

World Relief Sudan
Khartoum Office

20 June 2026

RE: RESILIENCE ANALYSIS FOR THE BMZ-TDA PROGRAMME IN SUDAN

Dear Sir/Madam:

World Relief Sudan (WRS) requests qualified consultants and consultancy firms to submit a proposal for the services described in the attached Terms of Reference. The bid reference is **SDN/CONS/BMZTDA/RA/JUNE/2026 - RESILIENCE ANALYSIS FOR THE BMZ-TDA PROGRAMME IN SUDAN.**

ITB details

Description	Requirement
Activity	External consultancy: Resilience Analysis for the BMZ-TDA Programme in Sudan
Issue date	20 June 2026
Closure date and time	30 June 2026, Midnight Central African Time (CAT)
Submission address	sudantendersktm@wr.org
Required minimum bid validity	90 days
Expected assignment period	6 July-31 July 2026
Estimated level of effort	Approximately 30 consultancy days
Bid currency	USD, inclusive of applicable taxes

Submission instructions

Submit one complete electronic package to sudantendersktm@wr.org using the subject line "**Resilience Analysis for the BMZ-TDA Programme in Sudan**". Applications received through another channel, after the deadline, or without the mandatory documents may be rejected.

- Cover letter and technical proposal (maximum 15 pages), including methodology, quality assurance and workplan.
- Updated CV(s), academic credentials and roles of the proposed team.
- At least three relevant work samples and three traceable references from the last five years.
- Detailed financial proposal in USD, plus registration, tax and banking documents where applicable.
- Signed bidder declaration and signed copy of the Terms of Reference. See Section 2 for the complete checklist.

The deadline for receipt of proposals is Midnight Central African Time (CAT) on 30 June 2026. Clarification questions should be sent to sudantendersktm@wr.org by 25 June 2026.

Bidders shall observe the highest standard of ethics during procurement and contract execution. World Relief will reject a bid if it determines that the recommended bidder engaged in corrupt, fraudulent, collusive or coercive practices.

Yours sincerely,



Ric Hamic
Country Director
World Relief Sudan



SECTION 1 - INSTRUCTIONS TO BIDDERS

1. Eligibility and proposal preparation

- The competition is open to qualified individual consultants and legally registered consultancy firms with the experience described in the Terms of Reference.
- The bidder bears all costs of preparing, submitting and negotiating its proposal.
- Proposals must be complete, legible, internally consistent and signed by an authorized representative.
- The bidder must disclose any actual or potential conflict of interest.

2. Technical proposal requirements

- Demonstrate understanding of the Sudan context, the BMZ-TDA resilience framework and the Humanitarian-Development-Peace Nexus.
- Present a mixed-methods, participatory and conflict-sensitive methodology.
- Explain sampling, stakeholder engagement, data protection, ethical safeguards, triangulation and quality assurance.
- Provide a feasible workplan for completion between 6 and 31 July 2026.

3. Financial proposal requirements

- Quote all amounts in USD and state proposal validity for at least 90 days.
- Separate professional fees from travel, accommodation, communication, data collection, report production and other logistics.
- Show applicable taxes separately and provide an all-inclusive total.

4. Clarifications, amendments and acceptance

- World Relief may issue written clarifications or amendments before the closing date.
- World Relief may request proposal clarification, conduct reference checks and invite shortlisted bidders to an oral interview.
- World Relief is not obliged to accept the lowest-priced proposal and may cancel the process at any stage.

5. Confidentiality, safeguarding and ownership

- The selected consultant must comply with World Relief and consortium ethical, safeguarding, confidentiality and data-protection requirements.
- Information accessed or generated through the assignment may not be published without prior written authorization.
- Intellectual property generated by the consultancy will belong to World Relief and consortium partners.

