economic Development and Cooperation (BMZ)
Co-financed by	European Union (EU)
Project area	Merged Areas, Khyber Pakhtunkhwa, Pakistan
Most relevant partners	Planning and Development Department, Government of Khyber Pakhtunkhwa
Target group	Citizens of the Merged Areas
Overall term	May 2016 – December 2021
Total budget	17.5 million EUR
Contact	Dr. Peer Gatter Head of Project/Programme (AV) peer.gatter@giz.de

## Achievements and Impacts

- Preparing a 'First Capacity Development Plan' for over 5,000 government officials and elected representatives in the Merged Areas which puts a focus on the engagement of citizens and civil society organisations in local governance.
- Training of 24 government officials and 7 Gender Desk Officers on the importance of gender issues for social inclusion to support vulnerable communities and bridging the state-citizen gap.
- Training of 10,000 PTC members (3,940 women) to help them understand their collective roles and responsibilities in planning, monitoring as well as in financial management for transparent utilisation of state funds aimed at community-led development in schools.

Parent-Teacher meeting to discuss the roles and responsibilities for community-led development in schools at districts Bajaur, 2021



- Assisting PTCs to establish bank accounts in order to receive government funding for community-driven school improvements – a novelty in the tribal region. So far 4,907 schools (among these 1,881 girls' schools) have successfully opened bank accounts which helps citizens of the Merged Areas to have their voices heard in local decision making.
- Conducting 25 women dialogue sessions on the municipality level between government officials and women community members of the Merged Areas on service delivery and local development priorities. Participation of 296 women and 63 government officials in these dialogue sessions was promising.
- Sensitizing the communities of the Merged Areas on the local government system, on Right to Information and COVID-19 through radio live shows. So far 90 radio live shows have been broadcasted. Over 500 individuals, including women, had an opportunity to call and discuss live during the radio shows.
- For promoting cultural activities to strengthen a community development dialogue community development planning sessions and cultural fairs were organized at district level. 120 participants including women were given the opportunity to discuss district development priorities with government.
- Promoting the establishment of Gender Desks by the Social Welfare Department to improve social service delivery to women and vulnerable groups. "Establishing links with the NGOs was a crucial step: 'Thanks to them, we were able to get access to the grass-root level and the communities'" Gender Desk Officer, Khyber District, Merged Areas
- Supporting social cohesion through digitalisation: in a consortium with other development advocates the FATA Development Programme won the BMZ Hackathon #SmartDevelopmentHack for applying innovative digital solutions to address the challenges of Covid-19 in partner countries. The programme will implement the 'Corona Audio Campaign' project in the Merged Areas of Pakistan.

## Lessons Learnt and Recommendations

- Considering socio-economic and cultural norms of the community for designing participatory approaches.
- Creating ownership of the government and the community for the implementation of Merged Areas reforms.
- Conducting context-specific research and scoping studies during the designing phase of the project.

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## How we measure

### Qualitative methods

- Identifying governance challenges in the Merged Areas through focus group discussions on planning, budgeting, monitoring and implementation involving communities, women groups and government officials (Local Governance Baseline Study, 2019).
- A Gender-Sensitive Monitoring Framework has been developed to mainstream gender-sensitive interventions in the programme areas.
- Gathering the data and views from participants of the dialogue sessions

### Quantitative methods

- Gathering and analysing data from community-led schools on the use of state funds for school improvements. These funds are channeled through PTC-accounts to finance the construction and repair of additional classrooms, water and sanitary facilities and boundary walls, among others.
- Gathering data on the participation of men and women in PTC trainings
- Producing gender-disaggregated statistics about community participation in preparing development plans for community schools.

### Recommendations:

- Integrating a social cohesion approach in programme design/implementation by using structured mechanisms to measure results across programme areas.
- Identification of needs and priorities by the community groups in order to assist the provincial government in aligning their annual plans and budget with community needs
- Developing and tailoring capacity development plans for social cohesion on needs-based evidence gathered from communities and civil society.

## Available Documents

- Local Governance Baseline Study on Planning, Budgeting, Monitoring and Implementation (November 2019).
- Success story: Improving Social Inclusion and Empowerment of Women in Khyber District Merged Areas (June 2020). [https://swkpk.gov.pk/?page\\_id=2369](https://swkpk.gov.pk/?page_id=2369)

*Insightful learning journey of seven Gender Desk officers from the Merged Areas, in the 12th Annual Conference on Rural Women Day in Islamabad, Pakistan, October 2019.*



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# Strengthening Capacities for Dealing with Conflict-induced Forced Displacement in Mindanao, Philippines

The response of regional and local government actors to situations of conflict-induced displacement in home and host communities in Caraga has improved

Social Relations

Connectedness/Focus on the common Good

State-Society Relations

## Social Cohesion in the Project Context

- Short-term repeated displacements due to conflict and disaster
- Gaps in service provision to marginalised populations incl. various home, host and indigenous communities
- Lack of cohesive and social relations between and within communities, IDPs and Local Government Units
- Lack of livelihoods, missing equal opportunities and access to public services
- Lack of awareness of conflict-induced forced displacement in the region and antagonism between actors in the conflict context

## Approach to Strengthening Social Cohesion

- Joint problem solving of home and host communities, IDPs and Local Government Units and local service providers through tailor-made dialogue cycles using the reflective structured dialogue (RSD) approach
- Focused dialogues giving special attention to the voices of marginalised groups and strengthening their role in communities
- Participatory planning through joint community analysis with planning officers following a newly developed toolkit
- Capacity Development through livelihoods training with IDPs and host families participating jointly, fostering mutual understanding and the reduction of stereotypes
- Focus on youth-appropriate awareness-raising on CID and youth as change makers fostering connectedness and cooperation between IDPs and non-IDPs and Indigenous People (IP) and non-IP

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project area	Caraga region (Mindanao)
Most relevant partners	Office of the Presidential Adviser on the Peace Process
Target group	IDPs, host and home communities, Local Government Units
Overall term	10/2018 – 09/2020
Total budget	3 million EUR
Contact	Johanna Sztucki Head of Project/Programme (AV) johanna.sztucki@giz.de

## Achievements and Impacts

- 319 members of host communities, IDPs and government officials participated in dialogues
- The establishment of a human rights action team in the municipality of Carmen resulting in the restructuring of processes and institutional changes
- The implementation of a community health day in Tandag, bringing service providers to 32 households in the indigenous Mananwa community to connect the tradition of sharing and storytelling with basic health care, starting a process of trust and relation building

Exchange between IDPs, the partner CSO and the government agency in the framework of the SMILES Project  
© Arianne Gijsenbergh



Noraida Poon, displaced in 2017, has settled in her host community and connected with neighbours and friends © Arianne Gijsenbergh



- 216 members of host families and IDPs were trained in livelihood skills. An urban gardening course not only brought participants together but through public gardens and the selling of products on market places also cut down previous barriers of understanding and connection
  - “This project really helped to strengthen our relationship with other agencies” (Lingco Cabugatan, NCMF)
  - “The atmosphere in the barangay has become so lively [...]. Christians and Muslims are now talking and laughing together which was not a common sight before” (Wilbert Ejios, Punong of Barangay Ong Yiu)

### Lessons Learnt and Recommendations

- Social cohesion is often implied but on a technical level including it on the agenda and for example creating a social cohesion lens when designing activities by adding social cohesion paradigms to do-no-harm (DNH) checklists would be beneficial
- Working with partners on the basis of an assumed and implied common understanding of social cohesion is not sufficient. It would be beneficial to discuss the framework and definition of the concept within the team and partners when establishing joint activities
- When working on sensitive issues, we can never only work with one side, it's creating imbalance and not social cohesion
- During regular reflections it proved valuable to discuss the relationship of participants and of do-no-harm, especially in the fragile project context

### How we measure

- No indicators focusing on social cohesion had been set in the project proposal, as the impact on social cohesion was not intended to be measured
- In impact assessments of measures such as the livelihood trainings, social cohesion aspects are measured mainly through qualitative data
- Storytelling has brought to light the positive impacts on social cohesion achieved with various activities as reported in personal exchanges with the project team

*Muslim and Christian children of the community are getting ready for an acquaintance party at the beginning of the school year*  
© Arianne Gijsenbergh



### Recommendations

- Monitoring and measuring social cohesion from the start of the project to avoid overlooking success stories related to social cohesion
- Connecting social cohesion to conflict sensitivity and DNH practices by specifically pointing out aspects of social cohesion that relate to conflict monitoring and paradigms of DNH and labelling them as such
- The results of an existing conflict sensitive and results-based monitoring (CSRBM) should be maximized by focusing on issues such as changes in structures and relations within communities in more detail

### Available Documents

- Report of Livelihood Skill Training Project (SMILES Foundation)
- Reflective Structured Dialogue Manual
- Community Planning Guidebook
- Photo Story: Beyond Humanitarian Aid: Working Together for Social Cohesion [www.giz.de/en/worldwide/83272.html](http://www.giz.de/en/worldwide/83272.html)
- Article: Marawi IDPs and host communities break barriers through urban gardening [www.giz.de/en/worldwide/75134.html](http://www.giz.de/en/worldwide/75134.html)
- Article: Community Health Day Tandag [www.giz.de/en/worldwide/76874.html](http://www.giz.de/en/worldwide/76874.html)

*The photo shows local health care service delivery in the Mamanwa community of Sitio Gitaub in the framework of a community day. Bringing health care to the community in the context of a local celebration was an innovative approach that was developed during a dialogue cycle.*  
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# Economic and social participation in the South Caucasus

Fostering economic and social empowerment of vulnerable displaced and local population

Equal opportunities

Social Relations

Connectedness/Focus on the common Good

Positive living conditions

## Social Cohesion in the Project Context

- Protracted Displacement in GE and AZ and influx of Syrian-Armenia Refugees in AM
- IDPs = Politically sensitive topic (conflict between AZ and AM; GE and RU)
- Widespread poverty, lack of equal chances and high inequality
- Fostering social cohesion is key to
  - Prevent tensions and conflict between displaced and host communities
  - Allow for a (more) equal access to educational, professional and participatory opportunities, especially for girls and women as well as for young persons
  - Promote a more active, democratic and resilient civil society

## Approach to Strengthening Social Cohesion

The programme works for strengthening individual and social skills with a strong focus on life-skills, personal development, self-esteem and motivation. These skills are relevant for finding employment, setting up enterprises and participating in social life and decision-making processes at community level:

- Strengthening employability and entrepreneurship skills to promote participation in economic life and income generation
- Identifying personal interests for becoming socially active in and for the community and strengthening personal and life skills to effectively pursue these goals
- Training of public stakeholders to better address the needs of vulnerable population
- Hand-over and embedding of successful approaches to public state and non-state stakeholders
- Mainstreaming of women empowerment, gender equality and youth-specific approaches

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Ministry of Economic Development and Cooperation (BMZ)
Project area	South Caucasus – Armenia (AM), Azerbaijan (AZ) and Georgia (GE)
Most relevant partners	IDP Ministries and subordinated agencies in the three countries
Target group	Vulnerable Internally Displaced Persons (IDP), Syrian-Armenian refugees and host communities; Women and Youth
Overall term	11/2017 – 11/2024
Total budget	12,65 million EUR
Contact	Friederike Rochowanski Head of Project/Programme (AV) friederike.rochowanski@giz.de

## Achievements and Impacts

- 263 persons have found employment and 224 start-ups have been founded that created 27 additional jobs; hundreds more have improved their employability and entrepreneurship skills
- 7 public offers for vulnerable population have been improved and over 30,000 persons benefit of these
- Almost 700 persons participated in community-based activities and already 12 community-based initiatives have been organized by participants
- Beneficiaries report increased motivation, self-esteem as well as recognition

*Fostering employment skills, Azerbaijan  
© Mahammad Novruzlu*



*Celebrating International Girls Day in Georgia © Tako Robakidze/DVVi*



- Community spaces have been established in IDP settlements; especially women and youth use the newly available spaces to meet and develop activities for the common good (in times of Covid-19 online spaces have been established)
- Supported MSME have improved their business processes and created new jobs
- Communities have become more active – community members develop own initiatives and increase their participation in existing ones

### Lessons Learnt and Recommendations

- Participation is always multidimensional – it is not sufficient to focus on a single aspect but promoting economic participation and social participation is required
- Working with women and youth in particular enables challenging and breaking up existing (negative) role models and cultural perceptions
- Fostering sustainable employment and entrepreneurship strongly benefits from strengthening “soft” or “life” skills as well as motivation and self-esteem
- When working with vulnerable population groups, measures need to take into account their realities, needs and possibilities. E.g.: in AZ, girls’ opportunities for participation are limited due to social norms and ascribed roles to women and girls (often parents do not allow girls and young women to attend activities in private places).

