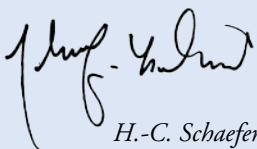


Editorial

In recent years, political upheavals, civil wars and especially the protracted war in Syria have brought the topic of refugees and migration to the forefront of the global political agenda. Strategies to cope with the increasing number of refugees and migrants have triggered heated political debates, especially in Europe. However, so far, there have been no clear strategic answers to the humanitarian crisis and the number of displaced persons is not subsiding. Forced displacement due to wars, persecution or natural catastrophes clearly has different root causes than voluntary migration due to a lack of individual economic development perspectives. Both forms of migration occur simultaneously at the moment. Development cooperation has a stock of instruments to cope with forced displacement to lessen the burden for the countries hosting the refugees such as conflict prevention, emergency relief, voluntary repatriation or policy dialogue. With regard to migration, there is more or less a consensus that voluntary, but regulated, migration can be a big driving force of development. Only when countries reach a mean middle income level the impetus for migration slows, underlining the fact that economic development at home is vital for lowering large voluntary but unregulated migration. GFA's long history in advising countries and institutions in creating a conducive environment for sustainable development as well as our strong consultancy experience in refugee situations are the cornerstones for this newsletter's focus on refugees, displacement and migration. Despite all the not so encouraging news in recent months, we at GFA wish everyone a peaceful end of the year and a good start into 2017.



H.-C. Schaefer-Kehnert
Managing Director

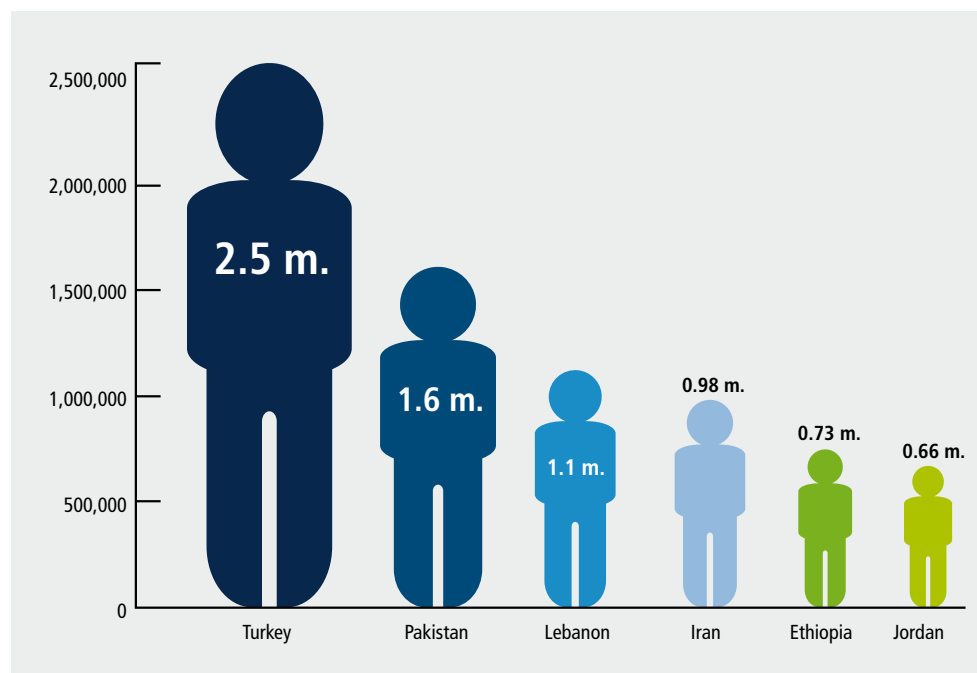
Refugees, displacement and migration – A crisis that won't go away

Currently, more than 60 million people have been forced to leave their homes, a number higher than ever before. The root causes for displacement are war, armed conflict, political repression, the violation of human rights, terrorism and food shortages. One of the main causes of the present refugee crisis is the protracted civil war in Syria. In addition, ongoing conflicts such as those in Afghanistan, the Democratic Republic of Congo, Iraq and South Sudan contribute to the increased numbers of refugees. Moreover, new root causes for displacements have emerged, e.g. natural disasters triggered by extreme weather events which have become significantly more frequent due to climate change.