SECTION 2 - BIDDER RESPONSE FORMS

Form A - Bidder information

Field	Bidder response
Legal name / individual consultant name	
Registration number (if applicable)	
Tax identification number	
Address	
Authorized contact person	
Telephone	
Email	
Country of registration / residence	
Proposed lead consultant	
Proposal validity (minimum 90 days)	_____ days

Form B - Mandatory submission checklist

No.	Required document	Included	Reference / file name
1	Technical proposal (maximum 15 pages)		
2	Workplan and proposed methodology		
3	CV(s) and academic credentials		
4	Three relevant work samples		
5	Three traceable references		
6	Detailed financial proposal in USD		
7	Registration / tax documents, where applicable		
8	Banking details		
9	Signed declaration and signed ToR		

Form C - Relevant experience and references

Client / organization	Assignment and country	Dates	Value (USD)	Reference contact

Form D - Proposed team

Name	Role	Qualifications / expertise	Days	Availability

Form E - Technical workplan

Phase / activity	Method / output	Lead	Dates	Days
Inception and document review				
Data collection and consultations				
Analysis and validation				
Draft and final reporting				

Form F - Financial proposal

Provide a detailed cost breakdown aligned with the workplan. Separate professional fees and logistics; include applicable taxes and every cost required to complete the assignment.

No.	Cost item	Unit	Qty	Rate (USD)	Total (USD)	Remarks
1	Lead consultant professional fees	Day				
2	Other team professional fees	Day				
3	Travel / transport					
4	Accommodation / subsistence					
5	Communication / connectivity					
6	Data collection / translation					
7	Validation / presentation					
8	Report production / other					
	Subtotal before tax					
	Applicable taxes					
	GRAND TOTAL					

Financial proposal validity	_____ days (minimum 90 days)
Proposed payment terms	30% on signing; 40% on draft report; 30% on final report, or proposed alternative: _____

Authorized signature

Name		Position	
Signature		Date	
Company stamp			

SECTION 3 - EVALUATION AND AWARD

Preliminary evaluation

World Relief will first confirm that the proposal was received on time, follows the submission instructions and includes the mandatory documentation.

Detailed evaluation criteria

Criterion	Evidence considered	Weight
Experience	Relevant qualifications; comparable resilience, systems-strengthening, gender and environmental assessments; German donor experience; work samples and references.	30%
Validation of technical capacity (oral interview)	Understanding, workplan, methodology and ability to respond to the Sudan operating context.	30%
Price and value for money	Detailed financial proposal, reasonable costs, taxes and overall value for money.	40%

Form G - Bidder declaration

I/We confirm that I/we have read and understood this ITB and its Terms of Reference; that all information submitted is accurate; that there is no undisclosed conflict of interest; and that, if selected, I/we will comply with World Relief's ethical, safeguarding, confidentiality, anti-fraud and data-protection requirements.

Bidder / company name	
Authorized representative	
Position	
Signature	
Date	
Stamp (if applicable)	

TERMS OF REFERENCE: External Consultant

Resilience Analysis for BMZ-TDA Programme for Sudanese Crisis-Affected Populations-Sudan

1. Background and Rationale

Project Name	Building Adaptive, Inclusive and Shock-Resilient Systems for Populations Affected by the Sudan Crisis in Sudan, South Sudan and Ethiopia (BASIS)
Project Country and Location	This is part of the regional project responding to the Sudan crisis. In Sudan, the project will be implemented in the following locations in <ul style="list-style-type: none"> ● North Darfur (Tawila and surrounding areas) ● West Darfur ● Central Darfur ● Blue Nile State ● South Kordofan State
ToR Date	19 th June 2026
Lead Organisation and implementing partners	Lead Applicant: Johanniter-Unfall-Hilfe e.V. (Johanniter International Assistance) International implementing Partners: World Relief, Nonviolent Peaceforce
Project Duration	January 2027-December 2029 (BMZ TDA)

World Relief Background

World Relief is a global humanitarian organization whose mission is to boldly engage the world’s greatest crises. World Relief (WR) has maintained a continuous presence in Sudan since 2003 and is actively responding to the country’s multifaceted crisis through integrated interventions in health, nutrition, WASH, protection, and food security across West Darfur, Central Darfur, Blue Nile, South Kordofan, Al Jazirah, Khartoum, and North Darfur.

Working through a consortium led by Johanniter International Assistance, in partnership with World Relief, Nonviolent Peaceforce, and local organizations, the partners are currently preparing a BMZ Transitional Development Assistance (TDA) (Strukturbildende Übergangshilfe) proposal. The proposed programme seeks to strengthen the resilience of conflict- and climate-affected populations impacted by the Sudan crisis through an integrated Humanitarian–Development–Peace (HDP) Nexus approach.