### How we measure

#### Quantitative Data collection

- Registration of all programme beneficiaries at different stages – e.g. information campaigns, application to project activities, participation, successful participation

#### Qualitative Data Collection

- Needs assessments in target communities
- KOMPASS Study on intended and un-intended impacts
- Interviews, focus group discussions, survey and good practices

#### Recommendations

- Due to the multi-facet character of social cohesion, qualitative data collection proved more relevant for determining changes in perception and feeling

#### Available Documents

- Promoting Youth Participation and Empowerment – A Guideline for Practitioners
- Video on Stopping Violence against Women
- Video for the World Refugee Day

*Painting the Community Centre for International Girls Day, Georgia*  
© Tako Robakidze/DVVi



*Celebrating International Girls Day with a flash mob, Georgia*  
© Tako Robakidze/DVVi



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Network International Cooperation  
in Conflicts and Disasters (NICD)

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# Community Centres and Local Initiatives Project Turkey (CLIP 1)

Improving social services and intercultural exchange for refugees and host communities

Human-Rights-  
Oriented Values

Social  
Relations

Con-  
nected-  
ness/Focus on  
the common  
Good

Equal  
Opportunities

## Social Cohesion in the Project Context

### Context:

- Almost 4 million refugees (majority Syrians, about 330,000 other nationalities)
  - Insufficient capacities to meet the high demand for social services and lack of needs-oriented services especially for particularly vulnerable persons, e.g. persons with disabilities, survivors of SGBV, single headed households
  - High inflation and unemployment or underemployment rates, reinforced by the effects of the COVID-19 pandemic
- > Social tensions and competition between refugees and host community members

### Fostering social cohesion is key – focus on:

- Strengthening social relations
- Connectedness/Focus on the common good
- Equal opportunities
- Human-rights oriented values

## Approach to Strengthening Social Cohesion

CLIP 1 builds on five years of experience with supporting community centres that provide services to refugees and members of the Turkish host community. The project aims to create a safe and supportive environment where the rights and dignity of individuals and groups are respected. This facilitates participation and positive interactions with others and improves the target groups' self-help capacities and self-esteem as well as their feeling of connectedness to their living environment and access to needs-based social services. Social cohesion activities are implemented at different relationship levels:

**1. Linking:** connecting refugees and vulnerable members of the host community to state institutions by promoting equal access to social services and participation, e.g. referrals, legal and social counselling

**2. Bridging:** providing a safe space for interaction and exchange between refugees and host community members, e.g. joint activities, intercultural activities and raising awareness on the other group

**3. Bonding:** strengthening the relationship within specific target groups with similar life situations, e.g. through empowerment, self-reliance and psycho-social well-being activities

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ), European Union through its Civil Protection and Humanitarian Aid Operations (ECHO)
Project area	Turkey wide: areas with high refugee population, underserved regions
Most relevant partners	Vice-President's Office of the Republic of Turkey (Lead executing agency), Ministry of Family and Social Services, Ministry of National Education, Directorate-General for Migration Management, NGOs, CBOs, Municipalities
Target group	Refugees and members of the Turkish host communities, in particular most vulnerable persons
Overall term	10/2017 – 09/2021
Total budget	29.25 million EUR
Contact	Inka Hiltmann Quality Manager inka.hiltmann-richter@giz.de

## Achievements and Impacts

- Since October 2017, more than 55,000 persons have participated in over 4,000 social cohesion activities
- Results of the 2019/2020 "Social Cohesion Survey" (conducted with 782 beneficiaries)
  - 11% increase in level of interaction with other nationalities after participation in Community Centre activities (15% among female beneficiaries)
  - 71% of female beneficiaries and 77% of male beneficiaries are more willing to interact with other nationalities

Children get together in Kilis  
© Özgür Alpmen/IBC



- 60% of the beneficiaries made new friends
- Safe spaces for interaction contribute to the reduction of prejudices.
- *“In our neighbourhood, we live with many Syrians. We had no contact. Thanks to these workshops, we became friends.” Turkish participant, 48 years old, Esenler*
- *“After six years, I became friends with Turkish women.” Syrian participant, 36 years old, Esenler*

## Lessons Learnt and Recommendations

- Challenge: finding a common understanding of the term “social cohesion”, including a translation that captures the meaning of the term, in the respective context and with relevant stakeholders involved.
- Social cohesion should be mainstreamed within the project by establishing links with capacity development.
- Social cohesion measurement in a non-formal context can only provide a snapshot with regards to impacts, it is difficult to measure changes over time.
- There is a high influence of macro factors (political changes, security, economy) that are outside the direct influence of the project.

## How we measure

In 2018 the Support to Refugees and Host Communities (SRHC) Cluster’s Social Cohesion working group, which CLIP is part of, developed a quantitative and qualitative research methodology in collaboration with the University of Göttingen in Germany. This methodology was revised by CLIP 1 following the experience of the first pilot social cohesion survey. The survey has been conducted annually (90 questions).

Sample (outcome) indicator: 60% of participants in intercultural activities confirm with specific examples that their willingness to interact with the other group has been strengthened, e.g. by tackling prejudices, by practicing their language skills, by having more frequent interactions.

## Recommendations:

- The methodology and research process needs to be adapted to the local contexts as well as working context and capacities of the partners (e.g. formal or non-formal working environment)

*Kickbox course brings children together in Mersin*  
© Zafer Najjar/SSG



- Potential selection-bias in surveys needs to be addressed
- Find appropriate research tools for different types of activities (e.g. conducting web-based surveys for particularly vulnerable beneficiary groups who need confidentiality)
- Establish minimum criteria for social cohesion activities or beneficiaries that are included in a social cohesion survey (e.g. including beneficiaries who participated in at least 4 social cohesion activities in the last 6 months)

## Available Documents

- Questionnaire of the Social Cohesion Survey
- SRHC Conceptualization of Social Cohesion
- SRHC Social Cohesion Analysis Paper
- Measuring Social Cohesion in SRHC 5 Point Concept and Action Note

The Community-based Local Initiatives Project (CLIP 2) started in January 2021 as a follow-on project.

*Social cohesion event with children from refugee and the host community in Istanbul*  
© Yaprak Koçak/  
Mülteciler  
Derneği



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# Promotion of Economic Prospects (PEP) Programme

Promoting the economic prospects of refugees and the host community in Turkey and mainstreaming social cohesion through capacity development and policy advocacy

Social Relations

Connectedness/Focus on the common Good

Positive Living Conditions

## Social Cohesion in the Project Context

Turkey is the country currently hosting the largest number of refugees in the world with 3.6 Mio Syrian refugees registered under Temporary Protection Status (SyTP) and over 400,000 non-Syrian applicants for international protection.

In 2013 the Government of Turkey developed an unprecedented legal framework to respond to the Syria crisis and established the Directorate General for Migration Management (DGMM). In 2020 the DGMM Migration Board adopted Turkey's Harmonization Strategy and National Action Plan, which guides the 'integration process' and assigns roles and responsibilities to institutions, local governance and civil society actors.

## Approach to Strengthening Social Cohesion

The PEP Programme is part of the Support to Refugees and Host Communities (SRHC) Cluster that since 2015 has developed a coordinated approach of GIZ Turkey Refugee Response. Up to 2020, BMZ commissioned a total of fourteen projects (of which two are EU co-financed) to provide bilateral support to the Refugee Response in Turkey. The promotion and mainstreaming of 'social cohesion' is a mandate for all the projects and the SRHC Cluster.

The PEP Programme approach to the mainstreaming of social cohesion comprises two main components: **(1) practice-based capacity building and (2) policy advocacy.** The approach is based on the contextualised concept of 'enabling environments (settings)' that foster social cohesion and 'enablers' of such environments. The objective of the PEP social cohesion mainstreaming process is to support all PEP Partners to implement and sustain 'inclusive working environments' and advocate for evidence-based policies and practices that can support them.

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ) through the Partnership for Prospects (P4P)
Project area	Turkey (Adana, Adiyaman, Denizli, Diyarbakır, Gaziantep, Hatay, Istanbul, Kilis, Konya, Mersin, Tekirdağ)
Most relevant partners	Public institutions, private companies, local governance (municipalities), civil society, international NGOs, Chambers of Industry and Commerce and UN agencies
Target group	Syrian refugees of working age (18 to 64) registered under the Temporary Protection and vulnerable members of the host community.
Overall term	01/2019 – 03/2023
Contact	Alberto Vega-Exposito Head of Project/Programme (AV) alberto.vega@giz.de Onur Ariner Senior Adviser onur.ariner@giz.de

ASAM – decorating a shared space together



## Capacity Development:

- Capacity development of the **PEP Team**. Developed and delivered six half-day on-line **workshops** addressing 'social cohesion' by sector and by actor.
- Capacity development of the **PEP Partners**. The PEP Programme has grant agreements with about twenty partners with contracts that vary from six months to two years and are contracted cyclically. The PEP partners were clustered in line with the DGMM Harmonisation Policy: private sector and chambers, municipalities, and civil society. Developed and delivered a format of **peer-review meetings**.
- Alignment and coordination with the **GIZ SRHC Cluster** and the **NICD Social Cohesion Working Group** through presentations and regular exchanges.
- Alignment and coordination with the stakeholders active in the Refugee Response in Turkey <http://www.3rpsyriacrisis.org/>.
- Developed and piloted an **M&E Framework** that harmonises social cohesion interventions' indicators and the conceptualization of the Theory of Change with the larger social cohesion literature and in line with the Refugee Response in Turkey. Reference for regular monitoring and the evaluation of impact.
- Inserted the social cohesion mainstreaming concept and practice in the **PEP Grant Agreement Partners' Guidelines.Policy Advocacy**
- A **series of roundtable-exchanges** on social cohesion involving institutions, actors of the Refugee Response in Turkey (the UN 3RPs, the EU Facility for Refugees in Turkey and embassies), scholars and the PEP and SRHC Cluster Partners.
- Dissemination of the roundtable-exchanges' outcomes through ad-hoc briefings (BMZ, NICD Working Group, target institutions) and follow-up of the recommendations with the PEP Partners.
- Active involvement of GIZ FMB at Head Quarters.

## Achievements and Impacts

- a **format of workshops** addressing 'social cohesion' by sector and by actor
- a **format of roundtable-exchanges** involving all the stakeholders vested in exchanging and documenting lessons learned and best practices developed during the ten years of the Refugee Response in Turkey
- **advocacy** for evidence-based policy fostering social cohesion in the context of the Refugee Response in Turkey
- collection and dissemination of practice-based resources on best practices and lessons learned from the decade of implementation of social cohesion initiatives in a **toolkit**

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Eschborn, 2021

## Lessons Learnt and Recommendations

- Social cohesion is a complex, multi-dimensional, multi-layered concept that needs to be contextualised to gain meaning and relevance
- Social cohesion is both a collective and individual responsibility and commitment.
- Social cohesion demands the buy-in of all stakeholders and willingness to find a common ground to ensure that policies are properly implemented.
- Social cohesion is a process. There is not a 'silver bullet' or a 'magic potion' for social cohesion. It is a long-term investment very often across several generations.