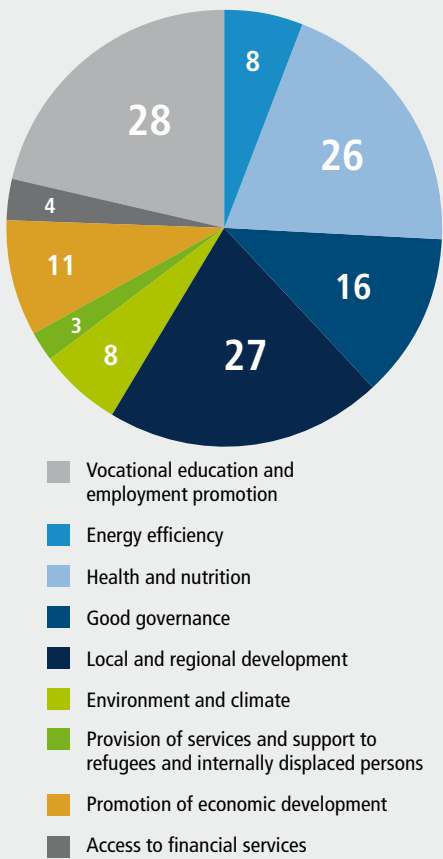
Around 90% of the refugees that were forced to leave their home countries are hosted by developing countries. The majority of these countries are poor and often incapable of providing basic services to their own population. The simultaneous arrival of many refugees on short notice often creates severe capacity prob-

lems for the host countries' regional and municipal infrastructure and provision of public services. Health and education systems as well as municipal infrastructure such as water supply systems are often overburdened. As a result, both refugees and the local population suffer from such problems and host countries are increasingly confronted with the economic and social consequences of the refugee crisis. Turkey, Pakistan, Lebanon, Iran, Ethiopia and Jordan as the main host countries are in particular faced with this situation (see illustration below).

An end to the refugee crisis is not in sight. UNHCR estimated that 12.4 million people were newly displaced due to conflicts or persecution in 2015 (*UNHCR 2016: Global Trends. Forced Displacements in 2015*). The civil war in Syria continues, the state apparatus in Afghanistan is struggling to deal with insurgent forces, and terrorist organizations remain a persistent threat in many other countries. In Africa, Somalia and South Sudan are plagued by internal conflicts and state



Major refugee hosting countries (2015)



GFA projects by intervention sector since 2011

collapse, while Sudan and Nigeria are increasingly fragile. As a result, the number of people that are forced to leave their homes continues to rise.

Against this background, several development organizations are currently elaborating approaches and strategies to tackle the root causes for displacements, mitigate the consequences of large refugee streams for host countries and communities, and provide support to refugees and internally displaced persons (IDPs) (e.g. EU 2016: *New Partnership Framework with third countries under the European Agenda on Migration*; BMZ 2016: *Neue Akzente der BMZ-Flüchtlingspolitik*). On the one hand, measures that help ensure the physical safety of refugees and provide them with access to basic services are a central theme. On the other hand, approaches and strategies focus on reducing an overload of regional and municipal infrastructure and services and limiting the potential for conflict at the local

level. Moreover, long-term, preventive measures tackling the root causes for displacement are discussed. The latter aim at rebuilding destroyed state structures, improving educational and job opportunities, and stabilizing countries politically and economically to create prospects for people to remain in their home countries. In addition, development organizations increasingly highlight the importance of linking relief, rehabilitation and development to promote sustainable development.

GFA at work

Since 1982, GFA has developed solutions to meet the complex challenges of international cooperation. New topics are integrated into the existing GFA structures on an ongoing basis. Due to their complex interrelations many topics are often interdisciplinary in nature. Therefore, GFA first builds on concepts and solutions across technical areas and departments in inter-disciplinary working groups. This facilitates optimal use of the company's wide range of technical and methodological competences and broad regional know-how.