The programme will strengthen the absorptive, adaptive, and transformative capacities of internally displaced persons (IDPs), refugees, returnees, and host communities by improving food security and nutrition, restoring climate-resilient basic services, strengthening community-based disaster risk management systems, and promoting inclusive peacebuilding and social cohesion mechanisms.

To support evidence-based programme design, implementation quality, and risk mitigation, the consortium seeks to engage an external consultant or consultancy team to undertake a comprehensive Resilience Analysis for the BMZ Transitional Development Assistance (TDA) programme. The assessment will inform both proposal development and implementation planning by identifying key contextual risks, vulnerabilities, capacities, barriers, opportunities, and mitigation measures relevant to the targeted geographic areas, sectors, and population groups.

The resilience analysis will examine the capacities of individuals, households, communities, institutions, and local systems to anticipate, absorb, adapt to, and recover from shocks and stresses. Particular attention will be given to gender equality, social inclusion, conflict sensitivity, and environmental sustainability as critical factors influencing resilience outcomes and long-term recovery.

1. Study Purpose, Objectives and Use

The overall objective of the study is to generate evidence-based recommendations to inform the design, implementation, monitoring and risk mitigation of the Consortium's BMZ Transitional Development Assistance Proposal in Sudan.

Specific objectives are:

- Analyse resilience capacities, vulnerabilities and coping mechanisms of targeted populations, communities and local systems affected by war-related shocks and crises.
- Assess absorptive, adaptive and transformative capacities of local institutions and communities.
- Identify factors affecting long-term recovery, resilience and sustainability.
- Assess gender dynamics and environmental factors influencing resilience outcomes.
- Develop recommendations for resilience-oriented and conflict-sensitive programming.

2. Scope of the study, approach and methods

The consultant shall conduct the following tasks:

3.1 BMZ Resilience Analysis

The consultant shall:

- Analyze the humanitarian, social, economic and institutional context in the targeted areas.
- Assess key shocks, stresses, risks and vulnerabilities affecting targeted populations and local structures.
- Assess resilience capacities, vulnerabilities and service access barriers affecting target populations.
- Analyze social cohesion, social inclusion and reintegration challenges affecting target populations and veteran households.
- Analyze absorptive, adaptive and transformative resilience capacities of communities and institutions.
- Identify existing coping mechanisms and community resilience strategies.
- Assess resilience and continuity capacities of local health and social service systems.
- Identify barriers affecting access to essential services for vulnerable groups.
- Conduct stakeholder mapping relevant to resilience and local systems strengthening.
- Analyze gender-related factors influencing resilience capacities and access to opportunities.
- Assess environmental and climate-related factors affecting resilience and sustainability.
- Identify conflict-sensitive risks and contextual factors that may affect implementation and sustainability.
- Develop recommendations to strengthen resilience-oriented and conflict-sensitive programming.

Approach and Methodology:

The consultant is expected to apply a mixed-methods, participatory, and conflict-sensitive approach, combining qualitative and quantitative methodologies to generate robust evidence on resilience capacities, vulnerabilities, risks, and opportunities within the targeted geographic areas and population groups.

The assessment should be guided by a resilience framework that examines absorptive, adaptive, and transformative capacities at individual, household, community, institutional, and systems levels, while integrating gender, social inclusion, environmental sustainability, and conflict sensitivity considerations throughout the analysis.

The methodology may include, but is not limited to:

- Desk review of relevant project, programme, policy, and contextual documents;

- Review of BMZ guidance, HDP Nexus frameworks, resilience frameworks, and other relevant donor standards;
- Secondary data analysis of existing assessments, humanitarian situation reports, and sector-specific evidence;
- Key Informant Interviews (KIIs) with government representatives, humanitarian and development actors, community leaders, local organizations, and technical experts;
- Focus Group Discussions (FGDs) with women, men, youth, IDPs, returnees, refugees, host communities, and other relevant stakeholder groups;
- Stakeholder consultations and systems-mapping exercises;
- Analysis of shocks, stresses, vulnerabilities, capacities, coping strategies, and resilience pathways;
- Gender, protection, social inclusion, and environmental analysis;
- Conflict and risk analysis, including identification of potential implementation risks and mitigation measures;
- Validation meetings and workshops with consortium partners and relevant stakeholders to review and refine findings and recommendations.