## How we measure

The PEP Programme has developed a Power BI platform for data collection where partners submit data in line with the indicators defined in the partnership agreement.

The M&E Framework allows to adjust data at the **activity level** and also at **the impact level** according to the partner's profile and area of intervention.

## Available Documents

- SRHC Cluster Brochures: 'Together we create a common picture' and 'Roadmap into the Future'.
- Implementing Social Cohesion Initiatives in the context of the Refugee Response in Turkey. A toolkit for practitioners., 2021.
- M&E concept and practice (indicators and Theory of Change) related to the implementation of social cohesion interventions in the context of the Refugee Response in Turkey., 2020
- Good Practices of Public Sector-NGO Cooperation from GIZ Support to Refugee and Host Communities (SRHC) Cluster., 2020
- DGMM Harmonisation Policy and National Action Plan., 2020
- The PEP Programme Mainstreaming Social Cohesion Strategy (2020/2021).
- The 3RP Turkey, Social Cohesion Framework Document, 2018.
- Data collection platform
- ToR for third-party qualitative data collection

*ReCoded – mixed-group of students participating to the coding Bootcamp sharing a break and building friendship*

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# Urban Management of Climate Migration and Livelihoods (UMIMCC/UMML)

Improving the living conditions of migrants through the provision of resilient livelihood options

Social Relations

Connectedness/Focus on the common Good

Positive Living Conditions

## Social Cohesion in the Project Context

- High rural-to-urban migration due to floods, droughts, erosion or any other climate change related events
- Internal migrants often need to settle in slums where their access to public infrastructure and social services is insufficient
- Fostering social cohesion in terms of social inclusion and improved living conditions in urban slums

## Approach to Strengthening Social Cohesion

Implementation of Social Labs in urban slums to support community development in a participatory way:

- Social Labs represent a continuous dialogue of communities with local government, local councilors, and representatives of the different government offices to jointly search and implement solutions for local development challenges

Improving access to public social services:

- Establishment of information hubs of the Ministry of Social Welfare in the partner cities to improve the access of climate migrants, urban vulnerable poor and EU-returnees to information on the public social service system and how to access them
- Systematic outreach activities by officials in the slums to provide information on social services through site visits
- Facilitation of by-monthly meetings between social welfare officials and slum community representatives

Improving livelihoods through skills training and direct support measures:

- Increasing the income of beneficiaries through employment qualification, entrepreneurial training and job placement in the cities

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Cofinancing	European Union (EU)
Project area	Khulna, Rajshahi, Barishal, Satkhira, Sirajganj (Bangladesh)
Most relevant partners	Ministry of Social Welfare (MoSW), Department of Social Services (DSS)
Target group	Climate migrants, vulnerable poor, EU-returnees
Overall term	01/2018 – 12/2022
Total budget	16.5 million EUR
Contact	Dr. Karen Hetz Head of Project (AV) karen.hetz@giz.de

## Achievements and Impacts

- Social Labs will produce city-wise poverty-mitigating measures and lobby funds from development partners as well as governmental institutions to implement the respective projects.
- Information hubs have been established in all five partner cities to streamline the services for the clients. Potential beneficiaries do now receive information about existing public social services and get help in applying for them.
- Processes of social service delivery are facilitated through the provision of a single-entry point via the information hubs as well as through relevant capacity development for concerned officials.

Livelihood improvement of urban vulnerable poor © Md. Abul Hossain



- Community leaders play a vital role in helping marginalised slum dwellers accessing social services. Community people, and social welfare officials will engage in continuous bi-monthly exchanges on how to improve the provision of social services.
- Municipality Social Workers and Social Service Officers will visit the slum hotspots regularly to inform slum dwellers about their rights and entitlements to social services.

## Lessons Learnt and Recommendations

The project is still in its early implementation phase. Nonetheless, a few lessons learnt can already be shared which can be summarised with the following points:

- Implementation needs to be carefully adapted to specific contexts and realities on the ground, which takes time.
- Community ownership is key to ensure effective responses to the needs of people of respective communities, increase participation and generally raise community empowerment in the medium to long term. This can be ensured by setting up and engaging community development committees, in which the major groups of a community are represented and are given a voice (e.g. women, elderly etc.).
- Central information hubs can play an important role in making social services more accessible. However, physical distance to these offices can pose an unavoidable access barrier for slum communities which can be bridged through mobile outreach activities.
- Formal and informal gatekeepers can pose a great challenge in accessing social services. Constant awareness raising is needed to consolidate rights and entitlements of potential beneficiaries and strengthen transparency.

## How we measure

We apply a mix of qualitative and quantitative assessment methods to ensure that we are on the right track to achieve the set objectives.

### Qualitative methods

- Focus group discussions and key informant interviews on current challenges regarding social service provision and slum development challenges
- Monthly reporting for Social Labs
- Routine monitoring on the ground through advisors who are based in each of the five partner cities.

*Increasing incomes through skills qualification*



### Quantitative methods

- Assessment of the existing access to and information status on social services of slum population.
- Generation of baseline data via random sampling based on population size; 95% confidence level.

### Recommendations

- Operationalisation of technical concepts in terms of measurement right from the beginning.
- Include qualitative methods to generate deeper insights and to fill information gaps from quantitative data.

### Available Documents

- Social labs concept
- Concept note on information hubs
- Report on upgrading the public social services
- FGD (Focus Group Discussion) reports
- Mid-term lessons learnt reports for the five partner cities (June 2020)

*Lacking access to public services*



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# School of Dialogue

Building transforming spaces: from personal to social transformation

Social Relations

Connectedness/Focus on the common Good

Human-Rights-Oriented Values

## Social Cohesion in the Project Context

The 2009 Constitution seeks to turn Bolivia into a plurinational democracy, closer to community participation and the recognition of cultural diversity. This reinforces structural conflicts between different social groups and the Government itself, making dialogue processes as instruments of democratic governance and the exercise of human rights necessary.

## Approach to Strengthening Social Cohesion

The School of Dialogue (SD) seeks a continuous and gradual expansion of the number of people and organisations that promote and practice dialogue, encouraging collaborative dynamics to manage the social conflicts in which they are involved. The people participating are mainly stakeholders in the processes carried out by partner organisations of CPS. By strengthening their dialogue capacities, they contribute to the processes in which they engage (e.g. development projects, social activism), helping to achieve the objectives of the partner organizations and of CPS, seeking the non-violent transformation of socio-environmental conflicts that affect their beneficiaries.

The Bolivian society with its 36 different indigenous nations is extremely heterogenous. The School of Dialogue offers its participants a unique opportunity of encounter and a safe space where social, cultural and political differences are secondary and social cohesion is strengthened.

Implemented by	Civil Peace Service (CPS) of GIZ
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project area	Bolivian Lowlands
Most relevant partners	Workshop on Rural Studies and Agrarian Reform Initiatives (TIERRA), Environmental Defense League (LIDEMA), Association of Participation and Social Control of the Department of Santa Cruz (ACOVICRUZ), Foundation for the Conservation of the Chiquitano Forest (FCBC), Nur University, Fe y Alegría Bolivia Radio Institute Foundation (IRFA) and Loyola Cultural Action Foundation (ACLO)
Target group	State and civil society actors. Disadvantaged sectors, such as women, indigenous peoples, and peasants.
Overall term	01/2020 – 12/2022
Total budget	5.2 million EUR
Contact	Jorge Mercado School of Dialogue Coordinator jorge.mercado@giz.de

Dialogue Circle on Structures of Social Domination (SD 2017)  
© GIZ/ZFD

Working together to represent what they understand as Dialogue. A young indigenous leader, the director of the municipality and an elderly woman who could not read or write. (SD 2016)  
© GIZ/ZFD



## Achievements and Impacts

Two hypotheses were developed and validated on the School and its objectives:

- Participants perceive the SD as a special capacity-building process that marks significant individual adoption of attitudes and behaviors that make dialogue possible.
- Most participants engage in dialogues on a personal level and recognize that it is easier to carry out dialogical practices in their work contexts.

From 2012 to 2020, 300 stakeholders participated in 15 editions of the SD. A survey showed that participants had gained

- a greater awareness of the role of personal and group change in social transformation;
- recognition that dialogue contributes to personal and social transformation;
- deep ownership of the concepts presented in the SD;
- a recognition of the School as a highly practical and interactive space for practicing dialogue;
- a very high motivation to do things in a different manner after leaving the School.

## Lessons Learnt and Recommendations

- Give participants full responsibility for their learning process; this serves as a stimulus for their self-management.
- Offer a continuous process of reflection and improvement for the participants and the facilitators.
- Enable deep levels of listening and trust, creating a collectively shared sense of purpose.
- Access emotional foundations for dialogue: make explicit and change deeply rooted assumptions about others based on fear.
- High diversity among participants promotes a collective experience as a microcosm of society.



Bolivian School of Dialogue

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Civil Peace Service

We don't turn our backs on conflict.

cooperación  
alemana  
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## How we measure

There is a six-stage M&E system:

- 1) Daily meetings of the facilitation team during the SD in which the day and the individual process of each participant is evaluated;
- 2) Participants carry out a written evaluation of each of the two modules of the School;
- 3) At the end of the School, an evaluation workshop is held in which the participants evaluate the scope in reference to the general objectives of the project;
- 4) After the SD, the team of facilitators conducts a follow-up workshop to evaluate the total process;
- 5) Kick-off workshops before each new version of the School, which take into account lessons learned from previous formats;
- 6) Every three years, an impact analysis is carried out with the participants.

## Available Documents

- Escuela de diálogo. Guía para generar espacios Transformadores (Handbook School of Dialogue, English edition in work)
- Video 'School of Dialogue'  
<https://youtu.be/aMw5mMa1WY0>
- Video 'Learning Journey' (exchange between VCP-Program GIZ South Africa and the School of Dialogue SPC/GIZ Bolivia)  
<https://youtu.be/tZx3Yh7USKc>

*Making a dynamic to work on the change of competence paradigm to the collaboration paradigm.*  
(SD 2019) © ZFD/GIZ



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# The Social Cohesion Fund in Burundi

Strengthening the contribution of civil society actors to social cohesion through psycho-social support, reconciliation and capacities for civic engagement

Social Relations

Connectedness/Focus on the common Good

Positive Living Conditions

## Social Cohesion in the Project Context

- History of recurring political violence and repression
- Renewed socio-political unrest since 2015
- Shrinking space for civil society organisations (CSOs)
- Widespread poverty

In this context, it is key to foster social cohesion on community-level, particularly by:

- Strengthening social relations
- Focus on the common good
- Promoting positive living conditions and equality

## Approach to Strengthening Social Cohesion

Despite increased restrictions, many CSOs in Burundi are still committed to the promotion of peace. The Social Cohesion Fund supports a variety of CSOs financially and offers capacity-building measures to foster a dynamic, independent environment in which CSOs can grow, and to improve their service delivery in the thematic areas of MH-PSS, reconciliation and civic engagement. The initiatives, which have a particular focus on supporting women and youth, are implemented at community level and include the following:

- Trainings: i.e. non-violent communication, conflict prevention, dealing with trauma
- Setting-up local peace committees
- Trainings of psycho-social assistants
- Exchange forums
- Political debates

