



SPECIAL ISSUES



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DISPLACEMENT AND MIGRATION



CHALLENGES

Many people are forced to leave their homes due to armed conflicts, political repression, violation of human rights, terrorism, food shortages or climate change. The world has been witnessing the highest levels of displacement on record in recent years. In Syria, Iraq, South Sudan and elsewhere, internal and external displacement creates highly vulnerable populations in need of immediate humanitarian aid as well as prospects to integrate into a new environment. Given the large and sudden influx of people, host communities struggle to cope with these tasks, both in the delivery of public services and the mitigation of potential tensions that threaten social cohesion between locals and newcomers.

At the same time, regular and irregular migration flows are increasing worldwide. Many people are looking for work, education and training opportunities as well as a better future overall outside their home countries. While the issue is at the forefront of fierce policy debates in Western countries, its challenges along the migration routes are clear and apparent. Displacement and migration have given rise to organized crime in human trafficking, and created tremendous challenges for communities involved both as transit zones and destinations.

GFA APPROACH AND SERVICES

GFA approaches the issue of refugees, displacement and migration at different levels of development. As displaced people need support and prospects for a better future, our services combine short-term assistance with medium and long-term projects. The latter include governance reforms, migration management, private sector development, for example, as well as education, training and employment promotion. GFA focuses on direct support measures to individuals as well as on capacity building of those communities and institutions that deliver crucial public services to migrants.

To us, refugees, displacement and migration is a cross-cutting topic of interdisciplinary nature that builds on concepts and solutions across many technical areas. This needs optimal use of our wide range of technical and methodological competences and broad regional knowhow. We have maintained a reliable network of strategic partnerships in various regions and contexts for many years in order to meet the complex challenges in this particular field more effectively. Bringing local expertise on board through dialogue puts us in a position to adapt technical concepts to local context and reinforce ownership.

To this end, GFA has established a technical working group Refugees & Migration. This team combines in-house expertise monitoring trends and developments with a focus on conceptual discussions and the development of suitable project approaches.



DISPLACEMENT AND MIGRATION



SUPPORTING REFUGEES & STRENGTHENING HOST COMMUNITIES

Tackling the immediate consequences of a refugee crisis, the physical safety and access to basic services of those seeking protection must be safeguarded in countries of origin and in host countries. Therefore, GFA experts support measures aiming at improving the living standards of refugees and internally displaced persons (IDPs), providing psychological support, reinforcing their rights and increasing their participation in decision-making and planning processes, in refugee camps and elsewhere.

Two-thirds of all refugees have been displaced for an average of three years, and half of them for ten years or more. Decades of instability and conflicts such as in Afghanistan, Somalia and elsewhere continue, resulting in millions who cannot return home. Protracted displacement has become a reality for numerous refugees. To prevent the emergence of a lost generation, our services include improved access to education, vocational training and labour market services for refugees and vulnerable citizens from host communities.

Most refugees are hosted by developing countries. The majority of them are often incapable of providing basic services to their own population. The simultaneous arrival of many refugees on short notice often creates severe capacity problems for the host countries' regional and municipal infrastructure and provision of basic public services. Health and education systems as well as water supply systems are often overburdened. As a result, both refugees and the local population suffer, and host countries are confronted with critical economic and social consequences.

In order to mitigate the impacts of a refugee crisis, GFA services entail measures benefiting refugees and the local population, as the latter also suffers from the situation. We support initiatives counteracting overburdened regional and municipal infrastructure and services, and enhancing the absorption capacity of education systems. We also foster capabilities related to the management of conflicts at the local level to facilitate the coexistence of various groups. In the medium run, these measures aim at preparing refugees to return to their home countries or to integrate them in host communities.

MANAGING AND SHAPING MIGRATION

As part of the efforts for better migration management, our services strengthen the capacities of local authorities and public institutions to deal with the adverse effects of migration along major routes. The objective is to assist authorities in better understanding the impacts of migration on the country's development, and managing the latter more coherently. To this end, GFA is developing individual and organizational capacities through the promotion of dialogue on experiences and achievements in the field of migratory effect management, trainings and local support to municipality personnel. This will help the latter in analyzing local impacts of migratory dynamics as well as in mainstreaming migration issues into local development, planning and infrastructure at the community level. In terms of labour migration, GFA services comprise the promotion of mobility of human capital inside the EU and between the EU and its neighboring countries.