The consultant is expected to propose a detailed methodology, sampling approach, data collection tools, quality assurance measures, and workplan during the inception phase of the assignment. The methodology should clearly demonstrate how evidence will be collected, analyzed, triangulated, and translated into practical recommendations for programme design and implementation.

Relevant project documents, contextual information, and donor guidance will be shared by the consortium partners to support the assessment process. Applicants should also refer to Annex 1: BMZ TDA Resilience Analysis – Methodological Approach (Product Sheet) for further guidance on the BMZ resilience analysis methodology underpinning this assignment.

Process and timeline:

Consultancy phases	Days required ## days suggested)
Phase I: On-boarding and Document Review	
Preparation and work plan development (with detailed deadlines) Review of key program documents; introduction with program partners and stakeholders; and refining the evaluation framework and methodology	# working days
Phase II: Field Work	
Meeting with project partners; present findings of document review and confirm data collection tools Finalize data collection tools	# working day
Secondary data collection	# working days
Field work; community, partner and stakeholder consultation (Primary data collection)	# working days (including travel time, as required)
Present preliminary findings to World Relief and the implementing members for comments and suggestions to proceed to comprehensive analysis and report writing.	# working days
Phase III: Analysis and Report	

Analysis and draft report; validating findings with partners (and people we work with) – details to be discussed with the selected candidate	# working days
Review of comments and finalization of draft report	# working day

3. Products to be delivered by the consultant

The consultant shall deliver the following products in accordance with the agreed workplan and timeline:

Deliverable 1: Inception Report

- The inception report shall be submitted within the first week of the assignment and include:
- Detailed methodology and assessment framework;
- Workplan and implementation schedule;
- Sampling strategy (where applicable);
- Data collection and analysis plan;
- Data collection tools and protocols;
- Quality assurance and ethical considerations;
- Stakeholder engagement plan.

Deliverable 2: Data Collection Package

- The consultant shall submit all data collection tools and supporting materials, including:
- Key Informant Interview (KII) guides;
- Focus Group Discussion (FGD) guides;
- Survey instruments (if applicable);
- Consent procedures and data protection protocols;
- Any other tools developed for the assessment.

Deliverable 3: Stakeholder Mapping and Systems Analysis Matrix

- A concise analytical product identifying:
- Key stakeholders and institutions;
- Existing coordination structures;
- Community and local system actors;
- Roles, relationships, capacities, and influence;
- Opportunities for systems strengthening and collaboration.

Deliverable 4: Risk and Resilience Analysis Matrix

- A structured matrix summarizing:
- Key shocks, stresses, and vulnerabilities;
- Existing resilience capacities and coping mechanisms;
- Conflict-sensitive risks;
- Environmental and climate-related risks;
- Proposed mitigation and adaptation measures.

Deliverable 5: Draft Resilience Assessment Report

- The draft report shall present preliminary findings and recommendations for review by the consortium and relevant stakeholders.

Deliverable 6: Final Resilience Assessment Report

- The final report shall incorporate comments received during the validation process and include, at a minimum:
- Executive Summary;

- Context Analysis;
- Resilience Analysis;
- Assessment of Absorptive, Adaptive, and Transformative Capacities;
- Analysis of Local Systems Resilience and Sustainability;
- Gender and Social Inclusion Analysis;
- Environmental and Climate Analysis;
- Stakeholder Mapping;
- Risk Mitigation Matrix;
- Conclusions and Recommendations;
- Annexes.

Deliverable 7: Presentation of Findings

- A PowerPoint presentation summarizing the methodology, key findings, conclusions, and recommendations for consortium partners and other relevant stakeholders.

Deliverable 8: Data Package

- Where appropriate and in accordance with ethical and data protection requirements, the consultant shall provide:
 - Cleaned datasets;
 - Interview and FGD summaries;
 - Coding frameworks and analytical matrices;
 - Transcripts and notes (where consent has been obtained and confidentiality can be maintained);
 - Any supporting documentation used in the analysis.