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project area	Burundi (nation-wide)
Most relevant partners	Local CSOs and international NGOs
Target group	Burundian population (focus on women and youth), also IDPs, returnees and host communities
Overall term	01/2018 – 12/2022
Total budget	5.5 million EUR
Contact	Merel Overbeeke Head of Project/Programme (AV) merel.overbeeke@giz.de

- Sports and cultural events
- Self-help and solidarity groups to promote economic resilience
- Awareness raising campaigns on human rights, gender-based violence, political manipulation
- Conflict-sensitive media reporting

*Workshop on co-creation and innovation with partners*  
© Cedric Ceulemans/  
Butterfly Works



*Women building relationships by dancing together*



## Achievements and Impacts

- 18 projects of local CSOs and (international) NGOs have been supported, 11 of which specifically focus on women
- More than 20,000 beneficiaries have been reached
- Around 900 youth have participated in narrative theatres to deal with trauma experienced in the past
- Around 500 women that have been supported by solidarity groups increased their economic autonomy
- Trained mediators solve community-based conflicts with the help of local peace committees
- The willingness to engage in peacebuilding measures has increased
- Youth from different political parties treat each other with more respect
- Tolerance towards marginalised groups has increased
- Returnee and host communities share their land, exchange with each other respectfully
- Partner organisations (POs) have improved their knowledge and skills in financial management and participatory project design
- POs exchange regularly and profit from each other's experiences through different exchange formats

## Lessons Learnt and Recommendations

- Context- and conflict-sensitive planning and implementation is key
- Invest in assistance to POs regarding contractual and financial requirements
- Provide possibilities for exchange between and with partner organisations
- Keep a low profile when working in such a sensitive context
- Take advantage of tools that foster innovation
- Formulate precise criteria for project applications to be considered and make it a participatory process

## How we measure

Since there is no common definition for the concept of social cohesion so far, a set of proxy indicators was developed regarding its different dimensions, such as participation in social life or capacities for civic engagement.

With the help of a local evaluator team, a first semi-remote data collection was conducted in 2020. Another one will be conducted in 2021.

The used approach consists of a mix of the following instruments:

### Quantitative data collection

- Number of beneficiaries reported by the POs (narrative reports)
- Survey of the beneficiaries to measure the Key Performance Indicators

### Qualitative data collection

- Focus group discussions and structured interviews with some selected beneficiaries (triangulation of the surveys)
- Interviews with key persons of the POs

On the basis of an analysis of the outcomes and impacts of each of the partner's initiatives individually, feedback was given to strengthen their M&E capacities as well.

### Recommendations

- Operationalise concepts context-specifically
- Design indicators and instruments in a way that ensures measurement of outcomes right from the beginning
- Allocate enough resources for M&E (staff, time and budget)
- Take advantage of a mix of quantitative and qualitative methods
- Invest in building M&E capacities of POs

### Available Documents

- Toolbox of Design Thinking Tools developed by Butterfly Works (consultancy)

*Living in peace means the same in every language*



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Responsible:  
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in Conflicts and Disasters (NICD)

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# Qualifications and Employment Perspectives for Refugees and Host Communities in Ethiopia

Promoting economic and social integration through inclusive, market-driven skills training provision

Social Relations

Connectedness/Focus on the common Good

Positive Living Conditions

## Social Cohesion in the Project Context

- Ethiopia hosts around 800,000 refugees, majority hosted in remote regions with already weak public service delivery
- Nationwide socio-economic conflicts over the distribution of resources exist, further fueled through refugee influx in border regions
- Communal violence causes massive internal displacement; further aggravated through conflict in Tigray region since November 2020 causing high demand for psycho-social support

Fostering social cohesion as implicit focus:

- Create positive living conditions through employment opportunities
- Strengthening social relations and connectedness through inclusive learning
- Creating the foundations for employment and (re-)integration by providing psycho-social support

## Approach to Strengthening Social Cohesion

Inclusion of refugees into the public TVET system: creation of a space for connecting and strengthening social cohesion

- Curricula development: design labor-market oriented and inclusive short-term training programs
- Teachers training: extra-curricular skills training to improve the management of diverse classrooms (psycho-social skills, conflict management and resolution skills, effective communication skills)
- Creation of a space for connecting: organising sports and cultural events, inclusive project weeks, inclusive teaching

Inclusive pathways into employment:

- Establishment of joint business groups (Ethiopians and refugees)
- Facilitating inclusive in-company experiences; building trust between TVET colleges, companies and refugee and Ethiopian graduates”
- Improving psycho-social support offers for IDPs, refugees and host communities:
- Interactive awareness raising

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ), Norwegian Agency for Development Cooperation (Norad)
Project area	Addis Ababa, Somali Region, Benishangul-Gumuz Region, Tigray Region, Gambella Region (Ethiopia)
Most relevant partners	Ministry for Science and Higher Education, Agency for Refugee and Returnee Affairs
Target group	Refugees, host communities, internally displaced people
Overall term	12/2017 - 12/2023
Total budget	19.4 million EUR
Contact	Tobias Erbert Head of Programme (AV) tobias.erbert@giz.de

- Engagement of social workers and training of peer counsellors
- establishment of self-help groups, recreational offers and mobile teams for psycho-social support services

## Achievements and Impacts

- In Addis Ababa, Ethiopia's Inclusive Public Vocational College (Nefas Silk Polytechnic College) for refugees and Ethiopians has been established and the approach has been scaled to other regions. Almost 1,000 Ethiopians and refugees benefit from integrated training at Inclusive Vocational Colleges.
- Over 50 teachers have been further qualified with psycho-social skills to teach inclusive classes

*Abdirhamn participated together with refugees in a short-term metal working training in a TVET training centre in the refugee camp Aw-Barre in Somali region.*



- *“Participating in these mixed classes is very important for me. As people are coming from different countries they have different cultural backgrounds, behaviors and task management skills. The methodology for this class is new for me and it makes me develop new skills and gain experience on how to teach refugees.” (Drebe Abebe, trainer in food preparation)*
- In Somali region, training centres in refugee camps were capacitated to meet Ethiopian standards; Ethiopians and refugees learn together
- *“We have a good relationship with the Somalian refugees. We consider them as our brothers and sisters. We love to work with them and seek to improve our lives together by opening joint businesses with them in the future.” (Abdirhamn Hussein, Ethiopian trainee)*
- Through inclusive employment promotion over 500 Ethiopian and refugee TVET graduates have improved their employment prospects
- *“I am able to work now with my Ethiopian colleagues hand in hand. They are like brothers and sisters to me. We do not only interact during working hours but also enjoy our lunch breaks together and have lively discussions.” (Kaleab Zeari, Eritrean graduate now employed at a car workshop in Addis Ababa)*

### Lessons Learnt and Recommendations

- Invest in the measurement of implicit effects through your programme interventions from the beginning, TVET programmes often measure employment effects and do not focus on the positive effects on relationships and social cohesion
- Ensure a clear communication with participants of trainings on what to expect, especially in areas where humanitarian interventions and dependencies prevail

*Saeeda and Hanan, refugees from Yemen, opened with a joint business group consisting of Ethiopian and refugee graduates their own restaurant in Addis Ababa.*



### How we measure

- Social relations & connectedness: As part of the routine monitoring through questionnaires before and after project activities, information (1) on the perceived relationships between refugees and host communities and (2) the social and economic integration of refugees
- Positive living conditions: Sample indicator: Out of 8,000 persons (50% refugees and 50% host communities, in total 30% women), who have benefited from project activities, 60% confirm that their employment perspectives have improved on a scale from 1-10 by an average of 2 points.
- Qualitative impact monitoring through interviews ensures a direct exchange with the target groups
- Further comprehensive evaluation of Inclusive Vocational College planned, focusing on its impact on social cohesion
- Sample indicator: 6,000 people (ca. 20% refugees, ca. 40% IDPs, ca. 40% host communities, of these 60% women) have participated in new psycho-social offers

### Available Documents

- Fostering Social Cohesion in inclusive TVET Classrooms – A Training Manual
- Product Factsheet Inclusive TVET College
- Product Factsheet Inclusive Employment Promotion Programme
- Product Factsheet Entrepreneurship Center

*Kaleab, a refugee from Eritrea, graduated from Ethiopia's first Inclusive Vocational College and is now employed at a car workshop in Addis Ababa.*



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# Theatre as a creative confrontation with reality in Guatemala

Strengthening social cohesion through cultural education with a focus on human rights and dealing with the past

Social Relations

Human-Rights-Oriented Values

Equal Opportunities

## Social Cohesion in the Project Context

### Context:

- 24 years after the civil war, Guatemala is marked by economic and social inequality, political polarisation and a climate of violence.
- Most of the indigenous population lives in poverty, without sufficient access to education, health care and political participation.
- A weak and authoritarian education system reproduces inequality.

### Objectives:

- Active democratic participation and empowerment of the young generation to stand up for their cultural, economic and human rights.
- Inclusion of reflections on past civil war experiences in an equal and peaceful living together in the present.

### Central elements:

- Social Relations
- Connectedness
- Human-rights oriented values

## Approach to Strengthening Social Cohesion

- Theatre strengthens the active and creative confrontation with reality. It functions as a group process in which everyone takes responsibility for each other and for the work together. In this sense, theatre contributes to strengthening social cohesion and a democratic culture as well as to active participation in society.
- Cultural education: Different social groups (especially young people, school classes and teachers) are trained in participative, creative and cultural pedagogical methods. For example:
  - Workshops and courses for young people on human rights and local civil war history, including their own small research projects and theatre pedagogical teaching methods.
  - Training of youth groups in theatre, expression and communication skills.

Implemented by	Civil Peace Service (CPS) of GIZ
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project area	Guatemala, rural areas of Alta Verapaz and Baja Verapaz
Most relevant partners	Civil Society organisations: Verdad y Vida, ADIVIMA
Target group	Youth multipliers and teachers
Overall term	03/2016 – 12/2023
Total budget	500,200 EUR
Contact	Regina Paetow CPS Coordinator Guatemala regina.paetow@giz.de

- Strengthening the ability to analyse and think critically.
- Organisation of festivals as well as exchange of content and artistic exchange of the rural communities with artists and experts from other parts of the country.

## Achievements and Impacts

- Increasingly active participation of young people and groups of young people in theatre courses.
- Increased cohesion within the group and assumption of responsibility for each other.
- Raising awareness in the areas of dealing with the past, human rights, racism and social inequality.
- Participatory development and realisation of performances focusing on topics in the field of human rights.

Exchange with different theatre groups in Rabinal



## Lessons Learnt and Recommendations

- Theatre is a useful tool for educational processes such as democracy education and the strengthening of critical thinking.
- The work with theatre methods is considerably supported if the partners are cleverly chosen, i.e. if an appropriate infrastructure already exists (e.g. theatre school or local theatre groups).
- Pedagogy is not equal to pedagogy, theatre is not equal to theatre. It is worth taking time to deal with the different points of view in order to avoid misunderstandings and frustration.
- Who are the concrete trainers and partners? Do they all share the same democratic and working principles?
- A low level of participatory practice (e.g. due to an authoritarian education system) makes participatory work with young people more difficult, but makes it all the more important.

## How we measure

- Evaluations with the (target) groups involved
- Continuous monitoring process with the partner organisations, e.g. monitoring sessions with group discussions
- Observation of behavioural changes of individuals and of improved interaction in the group

- Multiplication of methods and lessons learnt, especially by teachers
- Number of performances and collection of audience feedback on them

## Available Documents

- Handbook for further training of teachers in theatre methods: Documentation of all 10 continuing education modules with detailed descriptions of the exercises (in Spanish).
- Documentation and handouts for the further training of young guides on local memorial trails, including detailed descriptions of all exercises and contents as well as all materials handed out (in Spanish).

