Innovative solutions to address the humanitarian-development nexus

Review of the pilot introduction of the Blended Approach at GOAL

Funding, programming, and operational implications

REVIEW REPORT AUTHORSHIP & ACKNOWLEDGEMENTS

Table of Contents

List of Acronyms

BA = Blended Approach

DFAT= Department of Foreign Affairs and Trade

DRR = Disaster Risk Reduction

HDN = Humanitarian - Development Nexus

IDPs = Internally Displaced Person

MDP = Masters' in Development Practice

OECD= Organisation for Economic Co-operation and Development

SMT= Senior Management Team

Executive Summary

In 2018 GOAL received support from the Department Foreign Affairs and Trade (DFAT), Irish Aid, to pilot a new funding modality – the "blended approach" - intended to bridge the humanitarian-development divide through closer collaboration and stronger interoperability between humanitarian and development interventions. This study conducts a review of this pilot, examining the experiences of GOAL staff in transitioning to this new model, and exploring its effect on programming, monitoring, evaluating, learning, and reporting.

As noted by the Organisation for Economic Co-operation and Development (OECD 2020), DFAT are a trusted and proactive development partner, committed to improving the efficiency and effectiveness of the development programmes it supports. DFAT have long standing relations with GOAL and a deep understanding of the GOAL approach to development cooperation and humanitarian action. The aim of the pilot is to test a "blended approach" which supports humanitarian and development practitioners in building the resilience of fragile communities and developing sustainable and context-relevant solutions for communities supported. The purpose of this review report is two-fold. Firstly, it is intended to provide DFAT with insights into the use of the "blended approach" in GOAL, and its suitability for wider deployment. Secondly, it documents the learning from the pilot for sharing both internally in GOAL, and externally, with other organisations in the sector.

The review and subsequent report emerged following seven key stages – research design; rapid rigorous literature review; primary data collection and analysis; report drafting; report review and feedback collection with participants; revisions; delivery of final report to GOAL Senior Management Team (SMT) for engagement with DFAT. The review utilised and adapted OCED development effectiveness indicators to form the basis of the analytical framework. It focused on two key questions: Firstly, what are the effects of the "blended approach" on GOAL's operations in the following areas – **relevance; efficiency; effectiveness; and sustainability**. Secondly, it examined if **the type of programme, country context and organisation** influence the effects of the "blended approach".

In relation to the first question, the findings indicate that a transition to the "blended approach" offers a strong possibility to enhance and deepen the relevance, efficiency, effectiveness, and sustainability of GOAL programming over time. GOAL is empowered by this approach to work in the way that it has always deemed necessary and appropriate. Specifically, the areas of joint programming and flexible funding allow for significantly more adaptable forms of responding to context-specific needs. The time-saving potential of unified reporting, monitoring, evaluation, and learning systems was also noted as a key benefit of this shift, enabling greater efficiency in the design, planning, and management of programmes. However, the review finds that further efforts are required by GOAL to reflect on and adapt this new way of working into project design, monitoring, evaluating, reporting and learning structures to reap the full benefits offered by this approach.

Further findings relating to the second question suggest that this approach is most suited in complex and fragile contexts, areas of acute crises and conflict, as well as areas with high numbers of Internally Displaced People (IDPs) and refugees. It highlights how understanding the context is paramount to the success of the "blended approach" as a vehicle for more effective programming as these contexts require flexibility and adaptability. In addition, the research found that the "blended approach" is best implemented by an organization that is agile and highly adaptable. As such, the approach has fitted very comfortably with GOAL. The approach however may not cohere well with every organisational structures, ethos, and approaches to practice. Thus, careful consideration is required where to apply the approach and which type of organisations are best placed to maximise the opportunities afforded by this new way of working. The report presents case studies that illustrate how the "blended approach" is used in practice in GOAL programmes funded by DFAT, Irish Aid.

The findings indicate that at this point the "blended approach" positively facilitated GOAL in navigating the humanitarian-development nexus through critically understanding the context, joint programming, and flexible funding, as well as prioritising resilience and sustainability. It also enabled GOAL to react, respond, and support communities when new crisis emerges and build trust and important relationships with them. The report concludes with an overview of the key challenges and recommendations including that

staff should be further facilitated how to implement, monitor and evaluate the "blended approach, as well as key lessons learned for future implications of this approach.

Section 1: Introduction and Background.