REINTEGRATING RETURNEES

Refugees often enjoy temporary protection in their host countries only. Eventually, the situation in their home countries permitting, they will return home. The same holds true for migrants who do not fulfill the necessary criteria to obtain resident status abroad. Migrants are often particularly vulnerable upon their return, having invested time, effort and large financial assets to afford emigration. When returning home, many of them face social stigma. GFA services aim at smoothing the reintegration in their country of origin. We promote access to education and advanced training, provide tailored guidance on job hunting and placement and advise on how to access support to start a business, e.g. through small loans and microcredits.

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UNIT FOR BETTER LEARNING



CHALLENGES – BETTER LEARNING, OUTREACH AND SUSTAINABILITY

GFA projects often engage in change processes, which call for capacity development activities such as training courses. Courses can be a tool to reach out to numerous stakeholders. Ideally, training is integrated into specific institutional settings so that local trainers can continue offering capacity development after a project is completed. Such a training system is considered sustainable.

To participants, sustainability means high-quality learning. But working adults attending a training course often have no time to exchange experiences even though they meet interesting people with similar problems. When attending an online course they often click through overloaded presentations, trying not to doze off while grasping the topic given. Within days, participants forget most information they were exposed to or they discover that it can hardly be applied to their specific job situation. It is therefore a major challenge in training design not just to focus on the right content but to select adequate training formats and delivery methods.

There is a wide range of training formats each of which comes along with advantages and disadvantages. Presence-based courses can be very effective but are expensive because of participants' high travel cost. E-learning scenarios can reduce costs and bridge distances but dropout rates tend to be very high. In addition, each learner has his or her specific methods and ways of learning best so that there is no one-size-fits-it-all. As project settings regarding training vary considerably, the specific learner's perspective is a crucial success factor.

GFA CONCEPT AND SERVICES – HOW DO ADULTS LEARN BEST IN OUR PROJECTS?

The C³ Unit supports the development of tailor-made training concepts to match the needs of both learners and clients. By following best practices and formulating standards, our concepts enable more efficient learning, outreach and impact.

The following features apply to most C³ training schemes, no matter which delivery format is chosen:

- **Activating training methodology**
GFA's training methodology stimulates learning by addressing motivation and curiosity. Participants acquire knowledge and skills based on the action- and experience-based learning cycle.
- **Integrated job-related activities**
Learning is more effective if learners are enabled to practice newly gained skills and knowledge. During C³ training courses, participants work on joint projects related to their specific working environment.
- **Extensive training-of-trainers schemes**
GFA promotes the qualification of local trainers, their selection, training, development and supervision.
- **Comprehensive training material**
C³ courses and training materials for trainers and participants have a standardized format.
- **Monitoring and evaluation tools**
Good quality needs to be followed up and constantly developed further. C³ offers a set of tools to monitor learners' progress and trainers' performance.



Enjoy the C³ explanation video:

English: <https://youtu.be/V-MxT7xzqyg>

French: <https://youtu.be/tDmC8UFFbeQ>

Spanish: <https://youtu.be/zk3-uiLJSLQ>

C³ UNIT FOR BETTER LEARNING



TAILOR MADE LEARNING FORMATS

The **C³ Unit for Better Learning** of GFA supports clients in the selection and implementation of different learning modes best suited to learners' working environments. All formats rely on effective didactical procedures for instructional design, material development, and learner support. Key delivery modes include:

■ Face-to-face or presence based learning

Conventional classroom or face-to-face instruction implies teaching and learning taking place at the same time and the same place.

■ Blended learning

Blended learning combines face-to-face training with e-learning formats. Autonomous practice or job-related activities can take place while providing support to and exchange among learners.

■ E-learning

Self-study: Learners are offered e-learning courseware usually hosted on a web server that is accessible through an online learning platform. This is also called web-based training or WBT. Learners are free to define personal learning paths based on their individual needs and interests.

Facilitated online course: A linear curriculum is developed that integrates several content elements and activities into a chronological course or syllabus. The course is scheduled and led by a facilitator through an online learning platform. E-learning content for individual study, individual assignments and collaborative activities among learners can be integrated. Learners and facilitators can use communication tools such as e-mails, discussion

forums, chats, whiteboards, application sharing as well as audio and video conferencing to communicate and work together.