*Youth theatre group Nawal Winaq in San Cristobal Verapaz*



*Ceremony on the memorial day for the victims of the conflict with survivors and students in Rabinal*



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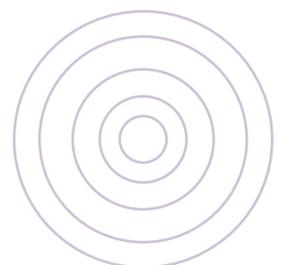
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# Protection of Water Dams in Jordan through Labour-intensive Activities (Cash for Work)

Improving living conditions of Jordanian families in need and Syrian refugees

Social Relations

Connectedness/Focus on the common Good

Positive Living Conditions

## Social Cohesion in the Project Context

- 660,000+ Syrian refugees in Jordan
- Unemployment rate 24.7% for Jordanians
- Jordan one of the most water-scarce countries in the world; water dams at risk of erosion
  - > Jordanians and refugees compete for scarce resources, thereby challenging social cohesion
- Relevant dimensions of social cohesion: strengthening social relations, fostering positive living conditions, focusing on the common good

## Approach to Strengthening Social Cohesion

- Providing short-term employment (cash-for-work) to vulnerable Jordanians and Syrian refugees to impact their living conditions positively
- Cash-workers from both nationalities are employed at water dams, plant nurseries, historical sites and kitchens together. This means that they often work in a team together, collaborate and form social connections. Cash-workers often live in the same community and work on projects that focus on the common good, since improvement in the water dams' capacity improves water availability of communities near the dams.

## Achievements and Impacts

- So far, over 10,000 cash-workers have completed their employment with the project (approx. 50% Jordanian and 50% Syrian)
- The interventions have taken place at catchment areas of six dams, mostly located in northern Jordan where most Syrian refugees reside
- Team work often forges positive relationships between cash-workers. One team at Wadi Arab Dam expressed their happiness about the friendships formed within the group, with a worker saying: 'Nationality is not an issue between us- some of our families are interlinked and

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Ministry of Economic Cooperation and Development (BMZ)
Project area	Over 40 locations across Jordan
Most relevant partners	Jordan Valley Authority (JVA)
Target group	Vulnerable Jordanians and Syrian refugees
Overall term	04/2017 – 06/2025
Total budget	60.75 million EUR
Contact	Maria Ghauri van Kruijsdijk Team Leader C4WW mariavan.kruijsdijk@giz.de

extend to both Syria and Jordan'

- Some cash-workers started a local savings association together, illustrating an increased sense of trust among participants
- 250+ Syrian and Jordanian women took part in the 'Women's Conservation of Water Training'. They learnt how to conserve water on a household level and were trained to become knowledge multipliers in their communities

A team of cash workers at Wadi Arab Dam  
© World Vision, 2019



## Lessons Learnt and Recommendations

- **Context is Key:** Avoid the 'one-size fits all' mentality (also within the same country) and invest in understanding the implementation context well (i.e. tribal relations, existing tensions, etc.). Make sure to incorporate this knowledge into all implementation steps, e.g. through conflict assessments and tribal mapping before implementation, baseline assessments, and involving respected tribal leaders or peacekeepers in case a conflict arises.
- **Gender Matters:** Always consider male-female relations in the cultural setting; make sure work opportunities and facilities are gender appropriate in the implementation context.
- **Safeguard Involvement and Ownership:** Ensure capacity-building of political partner(s) and local organisations; mobilise community in a conflict-sensitive manner through social mobilisation sessions that create linkages and common understanding between participants and through having both Syrians and Jordanians in a team rather than only one or the other nationality.

## How We Measure

### Qualitative methods

- Implementation partners send monthly narrative reports and share success stories/ other qualitative findings
- Frequent field visits to implementation sites allow for social cohesion to be better understood in practice
- Debriefing meetings with cash-workers

*Cash workers at Wadi Arab Dam*  
© World Vision, 2019



### Quantitative methods

- Data Management System allows cash-worker data entry
- Implementing partners send monthly data reports, breaking down cash-worker numbers by nationality, gender, and skill level
- Cash-workers complete pre- and post-employment surveys

### Recommendations

- **Approach People:** When on field visits, take time to talk to beneficiaries and ask about their experiences. Where possible, try to isolate the person(s) you want to ask, as sometimes people respond differently depending on who is present.
- **Triangulate Data Continuously:** How do different actors view a situation? Combine multiple methods and information sources in order to have a more balanced idea.
- **Keep Others in the Loop:** Ensure that knowledge is being transferred between M&E, management, and other project units in a regular and transparent manner.

### Available Documents

- Success Story 1: Social Cohesion at Tal Madaba
- Success Story 2: Building a Future in Farming
- Success Story 3: Women's Conservation of Water Training
- Success Story 4: Turning a Passion into a Career

*Two female cash workers taking care of seedlings at a tree nursery*  
© NRC, 2019



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# Strengthening the Influence of Palestinian Refugees on their Living Conditions (PART)

Increasing Palestinian refugees' influence on their living conditions under protracted conflict

Social Relations

Positive Living Conditions

Human-Rights-Oriented Values

## Social Cohesion in the Project Context

- Ongoing refugee situation since 1948.
- 5.7M Palestinian refugees regionally and politically fragmented > non-unified representation.
- Relations to host societies complex – between heroes and prejudices, social integration and political repression, socio-economic discrimination.
  - > Support refugees to organise themselves towards fulfilling their basic human needs (in absence of a just solution of the Israeli-Palestinian conflict).
  - > Foster responsive social relations and better access to decision-making processes.

## Approach to Strengthening Social Cohesion

The project follows a conflict transformation methodology to support inter alia social cohesion on all dimensions of society:

- Improving **structural** framework conditions for participation, fostering responsive relationships and solidarity.
- Strengthening **individual** and collective agency to engage constructively with power structures and cultural norms, providing psycho-social support to allow individuals to be connected and active members of their communities.
- Creating spaces for reflection, restoring positive human basic needs-oriented values of participation and integration, supporting responsiveness towards legitimate needs of everyone.

Cross-cutting area of engagement is **networking**. PART works on a **regional** level with UNRWA, host governments and civil society to organise themselves towards the international community, strengthen self-help capacities and efforts, as well as supports platforms and initiatives to overcome fragmentation.

## Achievements and Impacts

- All three host government organisations cooperate to represent needs of all Palestinian refugees vis-à-vis the international community.
- Jointly established Youth Advisory Committee ensures structural framework conditions for youth to be included in policy dialogue and decision making on local level.

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project area	Palestinian Territories, Jordan, Lebanon and Syria
Most relevant partners	United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), host government organisations for Palestinian refugees (DPA, DORA, LPDC)
Target group	Palestinian refugees, youth, women, host communities
Overall term	11/2018 – 12/2021
Total budget	31.5 million EUR
Contact	Thomas Ernstbrunner Team Leader, Palestinian Territories thomas.ernstbrunner@giz.de

- Four civil society organisations from the region cooperate in a think tank and regularly transfer their knowledge between themselves and other civil society organisations in the field.
- Over 50,000 Palestinian refugees benefited from safe spaces and psycho-social wellbeing initiatives that support them to be connected and active members of their communities, ascertain their wellbeing, reduce exclusion and inequalities.
- Around 1,500 youth implemented over 86 self-organised activities to improve their ability to influence social and political processes.

*International Youth Day: Refugee youth jointly plan and visualise initiatives to increase their social participation in host communities*



## Lessons Learnt and Recommendations

- A conflict and context-sensitive approach is key to effect sustainable change on individual, social (relationships) and cultural (values, norms) level.
- The willingness and ability to play an active role in society and participate in shaping the living environment often requires a certain degree of psycho-social stability and the capacity to act.
- Invest (time) in trust and (personal) relationships with actors!
- Working with role models from within the communities holds several advantages to fostering social cohesion. Amongst other things, they can often engage and mobilise a wide spectrum of individuals and also mediate between different (social, religious, political) actors.

## How we measure

### Qualitative method

- Reflecting on Changes (ROC): is a tailor-made qualitative and participatory method to reflect together with partner organisations, direct beneficiaries and indirect beneficiaries on changes. ROC supports impact monitoring, project steering.

### Quantitative method

- Regular data collection through M&E focal persons in each field, sample method for evaluation.

### Context monitoring

- Risk monitoring: to collect risks, developments, incidents or rumours and to reflect on how this may affect the project.
- Reflection on potential unintended negative impacts (UNI): as a result of project implementation direct, indirect activities, messages, from us or our partners may occur

*Youth in Ramallah are trained in policy paper development to engage constructively with power structures*



## Recommendations

- Use participatory methods and involve wider community – supports project steering and avoids bias and UNI.
- Allocate enough resources and time for M&E in the budget, roles of team and communication.
- Integrate monitoring, particularly reflection on risks and unintended negative impacts stemming from project implementation, in team meetings and operational plan.
- DNH and conflict sensitive monitoring are absolutely indispensable when dealing with social or political (change) processes.

## Available Documents

- Reference Handbook on our conflict transformation approach interlinking influence/social participation and psycho-social support approaches.
- Lessons Learnt and Recommendations study on social and political participation in the context of forced displacement.
- Documents (presentation, video, forms, manual) on the applied ROC and DNH monitoring tools.



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# Local Development Programme for Urban Areas in North Lebanon (UDP\_NL)

Youth openness and inter-community exchange module

Social Relations

Connectedness/Focus on the common Good

## Social Cohesion in the Project Context

- North Lebanon is characterised by the highest poverty rates in Lebanon, high unemployment and low economic growth, exacerbated by the current economic crisis. Rapid growth of urban areas and decaying urban infrastructure contribute to a sense of hopelessness and discouragement, particularly among youth. The renewed violent conflict between Salafi-Sunni and Alawi groups, starting in 2008, increased the segregation in the affected urban areas, with little interaction between the communities. The current economic crisis may reinforce existing social tensions.
- UDP\_NL seeks to contribute to social stability and cohesion. The project focuses on social relations and connectedness between different communities.

## Approach to Strengthening Social Cohesion

- UDP\_NL uses mostly arts and sports approaches to bring together youth from different ethnic-religious communities. For example, youth from different neighbourhoods sing together in a choir, girls are encouraged to overcome gender stereotypes and taking part in football, and youth are encouraged to express their fears and hopes during creative writing workshops.
- The project also seeks to strengthen civil society actors. Community-based organisations receive training on institutional development and conflict transformation. Two development advisors support partners on a day-to-day basis.

## Achievements and Impacts

- 30 youth from Tebbeneh and Jabal Mohsen, former conflict areas in Tripoli, sing together in Nagham choir. The choir will start its tour around the Northern governorate in fall 2020. In a recent evaluation, one participant stated, "I think that more people should consider joining this choir to learn how to accept others".
- In response to Covid-19, online playback theatre approaches were developed with local partners and more than 10 performances were conducted. This enabled participants to share about the impact the current situation was having on their lives as well as learning about the perspectives of others.

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	European Union (EU) & German Federal Ministry for Economic Cooperation and Development (BMZ)
Project area	North Lebanon
Most relevant partners	Ministry of Social Affairs (MoSA), Municipalities, Unions of Municipalities
Target group	Vulnerable populations in North Lebanon, particularly youth and women of the host communities
Overall term	10/2017 – 12/2021
Total budget	31.5 million EUR
Contact	Jana Hofmann, Module Coordinator, jana.hofmann@giz.de Björn Zimprich, AV, bjoern.zimprich@giz.de

- More than 600 youth from North Lebanon participated in film screenings organised jointly with Tripoli film festival.
- 23 community-based organisations from all over North Lebanon are enabled to offer new activities for youth and social cohesion. They are receiving capacity-building and financial support.