4. Responsibility**Roles and responsibilities of the consultant:****The consultant shall:**

- Lead and coordinate the consultancy process.
- Develop and submit methodology and workplan.
- Conduct data collection and analysis.
- Coordinate closely with World Relief focal points.
- Ensure confidentiality and ethical handling of information.
- Deliver high-quality outputs within agreed timelines.
- Incorporate feedback received from World Relief and partners.

Roles and responsibilities of World Relief**World Relief, Nonviolent Peaceforce and the consortium shall:**

- Provide relevant project and contextual documents.
- Facilitate communication with consortium members and key stakeholders.
- Support logistical coordination where necessary.
- Review and provide feedback on deliverables.
- Coordinate internal consultations and validation processes.

5. Time schedule

The consultancy is expected to take place between **6th July** and **31st July**. The assignment may be conducted remotely with online consultations and, if required and feasible, field visits to selected project locations in Sudan. The estimated level of effort is approximately 30 consultancy days.

6. Management

The consultant will be commissioned by World Relief who will be the primary focal point of contact for the study. The consultant will liaise directly with the World Relief and Non-Violent Peace force for any technical clarifications required during the assessment process, with both organizations making final decisions on any technical matters arising from the assessment.

7. Intellectual property and data protection

All intellectual property generated by the consultancy will be owned by World relief, consortium and implementing partners, who will retain the rights to disseminate and publish the final report. The consultant will follow the data protection policy of World Relief and consortium partners while collecting, processing, and storing program related data and shall not reproduce, distribute or publish any project-related information without prior written authorization from World Relief.

8. Essential experience of the consultant

The consortium is seeking an experienced consultant or consultancy team with demonstrated expertise in humanitarian and/or transitional development programming.

Required qualifications and experience include:

- Advanced university degree in social sciences, development studies, gender studies, environmental studies, humanitarian action, public health, political science or related fields.
- Proven experience conducting resilience assessments, systems-strengthening analyses, gender analyses and environmental assessments in humanitarian, recovery or development contexts.
- Experience with BMZ, GFFO or other German institutional donor frameworks.
- Experience applying participatory assessment methodologies.
- Familiarity with humanitarian principles, protection mainstreaming and Do No Harm approaches.
- Experience with NEAT+ or similar environmental assessment methodologies is an asset;
- Strong analytical and report writing skills.
- Excellent command of English.
- Knowledge of Sudan Humanitarian context is considered an asset.

9. Application and selection process:

Interested candidates are requested to submit:

- Updated CV highlighting relevant experience.
- Technical proposal including methodology and workplan.
- Examples of previous relevant work.
- Contact details of at least two references.
- Only shortlisted candidates will be contacted.

Interested applicants are requested to apply by **30th June, 2026** and must be flexible to be immediately available from **6th July, 2026** onwards, as the deadline for the consultancy completion is **31st July, 2026**. **Applications will be reviewed on an ongoing basis and World Relief reserves the right to close this advertisement earlier than the closing date.**

10. Budget

The consultant shall submit a detailed financial proposal indicating the total consultancy fee for conducting the resilience assessment. Financial proposals will be evaluated based on the proposed lump-sum amount and overall value for money. The proposed budget should cover all costs associated with the assignment, including professional fees, travel, accommodation, communication, data collection, report production, and any other expenses required for successful completion of the consultancy.

- Total price must be quoted in USD inclusive of all applicable taxes.

NB: All expenses, including transportation, accommodation, health insurance, communication costs, and any unforeseen expenses incurred during the assignment, shall be the sole responsibility of the consultant and must be included in the proposed budget.

No equipment will be provided by the contracting organization. Consultants are expected to use their own resources, including laptops, mobile phones, software, internet connectivity, and any other tools necessary for the execution of the assignment.