GFA tackles the topic of refugees, displacement and migration in a technical working group labeled Refugees & Migration. This group combines in-house expertise in monitoring trends and developments concerning the current refugee crisis and keeps a close eye on possible impacts. Furthermore, the working group focuses on conceptual discussions and the development of project approaches concerning the provision of basic services to refugees

and IDPs, the stabilization of host countries, and communities and combating the root causes of displacement. The GFA approach particularly integrates the principles and goals of German development cooperation in this field. In other technical working groups, GFA experts also address various specialist aspects of refugees, migration and displacement as a transversal topic (*see illustration below*). In their work, all technical working groups rely on expertise from ongoing GFA projects in relevant fields of intervention.

In the past five years alone, GFA has carried out approximately 130 projects that are directly related to the topic and the focal regions and specialist topics identified by the German Federal Ministry for Economic Cooperation and Development. In that way, GFA has maintained a reliable network of strategic partnerships for many years in order to meet complex challenges and contexts more effectively in various geographical regions. Bringing local expertise on board through dialogue enables GFA experts to adapt their technical concepts to the local context which, in turn, reinforces ownership.

>> More information can be retrieved from the brochure "Refugees, Displacement and Migration" which can be ordered as a PDF at info@gfa-group.de

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GFA's technical working groups

Project examples – improving economic status

Jordan: Strategies, methods and standards for the Camp Improvement Programme (GIZ)

Democratic administrations in refugee camps as well as the participation of refugees in decision-making and planning processes are key to improving the living standards of refugees and reinforcing their rights. For years, there have been calls for proposals for the structural improvement and support for refugees by UNHCR and other organizations. To date, the United Nations Relief and Works Agency for Palestine Refugees (UNRWA) is a pioneer in that field. In 2007, UNRWA founded the Infrastructure and Camp Improvement Programme (ICIP) in order to improve the living standards of Palestinian refugees living in and around refugee camps. Refugees are encouraged to participate in the planning and implementation of Camp Improvement Plans (CIPs) with respect to the construction of accommodation, environmental infrastructure, urban spaces and UNRWA premises. As part of the project, GFA assisted in developing a strategy paper to guide ICIP in achieving the agency's aims and visions. On the one hand, UNRWA was supported to develop and integrate a program strategy for ICIP that is being implemented in all areas of UNRWA. On the other hand, methods and standards were developed for the CIP as a participative planning instrument to assist the plan's implementation on the ground.

Ukraine: Capacity development for psychological support – Training of supervisors (GIZ)

As a result of the fighting between armed groups and government forces in Eastern Ukraine that started in April 2014, hundreds of thousands people were forced to leave their homes and have become increasingly vulnerable. As of November 2015, the Ukrainian Ministry of Social Protection registered 1.6 million IDPs within the country. Host communities are often unable to take care of the IDPs and sustain services to the local population at the same time. As a result, they are faced with growing tensions between IDPs and the local population due to increasingly limited resources and limited access to



Dual education is one of the keys to higher employment quality

jobs and basic services. The component Strengthening Ukrainian Communities for Receiving IDPs of the Special Initiative Ukraine, financed by BMZ, is located in the three eastern oblasts of Kharkiv, Dnipropetrovsk and Zaporizhzhya and addresses the mentioned core problem. A part of the component focuses on psycho-social support and conflict management as skills in this field of care providers were identified as one of the urgent needs. This includes processes of supervision and burnout prevention for the care providers themselves. GFA has been awarded a part of this component which aims at providing training for the supervision of 30 participants from the education and health sector as well as social services. Related training and coaching is to develop the relevant competences needed so participants can provide group supervision to peers in their respective areas by themselves. The training will start in mid-2017.

Niger: Decentralization and good governance (GIZ)

Niger is one of the main transit countries for refugees and migrants in West Africa. Agadez is a hub and gateway to the trans-Saharan migration route. Municipalities in Niger are directly affected by different fluxes of migration since they need to both provide services to the local population and support the migrants.