Playback theatre performance  
© Laban Live Lactic Culture



## Lessons Learnt and Recommendations

- Choosing the right partners is key: Select partners with strong ties to the community and that are based in the intervention area.
- Define and quantify indicators as early as possible. Check for synergies between indicators: To what extent can working on one indicator contribute to reaching other indicators as well?
- Build a strong and trustful relationship with implementing partners, e.g. through regular jour fixes. Encourage partners to give feedback and communicate their needs.

## How we measure

- UDP\_NL seeks to improve the relations between ethnic-religious communities. In cooperation with the World Bank, selected interventions are evaluated with rigorous quantitative methods. Moreover, UDP\_NL conducts knowledge, attitude and practice studies (KAP) for a sample (10%) of beneficiaries.
- UDP\_NL is using an Excel-based monitoring system for routine monitoring. Implementing partners regularly provide data in the Excel format.

## Sample indicator:

- Outcome: 30% of youth and children (30% girls) participating in exchange activities confirm a more positive attitude towards other communities (by one or more scores on a five-scale ordinal scale).
- Output: A total of 5,000 youth and children of different ethnic-religious communities (1,500 girls) have participated in 50 inter-exchange events

## Available Documents

- Report of the knowledge, attitude and practice (KAP) study for Nagham choir.
- Excel-based monitoring system.



*Connecting and empowering young women*  
© Discover Football

*Young football coaches in the making*



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# Creating Plays and Dialogue

## Strengthening the Role of Nepali Theatre in Dealing with the Past

Social Relations

Connectedness/Focus on the common Good

Human-Rights-Oriented Values

### Social Cohesion in the Project Context

#### Context:

- More than 1,300 people are still missing after the 10- year-long armed conflict in Nepal
- Affected people are suffering and fighting for their rights, while other parts of the society are not aware of the lasting impact of the conflict

#### Dimensions of social cohesion:

- Social Relations
- Connectedness
- Human-rights-oriented values

### Approach to Strengthening Social Cohesion

#### Art

- Artists from diverse backgrounds, such as different casts, gender, geography, culture and experiences, are included in the projects
- Dialogue with audiences and communities is created through art
- Plays are focused on social transformation issues

#### Culture

- Stories of conflict-affected people are listened to and portrayed to themselves through artistic expressions
- Projects are implemented in collaboration with NGOs and affected people, learning from each other
- History in the form of story-telling focuses on and includes the perspectives of marginalised and conflict-affected groups, enriches the common history, empowers these groups, makes the society more inclusive and fosters social cohesion.

### Achievements and Impacts

- People come together and engage in dialogue
- Respect for different perspectives is brought into the minds of people
- The community of young directors and directresses/ artists working for social cohesion is strengthened

Implemented by	Civil Peace Service (CPS) of GIZ
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project area	Bardiya, Dang, Kailali, Kaski and Kathmandu (districts of Nepal)
Most relevant partners	Mandala Theater Nepal, National Network of Family Members of Enforced Disappearance, Nepal (NEFAD), Conflict Victim's Central Platform, Bardiya (CVCP), Freelancer Artists and Theatre Directors Local Communities, Municipalities and Administrations
Target group	Conflict-affected communities, family members and theatre artists
Overall term	07/-12/2018
Total budget	54,54,100 NRP (ca. 40.000 Euro)
Contact	Sophie Schmitt Program Coordinator CPS Nepal sophie.schmitt@giz.de

- Quote: "This workshop and the play woke me from my indifference. I was limited to the news, images or videos about these issues but never tried to listen to them and feel their pain and suffering. I have been writing drama reviews for the last two years. This workshop, together with discussions, performances, group games and character building showed the depth and richness of a drama made on the sensitive issue. I now look into characters connecting them with the real-life scenario. The workshop transformed me as a person who is now more emphatic, welcoming and listening to others' pain."

*Family members and authors launching the drama book Aadhya Satya, the play based on experiences of family members of enforced disappeared people.*



## Lessons Learnt and Recommendations

- Have a provision of basic income for rehearsal and staging time. It is difficult for artists to manage time for long workshops and playmaking processes because of financial reasons.
- Meeting and sharing with affected people helped in overcoming differences in the artistic levels and experiences of participants.
- Support of peace advisors is useful as they bring a multi-partial perspective in managing group dynamics.
- It is helpful to take along most of the technical equipment to be more independent during mobile theatre tours. Going to different places with the mobile theatre bus to stage the shows means dealing with different circumstances and arranging spots – a football/soccer field, a playground of a school, a bigger street or square, etc. – in a useful way.
- Staying in homestays in villages during the mobile theatre tour creates a good connection with local people and opens more opportunities to share about the issues of the play afterward.
- Including local organisations and collaborating with the CPS team “Dealing with the Past” and their partner organisations supported an ongoing exchange of the issues of the play especially with affected people from the audience.

## How we measure

### Qualitative methods

- Feedback of family members and audiences after the shows through interviews and dialogue sessions
- Observations of theatre artists
- Review of comments on video documentaries
- Messages of family members after the events
- Paintings of visual artists after dialogue sessions
- Feedbacks and critics of media, artists, activists
- Review and discussions on plays written to strengthen social cohesion

*Nepali play directress Patrika Ghimire talking with a woman who is searching for her son who disappeared in the conflict period*



*Artists getting ready to perform the play Jumping Frog- Reloaded on Mandala's mobile theatre bus- Junkiri in a community in western Nepal.*



## Quantitative methods

- Monitoring the number of audiences
- Monitoring the number of participants in panel discussions and workshops
- Monitoring the number of plays that strengthen social cohesion
- Sample indicators:
  - Networks between artists, activists and victims/survivors in Nepal are established and strengthened
  - Increased cooperation with partner organisations
  - Dialogue about socio-political issues between theatre artists, audience & communities is created
  - Increased number of participants in dialogue sessions

## Available Documents

- Program report
- Video documentary and article on Mandala Theater Homepage: <https://mandalatheatre.com/productions/khabar-harayako-chitthi/>
- Reviews in media:
  - <http://kathmandupost.ekantipur.com/news/2018-09-02/khabar-harayeko-chitthi-at-mandala.html>
  - <http://kathmandupost.ekantipur.com/news/2018-09-15/life-is-elsewhere.html>
  - <https://kathmandupost.ekantipur.com/news/2018-10-02/in-solidarity-with-families-of-the-disappeared.html>

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# Resilience for Peace in Gandaki Province of Nepal

Increasing sense of belonging and peaceful coexistence through psycho-social support for Victims of Torture

Social Relations

Connectedness/Focus on the common Good

Positive Living Conditions

## Social Cohesion in the Project Context

### Context:

- Civil war (1996 – 2006)
- Commission formed to reconcile and offer reparations
- Not all missing and tortured people were identified
- Minimum reparations – no provision of mental health and psycho-social support (MHPSS)
- Child soldiers and families of the missing were ignored
- Civilians who supported the two opposing parties still have some conflict

### Social Cohesion needs:

- Social Relations
- Connectedness/Focus on the common good
- Positive living conditions

## Approach to Strengthening Social Cohesion

Focus on organising Victims of Torture (VoT) into registered Community-Based Organisations (CBOs) for interaction and exchange, providing psychosocial support, and lobbying for reparations and resolution of conflict within the community through:

- Monthly meetings of SHG at the district level
- MHPSS from peers and practitioners
- Facilitation of the process of registering CBOs
- Province-level meetings of CBOs with the participation of government representatives
- Province-level interaction programme focused on prevention and repairing of conflict factors and psycho-social issues
- Survey to identify psychosocial problems of VoT and sharing of the results with the government to advocate for the need of mental health services

Implemented by	Civil Peace Service (CPS) of GIZ
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project area	Nine out of eleven districts of Gandaki Province of Nepal (excluding Mustang and Manang)
Most relevant partners	Kopila Nepal
Target group	Victims of Torture during the civil war – Women affected by violence – Organised into Community-Based Organisations (CBOs) – Yatana Pudit Samaaj (YPS) – Victims of Torture (VoT) Society; Self-Help Groups (SHG) of VoT; KIDS (Kopila Independent Development Societies)
Overall term	08/2019 – 12/2019
Total budget	NPR 3,308,541 (ca. 24,000 EUR)
Contact	Sophie Schmitt Program Coordinator CPS Nepal sophie.schmitt@giz.de

## Achievements and Impacts

- Participation of 180 people in SHG (61 Female, 119 Male) and 129 (88 Female, 41 Male) in province-level exchange programmes
- Exchange programmes allowed space for expression and mutual support and members who support opposing parties found ground for common work

*YPS chairperson was sharing his experience with the members of VoT in an exposure and exchange visit activity at Nawalpur District*



- New CBOs of VoT were registered in two districts (5 CBOs of VoT before the project)
- Earned the trust of CBO members. (Initially, there was the worry that this project would end abruptly like previous ones.)
- Survey to identify the psychosocial impact of the experience of torture gave a clearer understanding of the aspects to focus on when providing MHPSS
- Results of the survey were shared with the government for sensitisation on MHPSS
- Involvement of government representatives on province-level meeting was a good opportunity for lobbying on the issue

### Lessons Learnt and Recommendations

- Involve government in meetings for effective coordination. Coordination with the government proved to be challenging due to their unwillingness for paying reparations and not taking the problems seriously.
- Focus on issues raised by the victims. The survey helped in focusing the attention on the compelling needs as perceived by VoT, instead of perceptions of professionals.
- Facilitate interaction and exchange on psychosocial challenges. This helped in resolving psychosocial difficulties on one hand and building more understanding among civilians who support opposing parties on the other hand.

### How we measure

- The success of SHGs in which people discuss their psycho-social issues and offer mutual support is measured by monitoring the participation of people. It is difficult for people to come to the meetings due to the topography of the hill areas. Despite that, the big participation shows success.
- The impact of lobbying efforts is measured by monitoring the government's responses to the needs of CBOs.
- Perception of psycho-social issues among the VoT of SHG was measured by conducting a quantitative survey.

*Junu Shrestha attended VoT-SHG meeting at Myagdi District*



*Tirtha B. Thapa was facilitating coordination & interaction activity among members of VoT & Government officers at Gorkha District*



- The progress and benefit of the professional psycho-social support are measured by monitoring progress notes, but for the future, standardised tests will also be used.
- Qualitative data collection: the feedback of members is collected and analysed, and there is a great appreciation for the work of Kopila Nepal and the activities of this project.

### Recommendations:

- Don't assume what the psychosocial needs of people are, as they can be very diverse. It is always better to ask them.
- Survey is an effective tool to determine the psychosocial needs of victims.
- Focus group discussions (FGD) is a good qualitative tool, as it uses an open space for participants to express their main concerns and their stand on their needs for resolution. It does not limit the focus to the pre-perceived ideas (even if informed).
- These tools help in tailoring interventions based on the main needs of people.

### Available Documents

- A baseline survey of victims' perceptions on psycho-social needs among the VoT of the SHG in Gandaki Province (in Nepali and English language).

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# Refugee Management Support Programme (RMSP)

Assisting in the prevention of potential social and economic conflicts between Afghan refugees and their host communities

Social Relations

Connectedness/Focus on the common Good

Positive Living Conditions

## Social Cohesion in the Project Context

- Pakistan has been hosting Afghan refugees for over four decades.
- Of the 1.4 million registered Afghan refugees in Pakistan, 69% live outside refugee villages alongside host communities in peri-/urban areas.<sup>1</sup>
- Both groups avail the same scarce resources and stretched public services.
- Lack of social encounters partially accounts for a trust deficit.