11. Payment for the service

Payment will be made as follows:

- Milestone 1: Signing of contract 30% fee
- Milestone 2: Submission of draft report 40%
- Milestone 3: Submission of final report 30%

12. Application Submission Requirement:

Interested consultant(s) is/are required to submit complete proposals in soft copy to the email address, sudantendersktm@wr.org with the subject line “**Resilience Analysis for the BMZ TDA Project in Sudan**” by **30th June 2026, (Midnight Central African Time, CAT)**. Please note that hard copies dropped at the World Relief Sudan Offices or bids submitted through any other channels and incomplete packages will not be considered.

For inquiries or clarifications, please email sudantendersktm@wr.org.

13. Mandatory submission Requirement.

1. Technical proposal (Max 15 pages). This should describe the methodology and clear workplan to be used for undertaking this assignment.
2. Updated CV highlighting relevant experience of the **lead consultant** as well as for individuals directly responsible for the work on the ground.
3. A minimum of three **(3) copies** of previous reports/works related to resilience assessments, systems-strengthening analyses, gender analyses and environmental assessments in humanitarian, recovery or development contexts.
4. A minimum of **three (3)** traceable references in the last five (5) years for similar works. This should include the name, email, telephone number organization and type of consultancy.
5. A financial proposal in **United States Dollars** with a clear breakdown of costs and proposed terms of payment. Detailed descriptions of cost either as a fee per day or per cost category.
6. Legal Company registration documents (Registration Certificates, Memorandum and Articles of Association clearly showing the company shareholders). *Not applicable to individual consultants.*
7. Tax registration and clearance certificates including exemption certificates where applicable.
8. Duly signed and stamped copy of the declaration of suppliers and Terms of Reference.

9. Banking details

14. Bid Evaluation Process.

A tender evaluation committee shall be set up in accordance to World Relief’s procurement guidelines/policy taking into consideration all relevant donor requirements. The evaluation process shall include:

- Preliminary evaluation where all bids shall be evaluated to determine whether they were submitted in line with the administrative instructions including all mandatory requirements.
- All bids that pass the preliminary evaluation shall be subjected to a second evaluation based on the criteria listed below before a contract is awarded.
- Reference checks to validate information provided shall be conducted prior to award of contract.

15. Award Criteria.

When analyzing the offers, World Relief will take into consideration the following award criteria to achieve best value for money:

Criteria 01: Experience (30%)

- Experience of Lead Consultant in undertaking similar tasks in humanitarian, recovery or development contexts. **Required:** A copy of an updated CV and academic credentials.
- Experience working with BMZ, GFFO or other German institutional donor frameworks. **Required:** A minimum of three (03) copies of approved reports for previous similar consultancies for projects funded by the listed donors.
- Experience in conducting resilience assessments, systems-strengthening analyses, gender analyses and environmental assessments in humanitarian, recovery or development contexts. **Required:** A minimum of three (03) copies of approved reports for previous similar consultancies.

Criteria 02: Validation of Technical Capacity (Oral Interview) (30%)

- Demonstrate clarity and understanding of assignment, interpretation of the terms of reference and workplan.
- Alignment of proposed methodology to the terms of reference and context.

Criteria 03: Price (40%)

Based on the details in the TOR, the consultant is required to develop a detailed financial proposal aligned with the proposed workplan. All prices must be quoted in **United States Dollars (USD)**, the validity period of the financial proposal stated (Minimum 90 days), professional fees and other logistics costs **must** be quoted separately and not as a lumpsum. **The overall consultancy fees must include all relevant taxes.** The consultancy cost must be summarized as indicated below.

No	Item Description	Units	Unit Type	Unit Price	Total	Remarks
01	Professional Fees					
Other Cost						
01						
02						

Taxes (if applicable)		
Total		

16. Other Terms and Conditions

World Relief reserves the right to accept or reject any proposal and to cancel the procurement process at any stage. The selected consultant (s) or firm will be expected to adhere to World Relief and Johanniter's ethical standards and guidelines, as well as World Relief safeguarding policy, throughout the consultancy. All data and information collected, and any reports, as well as the methodology of the study, will be the property of World Relief and the consortium partners.

No equipment will be provided by World Relief, and the consultant (s) are expected to use their own resources, including laptops, mobile phones, software, internet connectivity, and any other tools necessary for the execution of the assignment.

17. Bidders Declaration

I have read and understood this document and confirm that all information provided as part of this expression of interest for the consultancy is accurate and a true representation of my firm/self.