M-learning stands for access via mobile or tablet devices. This is particularly valuable for practice-based field work, e.g. in health and agriculture or when local infrastructure cannot support effective online study. Mobile devices can be used to record and share audio or visual data, access information to support diagnostic tasks, and maintain contact with learners.

■ Distance learning

Computer based learning: This type of learning is also called computer-based training or CBT as it is used offline without the need of an internet connection.

Print-based learning: In settings with limited and costly access to information and communication technologies or ICTs, print-based study remains the best way of using the benefits of distance learning.

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FRAMEWORK CONTRACTS



The Services for the Implementation of External Aid (SIEA) is a game changer in EU-funded technical assistance. While in the past, EU framework contracts (FWCs) were limited to assignments up to 300,000 Euros, the maximum amount for a specific contract under SIEA was increased to 999,999 Euros. A wide range of services are provided under this contract, including analytical studies, elaboration of TOR and Action Documents, mid-term and final evaluations as well as technical assistance. The contract covers a period of two years with an extension option of another two years. The beneficiary of a contract can be the European Commission Headquarters, one or more EU Delegations and/or legal entities such as ministries in partner countries.

GFA is involved in four lots:

- **Lot 2:** Infrastructure, sustainable growth and jobs with an indicative budget of 155 million Euros, where GFA is a consortium partner.
- **Lot 3:** Human rights, democracy and peace with an indicative budget of 154 million Euros, GFA is the consortium lead.
- **Lot 4:** Human development and safety net with an indicative budget of 73 million Euros, GFA is the consortium lead.
- **Lot 5:** Budget support with an indicative budget of 63 million Euros, where GFA is a consortium partner.

More information for interested experts including a description of the technical expertise required, the EU expert categories and the list of themes and sub-themes covered under the various lots, plus a link to the GFA FWC CV templates in three languages can be retrieved on www.gfa-group.de/jobs

DFID INTERNATIONAL MULTI-DISCIPLINARY PROGRAM (IMDP) FRAMEWORK AGREEMENT

DFID established this Framework Agreement with a range of suppliers to access advice and expertise in a cost efficient and effective manner across eleven thematic areas. The suppliers provide multi-disciplinary teams of quality professionals to design manage and deliver international development programme services with agility and innovation whilst maintaining fair competition, in response to the dynamic and challenging needs of working in complex and fragile contexts. The Framework Agreement commenced in July 2019 for a period of two years with a possible extension of another year. Individual requirements will be called-off via the methods of direct award or further mini-competition.

GFA is a sub-contractor for one of the 15 British suppliers. Contract values range between 3-12 mio GBP.

- **Lot 12:** Conflict & Governance
- **Lot 13:** Education
- **Lot 14:** Human Development & Health
- **Lot 17:** Livelihoods

GFA FWC REFERENCES

FWC Lot 2: Multi-country – study on a triangular approach to enhance the Africa-EU Alliance perspectives, 2018

The overall objective of this contract is to help the European Commission (Unit NEAR B2) identify priorities of North-African countries in their increased economic interest and integration with Sub-Saharan Africa at the regional and continental level. Strategies, approaches and financial cooperation are to be adapted to take the challenges of the Africa-EU Alliance into consideration. The specific objective is to come up with tangible proposals on how the dialogue and the financial cooperation with North African countries could be adapted. This should be consistent with the countries' aims within the scope of the EU Neighbourhood Policy and in line with the new objectives set out in the Africa-EU Alliance for Sustainable Investment and Jobs. This will set up an approach for a triangular cooperation between Europe, North Africa, and Sub-Sahara African countries.



FRAMEWORK CONTRACTS

FWC Lot 3: Gender equality agenda in Albania in the EU accession process, 2018

This project is in line with the 2016-2020 EU Gender Action Plan. The activities evolve around three main intervention areas related to gender equality: policies and programming, capacity development and institution building, and local pilot projects. The overall objective is to support the Gender Equality Agenda by enhancing institutional support at the central and local level, and promoting a joint platform to boost actions on gender equality priorities. The specific objectives are to undertake a Country Gender Analysis in relevant areas and sectors as a tool to further inform government policy making and mainstreaming. This is to establish a networking and exchange platform to promote capacity development, activism, and evidence-based policy making and implementation. Drivers of change should be promoted as well as linkages between local and national level policies, EU Charter for Equality and locally driven initiatives, and between government, civil society, academia, local level actors. Finally, networking and exchange of members of parliament with EU networks, EU member states and their parliaments in the EU accession process will be supported as well as exchanges between gender equality mechanisms and civil society organizations in the region.