## Approach to Strengthening Social Cohesion

Two out of RMSP's four intervention areas directly focus on peaceful coexistence and improving perceptions:

- Integrated Water Resource Management (IWRM) to address the issue of water scarcity and its direct impact on destabilising livelihoods
- Youth engagement in community projects, cross-cultural exchange, sports and arts activities
- Rehabilitation of a school for children with special needs attended by both communities
- Stabilisation of livelihoods for marginalised women through drying fruits and backyard farming
- Urban Cohesion Hubs (UCHs) provide social services and a space for community encounters
- Community Initiative Funds (CIFs) support projects proposed by the community
- Close communication with communities through Outreach Volunteers

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Foreign Office (AA)
Project area	Islamabad and Baluchistan, Pakistan
Most relevant partners	Ministry of States and Frontier Regions – Chief Commissionerate for Afghan Refugees
Target group	Afghan refugees and host communities
Overall term	08/2017 – 11/2021
Total budget	9.65 million EUR
Contact	Filiberto Gabresi Principal Advisor, RMSP filiberto.gabresi@giz.de

## Achievements and Impacts

- 90% of the households in the villages where IWRM measures were implemented now fulfill their domestic water needs through 50 rehabilitated traditional irrigation channels (karez).
- 33 Youth Action Projects were implemented to respond to social service needs of both Afghan refugee and host communities.
- 100 youth, including 30 females, and 33 refugees were trained to be advocates for social cohesion.
- “This was the first time I got a chance to interact with people from multiple ethnicities. We all left with new friendships.”
- The UCH provides IT, literacy, English classes, a safe space for garbage collecting children, health sessions, legal referrals, and psycho-social support.
- The first CIF initiative responded to the impact of COVID-19: a food package distribution for 100 vulnerable Afghan refugee families, to complement the Government's support to host communities.

<sup>1</sup> UNHCR Pakistan, Overview of Afghan Refugee Population, 30 April 2021

RMSP (Taraqee) -  
IWRM Measure,  
Loralai, Balu-  
chistan, 2019



## Lessons Learnt and Recommendations

- Do not reinvent the wheel – RMSP adapted GIZ Turkey's approach to the Pakistan context when designing the Urban Cohesion Hubs
- Do no harm – coordinate and consult with the Government counterpart, UNHCR, and communities so everyone is on the same page
- Flexibility is key – interventions in fragile contexts should be adaptable, as the situation changes e.g. COVID-19 pandemic
- Patience is a virtue – social cohesion happens gradually; it requires mid- to long-term interventions

## How we measure

### Qualitative methods

- Baseline and end-line perception surveys
- Focus group discussions and key informant interviews with community leaders and members

### Quantitative methods

- A Management Information System developed for the project to track progress, with data segregated by gender, status (refugee / host), and services availed

### Sample indicator

- 60% of the 500 individuals (60% Afghan refugees and 40% host community residents) participating in intercultural activities at the UCHs confirm with an average of at least 4 on a scale of 1 to 5 that they have developed a greater willingness to interact with the other group, e.g. as a result of prejudices being broken down.

### Routine monitoring

- Staff conducts on-site visits e.g. at the UCH, and monitors progress through observation and direct exchange with beneficiaries

### Recommendations

- Rapid Needs Assessments at the beginning are helpful to gauge general (mis)conceptions and support in tailoring the focus of interventions
- Allocate dedicated resources for M&E

### Available Documents

- IWRM Fact Sheet
- Youth Engagement Fact Sheet
- UCH Fact Sheet



*RMSP (WESS) -  
Urban Cohesion Hub,  
Quetta, Baluchistan, 2020*



*RMSP (CYAAD) - Arts  
Council Guitar Lesson,  
Quetta, Baluchistan, 2019*

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# Support to peaceful coexistence among refugees and host communities in Rwanda

Capacity development for local partners and communities in non-violent conflict resolution and psycho-social support

Social Relations

Connectedness/Focus on the common Good

Positive Living Conditions

## Social Cohesion in the Project Context

### Context:

- 149,149 refugees mainly from Burundi and Democratic Republic of Congo (DRC)
- Six refugee camps that have been established more than five years ago.
- Over 23,000 Burundian refugees have returned home since August 2020.
- Rwanda signed a Comprehensive Refugee Response Framework (CRRF) that includes refugees in national socio-economic strategies.
- Refugees and host communities live close to each other and share a similar cultural and linguistic background.
- Sharing very few resources and stressful living conditions in both refugee camps and host communities could lead to violence.
- Social relations, connectedness, and focus on the common good are key elements of social cohesion which are addressed in this project.

## Approach to Strengthening Social Cohesion

The project supports local partners' capacity development in applying community-based and culturally sensitive approaches in peace education, managing conflicts in a non-violent way and offering psycho-social services. By using friendly creative and participatory methods such as theatre, Cineduc (educational cinema), sports and journalism, youth from refugee camps and host communities practice constructive ways of dealing with conflicts and develop social relations. Through training and dialogue, leaders from camps and host communities develop common

Implemented by	Civil Peace Service (CPS) of GIZ
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project area	Kigeme, Mugombwa and Mahama refugee camps and host communities
Most relevant partners	United Nation High Commission for Refugees-UNHCR and Rwandan Ministry in charge of Emergency Management – MINEMA
Target group	Youth leaders, community members in need of psycho-social support
Overall term	10/2014 – 12/2023
Total budget	4,486,685 EUR
Contact	Michel Muhirwa Component Leader michel.muhirwa2@giz.de

solutions to deal with issues affecting both communities. With regard to psycho-social support, community-based psycho-social facilitators give trainings, coaching and supervision in order to be able to organise therapeutic group sessions.

## Achievements and Impacts

- A self-owned youth magazine, Nyiramubande, is published three times a year by 56 young refugees and Rwandans who received training in conflict-sensitive journalism;

*Interactive theatre is used to foster constructive dialogue between camp inhabitants and host communities*



- 104 Community Psychosocial Workers (CPWs) trained in trauma, active listening and community-based socio-therapy approaches offered psycho-social services to 901 refugees. Testimonies of improved psycho-social wellbeing are monitored, evaluated and published;
- “Peace Dialogue”, a monthly forum in which refugee and Rwandan leaders exchange and take actions on conflict issues affecting both camps and host communities, operates in all three refugee camps.
- “I feel like I am during the honeymoon period with my wife. This workshop was an opportunity for us to discuss on things that we have never shared, for example taking care of our children born out of marriage, things we love, sharing the wounds of our childhood. I have noticed active listening on the side of my wife.” (Participant in life wounds healing sessions)
- “Training in non-violent conflict resolution methods has helped me improve my knowledge. Particularly, I liked and use a conflict tree tool to advise those who approach me for mediation.” (Participant in training on conflict resolution and mediation)

### Lessons Learnt and Recommendations

- Before implementing social cohesion projects, it is important to understand the political, economic, social and cultural context of your project’s target groups.
- As understanding takes time, needs assessments or pre-interventions studies should be given enough time.
- Social cohesion is also about people’s needs, values, aspirations and interests. People do not connect for the sake of it; they connect because they have needs to be met, advantages and common interests to fulfil.
- If these needs and interests are not taken into consideration, people will connect only during the life time of social cohesion projects.

*Peace Dialogue is used to foster cooperation between refugee and Rwandan leaders in managing conflicts. It has been taken in 2019 by Mugisha Jules Deo, Local Peace Advisor for Legal Aid Forum (one of our partner organizations).*



### How we measure

Based on the project’s outcomes, we adapted and developed new process indicators. We also elaborated sub-indicators, baseline and targets to which each project’s activity has to correspond. Twice a year, we collect data on how implemented activities are contributing to reaching the project’s outcomes, process indicators and sub-indicators. Each year, we also examine the process and sub-indicators and adapt them if necessary.

We developed a monthly and annual reporting format that informs us on achievements, challenges and lessons learnt. Quantitative data collection, questionnaires, testimonies and success stories are the main tools we use to document how the project’s activities contribute to the achievement of the overall outcomes.

### Available Documents

- Project’s concept note
- Several needs assessments
- Training modules on conflict resolution methods and psycho-social support
- A questionnaire on psycho-social well being in the context of refugee camps
- Youth magazine *Nyiramubande*

*A journalist facilitating an editorial meeting with young Refugee and Rwandan journalists who publish Nyiramubande. It has been taken in 2020 by Jean Aime Muhawenayo, Local Peace Advisor for Ejo Youth Echo (one of our partner organizations).*



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# Strengthening Reconciliation Processes in Sri Lanka (SRP)

Supporting government, non-government and grassroots organisations to take joint responsibility in addressing key elements of reconciliation processes

Social Relations

Connectedness/Focus on the common Good

Equal Opportunities

## Social Cohesion in the Project Context

### Context:

- End of armed conflict in 2009 following military defeat of opposition groups;
- Changing political climate following 2015 elections; increasing space for reconciliation;
- New National Policy on Reconciliation & Coexistence; establishment of Office on Missing Persons; Office for Reparations;
- Comprehensive recommendations for post-war recovery and transition, including national Lessons Learnt and Reconciliation Commission;
- Complex inter- and intra-group conflict dynamics; continuation of many underlying grievances;
- Explicit project focus on the non-recurrence pillar of Transitional Justice.

Key dimensions of social cohesion addressed by project:

- Strengthening social relations;
- Acceptance of diversity;
- Equal opportunities;
- Trust in institutions.

## Approach to Strengthening Social Cohesion

- Establish and support training & learning platforms on reconciliation at national and local levels;
- Support collaborative policy development relevant for reconciliation through public discourse;
- Support initiatives toward historical dialogue to deal with the past involving communities;
- Acknowledge suffering and improve wellbeing through community-based psycho-social support;
- Use multiple art forms to engage fragmented communities in constructive dialogue on reconciliation;
- Improve non-discriminatory service delivery in critical areas of public service by reducing language barriers.

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH & British Council
Commissioned by	German Federal Foreign Office, European Union
Project area	All provinces of Sri Lanka
Most relevant partners	Ministry of Justice, Human Rights and Legal Reforms
Target group	Sinhala, Tamil, Muslim & other communities throughout the country; national government entities mandated to support reconciliation; civil society organisations
Overall term	10/2017 – 10/2021
Total budget	15.09 million EUR
Contact	Christoph Feyen Head of Project/Programme (AV) christoph.feyen@giz.de

## Achievements and Impacts

- 15,018 participants have engaged in 685 dialogue platforms addressing reconciliation-related themes;
- 1,099 facilitators trained in cultural fluency, creative dialogue, transitional justice & right to information;
- Over 18,000 community members have visited the traveling museum on historical dialogue;
- 454 artists have promoted reconciliation through arts festivals and events;
- 300 public officials have completed language courses to communicate bilingually;
- 8,561 community members have accessed psycho-social support initiatives;
- 715 representatives of government & civil society have participated in workshops on operational aspects of the reconciliation process.

Ruhuna Uni film and arts festival



- The journalists' network thecatamaran.org has published 170 articles on reconciliation, reaching around 800,000 people through national newspapers;
- 7,456,000 viewers saw SRP's video messages for Sinhala & Tamil New Year and International Youth Day in 2019 on mainstream TV channels.

## Lessons Learnt and Recommendations

- A holistic approach provides a strong basis to address the challenges of reconciliation and peacebuilding; and provides scope to pivot or reframe activities if necessary, e.g. due to changes in the political setting;
- Prioritise staff care and the wellbeing of your team; working on conflict can be difficult and stressful.

## How we measure

### Qualitative methods include:

- Perception surveys
- Pre- and post-evaluation of knowledge and skills for capacity development measures;
- Mapping of collaboration between government, non-government & grassroots partners in joint initiatives;
- Focus group discussions to reflect on individual and community changes in a participatory way;
- Participant feedback forms and video interviews;
- Focus groups and interviews with parents and children to reflect on changes in psychosocial wellbeing;
- Case studies.