Name:

Position:

Date:

Signature:

Annex 1: BMZ TDA Resilience Analysis – Methodological Approach (Product Sheet)

Reproduced from: [Resilience analyses – Product Sheet](#), German Federal Ministry for Economic Cooperation and Development (BMZ), Division 222, September 2021. Contact: RL222@bmz.bund.de.

Resilience analyses

Crises, such as violent conflicts, disasters, epidemics or economic shocks shape the reality in many Federal Ministry for Economic Cooperation and Development (BMZ) partner countries. A significant number of these crises are complex, protracted and have multi-dimensional causes. Often, acute crises exacerbate the challenges faced by people. A distinction is made here between persistent stresses and shocks.

Strengthening the resilience of local people and structures is an overarching goal of the BMZ's transitional development assistance (TDA). In the TDA context, resilience is defined as the ability to adapt to new conditions and risks and wherever possible, especially in ongoing crisis contexts, to create new prospects. TDA empowers local communities and structures to cope with crises on their own, to prepare for recurring stress situations and to minimize negative impacts, in order to gradually overcome these challenges permanently through structural change. Based on the principle of help for self-help and participation, three types of resilience capacity are purposefully strengthened and promoted: i.e. stabilisation capacity, adaptation capacity and transformation capacity (BMZ 2020).

Resilience analyses are thus highly relevant for designing risk- and crisis-informed development policies and corresponding projects. The purpose of this product sheet is to explain the methodology of resilience analyses to policymakers and implementors.

Effectively strengthening the resilience of people and local structures calls for a thorough understanding of:

- The current risks and crises in the given context
- The responsible actors and structures affected along with knowledge of their strengths, potentials and skills (resilience capacities) for coping with the situation
- Needs and opportunities for further strengthening these crisis management capacities (including prevention) on a cross-sectoral basis

Resilience analyses – Methodological approach

For the respective country and project context a feasible framework for strengthening resilience needs to be defined. Within the scope of the BMZ's Resilience Learning Initiative, and based on the Organisation for Economic Co-operation and Development's (OECD 2014) Resilience Systems Analysis, five central questions have been developed that map out the scope of application of resilience analyses:

In which sectors/areas should resilience be strengthened?	Where should resilience be strengthened?	With what objective should resilience be strengthened?	Whose resilience should be strengthened?	Against which risks, crises and vulnerabilities should resilience be strengthened?
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A resilience analysis starts off by putting forward initial hypotheses in response to these questions. As the analysis progresses, these hypotheses are then questioned, deepened, revised or confirmed.

Once the scope of application is clear, the methods and instruments are selected. There are many different qualitative and quantitative tools available for implementing complex risk and resilience analyses. Ultimately, the most suitable method depends on the context and on the objectives, capacities, resources and available data of the actors concerned.

For the work of the BMZ, resilience analyses with two different perspectives are relevant:

- Portfolio level – Analyses for designing and managing the TDA portfolio and, if necessary, an entire country portfolio
- Project level – Analyses for designing and managing individual projects

It is important to evaluate all the risks involved, along with likelihood of occurrence and possible impact on the target group. To do so the economic, environmental, political, security and societal dimensions of risks and crises, defined in the OECD's State of Fragility 2020, can be utilized. These allow for an extensive analysis of risk and resilience capacity while avoiding a one-sided focus on certain crisis types or sectors. Experience has shown that it is extremely important for resilience analyses to take into account the perception of the people affected by risks and crises (ODI et al. 2016).

Wherever possible and appropriate, the BMZ leverages existing analytical data collected by local partners and international organisations. If required, the BMZ conducts analyses jointly with other ministries and agencies in keeping with the German Government's guidelines on "Preventing Crises, Resolving Conflicts, Building Peace". If no joint analyses are conducted, the BMZ implements its own resilience analyses in compliance with the OECD Guidelines for Resilience Systems Analysis (OECD 2014) and the World Bank's Risk and Resilience Assessment tool (World Bank 2018).

