



# Resilience analyses

## Product Sheet

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 vulnerabili-  
ties should resilience  
be strengthened?

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).

## 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.

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).

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 an 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.

### 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

### Results

- 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)
- 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.

## 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 analysis 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.

### 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.

### Results



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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