Therefore, it is a key issue to strengthen municipalities in their role as key actors in managing the public infrastructure and providing services and information for migrants and the local population. This includes sensitizing and involving the local population, integrating migrants into municipal processes and resolving any conflicts with the local population. The aim of the Decentralization and Good Governance project is to improve local governance in over 100 municipalities in three target regions. In cooperation with civil society representatives and municipal authorities, GFA supports improving the cooperation between municipalities and citizens, and the quality of municipal services. Security, peace and the empowerment of women are transversal topics. In addition, the project is contributing to increased political participation, improved municipal self-administration, reduced corruption and the mobilization of municipal public funds. Located in a strategically important region in Niger, the project consequently supports the improvement of municipal actors' capabilities to cope with and manage the regional impacts of migration and contributes to the stabilization and improvement of the local population's livelihoods.

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Climate strategy and action plan launched in Serbia

On 13 September 2016, the EU-funded Climate Strategy and Action Plan project implemented by a consortium led by GFA Consulting Group was officially launched in Belgrade. Over the next months until January 2018, the project will help the Serbian Ministry of Agriculture and Environmental Protection prepare a national cross-sectoral Climate Change Strategy and Action Plan. The future document will establish a strategic framework for climate action in Serbia in compliance with the country's climate pledges and the EU accession process. Serbia is one of the few countries in the world and the first country in the region to announce its intention to reduce greenhouse gases emissions. The country now needs to put in place robust climate and energy policies that will enable not only the implementation of the current pledge but also strengthening it in the years to come. In this context, the project will identify and assess the cost-effective greenhouse gases mitigation potential for Serbia. It will prepare transparent scenarios that cover all economic sectors and key greenhouse gases until 2020, 2030 and 2050 and take adaptation measures into account.

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Sustainable management of forests in the Congo Basin

The program for sustainable management of forests in the Congo Basin is to fund and support activities managed by three national parks located in Cameroon, Central African Republic, and Congo. It is implemented by the Sangha Tri-National Trust Fund which aims at

contributing to the longterm financing of conservation, eco-development and cross-border cooperation within the Sangha Tri-National (TNS) forest complex. As a public-private partnership, the Foundation for the Tri-National Sangha (FTNS) is a model for the development of innovative and sustainable funding mechanisms to support the Convergence Plan of the Central African Forest Commission (COMIFAC). On behalf of KfW Development Bank, GFA has been supporting FTNS in managing and conserving the three national parks, implementing land use management strategies with various stakeholders, and park management in collaboration with local villages. GFA's technical assistance provided since 2011 encompasses tourism development, organizing transboundary patrols, developing monitoring and research processes, and implementing new infrastructures. The main responsibility of the GFA expert is to advise FTNS and each of the three national parks in financial, technical and organizational matters.

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German minister visits social marketing project in Niger

On 8-9 August 2016, German Minister for Economic Cooperation and Development, Gerd Müller, visited a social marketing project in Niger financed by KfW. The project is financed by the German government since 2003. It targets reproductive health and HIV/AIDS prevention and is implemented by GFA in cooperation with ANIMAS-SUTURA, a local NGO and social marketing agency established in 2007. The national agency

has been responsible for developing, distributing and marketing high-quality and inexpensive condoms. ANIMAS-SUTURA also has produced public awareness material and organized events in the country's primary regions of German development assistance. Aside from public awareness on HIV/AIDS prevention measures related to safeguarding reproductive health have been promoted since 2010. The activities have covered modern family planning methods, marketing of contraceptives, and a variety of messages conveyed through radio, TV, theater, video clips, films, and commercials during sports events broadcast nationwide.

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FORBIZ – Creating a Better Business Environment in Ukraine

Since March 2016, GFA has been implementing the project FORBIZ – Creating a Better Business Environment in Ukraine. The project is funded by the European Union under the EU4Business program and carried out by a GFA consortium with GIZ IS and Berlin Economics. The overall objective of the project is to contribute to sustainable and inclusive economic growth in Ukraine to enhance employment opportunities, regional prosperity and national cohesion. The main purposes of the project are to support the deregulation policy and implementation actions of the Ukrainian authorities at all relevant levels, strengthen their capacity and other stakeholders to implement effective economic development policies, and improve access to information for Ukrainian SMEs.

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GFA vision – to be the partner of choice for clients in our core service areas.

GFA mission – to improve the livelihood of beneficiaries through our professional services.

GFA core values – to offer high performance in service delivery, technical excellence in our main sectors, innovative approaches and products, and credibility with our clients when putting projects into practice.