Portfolio-informing resilience analysis

Objective: The objective of the portfolio-informing resilience analysis is to shape TDA and development cooperation within a region and/or with a partner country in a risk- and crisis-informed manner. It creates a basis for strengthening local, sub-national and, where required, national resilience capacities. Portfolio-informing resilience analyses are conducted by the BMZ on behalf of the responsible BMZ Country Division.

Key results:

- An extensive analysis of the risks and crises that the people and investigated system are exposed to
- An analysis of precisely which system components, actors and groups are affected and how
- An analysis of gaps in the capacities and potentials to be strengthened
- A resilience strengthening roadmap, including suggestions for collective outcomes and suitable measures for developing a Theory of Change that the various actors implementing the portfolio can all work towards
- If wanted, an extensive analysis of the lines of conflict, peacebuilding needs and options for action, risks for the portfolio, recommendations for incorporating the do-no-harm principle and conflict-sensitive results-based monitoring (Peace and Conflict Analysis)

The key features of the portfolio-informing resilience analysis are:

- It brings together experts from different fields, representatives of specific sectors as well as decision-makers, for a joint and integrated analysis that takes into account the various types of risks and crises and the accompanying complexities and interdependencies.
- It is based on a preliminary analysis of existing evaluations and data, such as peace and conflict analyses (e.g. Peace and Conflict Analysis), disaster risk assessments, evaluations of the degree of fragility and gender analyses.
- It can – depending on the context and objective – adopt a flexible approach, which allows for an appropriate response to the volatile and rapidly changing dynamics that characterise many crisis contexts.
- It can, if necessary, include a peacebuilding and conflict analysis.
- It has as its central element a workshop where all relevant actors engage in a systematic analysis. The workshop's success depends on good preparation, which also includes an initial analysis of risk, crisis and resilience data, along with extensive documentation to guide the subsequent planning and implementation process.

Resilience analysis for project design

Objective: The objective of a resilience analysis for project design is to shape TDA projects in a fragile context in a risk and crisis-informed manner that builds the strengths, potential and capacity of vulnerable people and local structures. As a rule, resilience analyses for project design are conducted by the implementing partners.

This can be a project involving an individual actor or a joint project involving several actors (e.g. joint programmes, consortium application) that work towards collective outcomes in keeping with the humanitarian-development-peace nexus.

In terms of context, the approach used by the resilience analysis for project design can be adapted to fit the resources and approaches available to the implementing partner. It has the following characteristics:

- It first identifies the actors concerned at all relevant levels and involves them in the data collection and analysis process.
- It takes as its starting point the local perspective of the people affected by the risks and crises – including representatives of organisations in their environment – whose participation in the analysis is important for their own empowerment.
- It not only leverages secondary data analysis (preliminary analysis) but other methods, primarily focus group discussions and interviews. Guiding questions have been developed for this purpose that permit a thorough understanding of the way people perceive resilience and existing resilience capacities at various levels.
- It uses a resilience matrix. This key analytical instrument summarises and visualises existing resilience capacities. It presents the various actors' responses to crisis contexts at all levels (e.g. individual, household, community), assigning them to a resilience capacities. This creates a foundation for formulating indicators and for the subsequent monitoring and evaluation of changes in resilience capacities.

Key results:

- Systematic presentation of the risk and crisis context
- Identification of the target group and presentation of its resilience capacities at various levels
- Analysis of the gaps in the capacities and potentials to be strengthened
- Analysis-informed suggestions for the development of a Theory of Change and indicators for the project

Whenever needed, relevant and doable, this qualitative, participatory approach should be complemented by quantitative surveys, e.g. at household level. This would be the case with innovative and/or particularly resource-intensive projects that exhibit large gaps in quantitative data and information, provided the situation on the ground lends itself to quantitative surveys.

The resilience analysis should be conducted before the project starts. Moreover, experience has shown that resilience analyses are important throughout the entire programme and/or project cycle. Only repeated analyses allow for appropriate and rapid responses to changing conditions, and facilitate results-based monitoring and extensive learning by all actors involved.

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Postal address of BMZ Berlin: Stresemannstraße 94, 10963 Berlin, Germany, T +49 (0)30 18 535-0. BMZ Bonn: Dahlmannstraße 4, 53113 Bonn, Germany, T +49 (0)228 99 535-0.

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