### Quantitative methods include:

- Annual "Reconciliation Barometer" to measure community attitudes towards reconciliation and perceptions of progress – based on lessons learnt from partners in South Africa, to be piloted in 2020;
- Baselines to assess access to bilingual public services;
- Monitoring participation and outreach, e.g. of events, training, psychosocial support, social media content;
- Data on wellbeing scores collected by partners;
- Data collected by partners using the ENACT-SL tool, which measures counselor core competencies;
- Sample indicators for the project's overall objective include number of initiatives addressing reconciliation jointly; assessment of institutional mechanisms supporting reconciliation; number of participants engaged in project activities confirming increase in intra/inter-group trust and confidence; and number of women in leadership positions.

## Recommendations

- Document your processes, even if the documentation isn't perfect – sometimes an approach is implicit or develops organically over time; take time to reflect on your way of working and write it down;
- Document stories of change continuously along the way, even if they seem small – change relating to social cohesion can be hard to quantify or prove, but you don't have to wait for the end of project evaluation to have evidence of results;
- Use existing frameworks and tools and adapt them for your project context/language in a participatory way with partners and beneficiaries;
- Involve partners so that M&E is used as an opportunity to reflect and make decisions, not just for reporting.

## Available Documents

- [Video & Brochure: "SRP: Who we are"](#)
- SRP Communications Strategy
- SRP Visibility Guidelines (versions for staff & partners)
- [Social Media Regulation in the Era of Fake News and Online Hate Speech: A Comparative Overview of Selected National Approaches – Lessons for Sri Lanka?](#)
- SRP on social media featured in the [GIZ Social Media Handbook](#) (page 184)
- Cultural Fluency training manual
- An exploration into factors contributing to the outbreak of anti-Muslim violence in selected areas in Sri Lanka in the aftermath of Easter Sunday attacks
- Psychological First Aid manuals for trainers, first responders, and practitioners working with children (translations into Tamil & Sinhala produced by SRP);
- Curriculum for self-help groups – integrates psychosocial principles into training for women's savings groups in conflict-affected communities;
- ENACT-SL tool measuring counselor competencies;
- Facilitation guide for using art to engage in dialogue
- Film reading guides focusing on gender, memory and conflict transformation

*Young women from upcountry Tamil communities learn to use photography to reflect on community issues*  
© Muththalagu Pradeepan



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# Peace Process Support for Yemen

Improving the capacities for non-violent conflict resolution in Yemen

Social Relations

Connectedness/Focus on the common Good

Equal Opportunities

## Social Cohesion in the Project Context

- Violent internal conflict since 2014
- 70% of the overall population is in need of humanitarian assistance (human catastrophe)
- Infrastructure and service delivery systems have been largely destroyed
- Ongoing efforts to negotiate a settlement of the conflict have so far failed
- > Supporting peaceful coexistence in Yemen to prepare the ground for social cohesion

## Approach to Strengthening Social Cohesion

Work on peaceful coexistence through three interlinked fields of activity:

- Strengthening of local peace capacity through civil society organisations and peaceful coexistence projects: Organising workshops and financing small projects promoting peaceful coexistence targeting decision makers at local community, district, governorate and, where possible, central level as well as youth, women and vulnerable groups including people with disabilities;
- Enhancement of women's participation: Setting up of a specific platform for women's participation to strategise their inclusion as a pillar for social cohesion and to enable them to play a role in future post-conflict reconstruction;
- Support of the coordination of peace efforts: Regular analysis papers on peacebuilding opportunities are produced and shared with other relevant actors.

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ), European Union (EU)
Project area	Governorates of Aden, Dhamar, Hadramout, Ibb, Sana'a and Taiz (Yemen)
Most relevant partners	Civil society organisations
Target group	Civil society with a special focus on vulnerable groups
Overall term	01/2016 – 12/2021
Total budget	17.4 million EUR
Contact	Kerstin Lepper Head of Project/Programme (AV) kerstin.lepper@giz.de

## Achievements and Impacts

- Implementation of 18 workshops, 11 trainings and six events on peaceful coexistence and peaceful conflict management in cooperation with over 40 partner institutions engaging more than 780 participants from over 100 local organisations. The female participation has been 49%.
- Elaboration of 70 small projects on coexistence through local partner organisations financed by the project.
- Training of 103 journalists (46% of the participants were women) on conflict-sensitive journalism leading to the publication of conflict-sensitive media pieces.

Partnership Planning Workshop in Amman for the elaboration of the study "Promoting peace in Yemen through the economy"



Offline Promotion Campaign on the Serious Games



- Development of three manuals: (1) Conflict-Sensitive Journalism Manual, (2) Basic skills in the field of peace building and conflict management and (3) Developing and working on small projects.
- Development of eight “Serious Games” on peaceful coexistence and conflict transformation and creation of a Facebook Page with more than 60,000 followers.

### Lessons Learnt and Recommendations

- Investing time and money in context-specific research before starting the implementation of the activities avoids unintended (negative) results
- Including all the different actors in the activities leads to better outcomes and a higher ownership by the partner organisations
- Factor in the necessary flexibility for unavoidable changes linked to the conflict environment right from the beginning
- Don't forget to include enough time for capacity building and individual coaching for local partner organisations

### How we measure

Monitoring of the results and impact of the project's approach to fostering social cohesion is implemented through Third Party Monitoring.

- Development of an excel-based monitoring format for the project as well as a mobile application to fill it in
- Qualitative methods: Regular visits/ meetings with the local partner organisations, interviews, monitoring reports
- Quantitative methods: counting and analysing the implemented activities in order to develop final numbers to verify the advances in the achievement of the indicators

### Recommendations

- At least one year should be calculated to conclude a comprehensive Third Party Monitoring contract and to get it started
- Possible travel restrictions in the country of implementation should be factored in when elaborating the monitoring system

### Available Documents

- Six studies on understanding peace requirements in Yemen analysing the needs and roles for civil society, women, youth, the media and the private sector in Yemen
- Report on promoting peace in Yemen through the economy
- Peace and Conflict Analysis for Yemen with regular updates identifying entry points for peacebuilding activities
- Three manuals in the field of peaceful coexistence:
  - Manual on developing and working on small projects (local subsidies)
  - Manual on conflict-sensitive journalism
  - Manual on basic skills in the field of peace building and conflict management

*Introductory Workshop on strengthening institutional and professional capacities of NGOs and Academic Institutions on coexistence in Yemen*



*Workshop on conflict sensitive journalism*

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# Social Cohesion through Sport

Creating a sense of belonging and building bridges across communities – regardless of age, gender, ability or belief.

Strengthening social relations

Human rights-oriented values

Equal opportunities

## Social Cohesion in the Project Context

- The Sport for Development (S4D) approach is a recognised tool to reach vulnerable groups (children and youth; marginalised people, girls and young women) and has been used by German Development Cooperation in 37 countries. Many of which are facing major socio-economic crises due to violent conflicts, natural disasters, and human rights abuses displacing millions of people.
- In East Africa and the Horn of Africa, disasters (droughts, flooding) and violent conflicts force millions of people to seek refuge in neighbouring countries like Kenya and Ethiopia.
- The multi-ethnic, post-conflict societies of the Western Balkans require support in improving neighbouring relations.
- Displacement due to war and conflict in Colombia and the region resulted in many refugees and wide-spread violence.
- In Jordan and Iraq more than 900,000 Syrian refugees were registered and more than three million people in Iraq are internally displaced.

## The Sport for Development Approach

- S4D uses sport, physical education and physical activity intentionally to pursue non-sporting development outcomes following a rights-based approach while embracing diversity.
- The United Nations recognise sport as an enabler of sustainable development and ‘as a means to promote education, health, development and peace’.
- Sport is a social experience and when taught in an educational and context-sensitive manner, sport and physical activity teach life skills and values such as tolerance, respect, non-discrimination and gender equality, improve ways to resolve conflicts peacefully and foster social relations and solidarity.
- Sport creates a safe and neutral space in which individuals – regardless of age, gender, ability or belief – from different backgrounds can come together in a harm-free environment which promotes fun and enjoyment. Through this, participants can interact with each other, learn from one another and build mutual trust.

Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project area	Kenya, Ethiopia, Colombia, Iraq, Jordan, Western Balkans
Most relevant partners	National, regional and local governments; local and international civil-society actors; sport federations, associations and clubs; academia; and private companies
Target group	Children and youth, communities, organisations and governments
Overall term	Sector Programme 2012-2022 Regional Programme Africa 2014-2022 Regional Programme Jordan/Iraq 2014-2024
Contact	Kristin Richter, kristin.richter@giz.de

## Approach to Strengthening Social Cohesion

- In the various target countries S4D focuses on different areas of social cohesion applying a context-sensitive and needs-based approach.
- S4D uses participant-oriented, learner-centred, value-based learning methods.
- The approach strengthens social networks (on individual and collective level) through participatory planning and implementation of inclusive sport activities.
- Through sport, social relationships and friendships can be developed, contributing to a greater sense of shared identity and feeling of belonging, especially in displacement contexts. It fosters personal and social competences, interaction and integration, and counteracts feelings of isolation and lays the foundation for peaceful coexistence.

*Sport fosters positive encounters, social cohesion and a sense of belonging in Kakuma refugee camp, Kenya.*



- Sport boosts self-confidence, improves the mental and psychosocial well-being, helps to reduce stress and supports recovery from traumatic experiences and anxiety.
- A special focus on children and youth, who act as communicators and mediators, can achieve a long-lasting impact on societies.

### Achievements and Impacts

- S4D contributes to tolerance, anti-discrimination and conflict resolution by teaching children and youth to apply these concepts on and off the field.
- S4D improves social relations by offering different forms of communication and interaction: “Football is important as it brings interaction and unity amongst communities living in the camp and with the host community, fostering cohesion.” (Carlos Gatlliah, S4D Coach and youth leader, South-Sudanese Refugee, Kakuma, Kenya).
- The S4D methodology is integrated in partner organisations and GIZ programmes as an effective tool to foster social cohesion.
- S4D coaches and participants are role models in society and become agents for change: “I quickly recognised the enormous potential of the project concept. The idea of specifically combining professional football training with personal development is new to Jordan. And it’s much more fun working with children in this way and watching them develop, regardless of their nationality, age or gender. As coach, I’m also learning a lot about my function as a role model for the kids – both on and off the pitch.” (S4D Coach and national player Maryana Haddad, Jordan).

### Lessons Learnt and Recommendations

- Apply context-sensitive planning and implementation, following the do-no harm approach and safeguarding in sports principles.
- Apply a rights-based approach ensuring participation of all in a harm-free and enjoyable environment.
- Include participants in planning and implementation phases involving affected communities alike (refugees, internally displaced persons, voluntary returnees and host communities).

*Young girls in Jordan are building friendships through physical activity and play.*



- Involve governments, civil society, private sector and affected communities for a multi-agency approach.
- Establish close links with academia to develop approaches based on existing research and experiences.
- Develop joint standards for programming, monitoring and evaluation in order to make results comparable.

### How we measure

- The overall aim is to measure the contribution of S4D to different SDGs.
- The [S4D Impact Indicator Frameworks](#) allow for a systematic and specific approach to measure the contribution of S4D to the SDGs. They are based on the competences that children and youth gain in different SDG-related areas.
- Quantitative data on participants and multipliers is collected and monitored.
- Pre- and post-questionnaires, coach mentoring and follow-ups are used in coach education to measure knowledge, competencies, applicability and satisfaction.
- Impact studies measure the effect S4D has on the target group, as implemented in Colombia and the Western Balkans.

### Available Documents

- [Sport for Development Resource Toolkit](#)
- [Sport for Development – YouTube](#)
- [Sport for Development – Instagram](#)

*Young people from various backgrounds at Kakuma refugee camp (Kenya) learn how best to deal with conflict – on and off the sports ground.*



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