FWC Lot 3: Identification and formulation of children and adolescent rights in Bangladesh, 2018

The project relates to primary school enrolment, gender parity in primary and secondary education, reducing child mortality and improved immunisation coverage. Despite progress in these fields, the agenda for ensuring the full realisation of the rights for all children and adolescents has not yet been met in Bangladesh. Therefore, the project aims at creating a protective and inclusive environment in which children and adolescents can fully enjoy their rights and participate meaningfully in decisions that affect their lives. The GFA team developed the Action Document, including annexes, logical framework and budget for the proposed EU support program.

FWC Lot 3: Assessment of grant concept notes and full proposals under the Foreign Policy Instruments, 2019

The Asia/Pacific Regional Team for Foreign Policy Instruments (FPI) launched a restricted call for proposals in four lots. The overall objective of this call is to provide support to in-country civil society actors in peace building and preparedness. The global objective is to recruit assessors to assist the contracting authority in the selection of the best bids received under the mentioned call for proposals, and to achieve a high quality, complete and coherent selection process of projects in line with the criteria set in the

guidelines for applicants. The specific objectives are the technical assessment of concept notes, and, subsequently, the technical and financial assessment of the full applications in accordance with guidelines provided by the contracting authority, including administrative and eligibility checks.

FWC Lot 4: Communication and visibility actions for the Ghana Employment and Social Protection Program, 2018

The objective of this contract is to support the European Union Delegation to Ghana in the implementation of the Ghana Employment and Social Protection Program (GESP) by developing and implementing a strategy for Communication and Visibility (C&V) and to reinforce the communication coordination among the different GESP components. This has includes careful stock taking of activities in social protection, employment and decent work, skills development, business development and investment promotion. Horizontal communication between different components of the program have been supported. Synergies among the different components of the GESP in terms of communication activities have been enhanced, and public awareness campaigns on GESP topics have been supported. The public debate on GESP topics have been reinforced and GESP achievements in terms of gender equality, person with disability and youth, as crosscutting issues of the program have been highlighted.



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FOOD & NUTRITION POLICIES



CHALLENGES

One in three people worldwide is malnourished, about 795 million are undernourished, 1.9 billion are overweight and 2 billion are considered micronutrient deficient. The cost of the malnutrition burden is estimated amount to 4-5% of the global gross domestic product, while preventing malnutrition is estimated to have ca. 16 Euro return for every Euro invested. This is considered one of the top ten most effective investments in development. Although 80% of food is produced by smallholder farmers, their family members account for 50% of the undernourished.

In 2015, the Sustainable Development Goals stipulated to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture until 2030. The United Nations named 2016 to 2025 the Decade of Action on Nutrition, aiming at improving maternal, infant and young child nutrition and tackling obesity and related diseases such as diabetes, hypertension and others.

GFA APPROACH

Better nutrition is an important enabler and outcome of poverty reduction and development. GFA's approach is multi-sectoral, linking nutrition to health, agriculture, natural resources management, water, education, income generation and good governance. At the Food & Nutrition Helpdesk in GFA, specific information and know-how is collected and made available to these business areas. The Helpdesk reflects the company's focus in this area and enhances interdisciplinary knowledge management.

GFA SERVICES

GFA offers a wide range of services that aim at putting global nutrition goals on the national agenda and into sub-national development planning. Our health experts are linking maternal, infant and young child nutrition to ante and post natal care, while promoting breastfeeding, growth monitoring, complementary feeding as well as sanitation and hygiene. We train local trainers with our C³ method on nutrition communication and support e-learning and ICT solutions for a younger generation.

GFA also supports nutrition-sensitive agriculture, value chains and market linkages to generate household income and strengthen the decision making of women and men in healthy food and living conditions. We track public budgeting in nutrition, and the targeting of social protection programs for nutrition enhancement. On a global level we are analyzing rural-urban linkages and policies in favor of sustainable food systems for growing urban populations. This all contributes to fighting the underlying causes of malnutrition and hunger, and to increasing the quality, diversity, and affordability of food for healthy livelihoods.

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