GOAL is an international humanitarian response agency established in Ireland over 40 years ago. GOAL delivers a wide range of humanitarian and development programmes, with a focus on systems, partnerships and building resilience in thirteen countries across Africa, Latin America, and the Middle East. As an Irish based international agency, it has a long-standing relationship with the Government of Ireland's Department of Foreign Affairs (DFAT), Irish Aid. As a trusted partner, GOAL has received funding from Irish Aid to respond to humanitarian crises, and to deliver in longer-term development cooperation programmes, in particular in fragile contexts, over many decades.

As a front-line agency in the delivery of humanitarian supports in some of the most difficult contexts to many of the most vulnerable communities in the world, GOAL has a rich depth of institutional knowledge and practical experience of the international development cooperation sector. With approximately 2,500 staff based in partner countries for over four decades, GOAL has extensive experience in working with populations from humanitarian to development stages, from emergency through to recovery and rebuilding, with a particular focus on building resilient and sustainable systems of recovery. Thus, GOAL have worked within what has become known as 'the humanitarian-development nexus' (see for example https://www.unocha.org/fr/themes/humanitarian-development-nexus) for many decades and have an intimate understanding of the challenges and constraints of operating within this space.

As has been noted above, DFAT have long standing relations with GOAL and a deep understanding of the GOAL approach to development cooperation and humanitarian action. On the basis of this relationship of trust and the shared recognition of the need for innovation in this space, GOAL received funding in 2018 through a pilot scheme for both its development and humanitarian work, known as the "blended approach". The blended approach provides a single funding structure for humanitarian and development work, and permits the organisation to move funds across projects to allow for flexibility and

5

adaptability to suit the specific needs of the context. At present, GOAL is the only Irish INGO receiving this model of funding. The DFAT, Irish Aid traditional funding model in operation with the vast majority of NGOs in Ireland is a two-stream model, split between development cooperation and humanitarian activities.

The aim of the pilot is to test the "blended approach" in supporting humanitarian and development practitioners to work together in building the resilience of fragile communities and developing sustainable and context-relevant solutions for communities supported by GOAL. The purpose of this review report is two-fold. Firstly, it is intended provide DFAT with insights into use of the "blended approach", and its suitability for wider deployment to other agencies in the sector. Secondly, it documents the learning from the pilot process for sharing both internally within GOAL, and externally, with other agencies and organisations within the sector.

The review and subsequent report emerged following seven key stages – research design; rapid rigorous literature review; primary data collection & analysis; report drafting; report review and feedback collection with participants; revisions; delivery of final report to GOAL Senior Management Team (SMT) for engagement with DFAT. The review focused on two key questions. Firstly, what are the effects of the "blended approach" on GOAL's operations in the following areas – **relevance; efficiency; effectiveness; and sustainability**. Secondly, it examined if **the type of programme, country context and organisation** influence the effects of the "blended approach"? Following consultation between GOAL and collaborators at Trinity College Dublin, the review utilised and adapted the OCED development effectiveness indicators to form the basis of the analytical framework. It utilised qualitative methods to collect all data and inputs. Methods included a rapid review of existing literature on the subject of the humanitarian-development nexus, and also collecting primary data through a series of in-depth interviews and focus groups with GOAL key staff – both in its headquarters and in a number of key countries of various complexity, programming and geography.

The findings of this review indicate that a transition to the "blended approach" offers a strong possibility to enhance and deepen the relevance, efficiency, effectiveness and sustainability of GOAL operations and programming over time. Most specifically, the

areas of joint programming and flexible funding allow for significantly more adaptable forms of responding to context-specific needs. The time-saving potential of unified reporting, monitoring, evaluation, and learning systems was also noted as a key benefit of this shift, enabling greater efficiency in the design, planning, and management of programmes. However, the review finds that further efforts are required by GOAL to reflect and adapt to this way of working and thinking into project design, monitoring, evaluating, reporting and learning structures of the programme teams to reap the full benefits offered by this approach.

Further findings relating to the second question suggest that this approach is more suited to operations in complex and fragile contexts. It highlights how understanding the context is paramount to the success of the "blended approach" as a vehicle for more effective programming as fragile contexts, areas of acute crises and conflict, as well as areas with high numbers of Internally Displaced People (IDPs) and refugees, require flexibility and adaptability. The pooled funding allows for both systems strengthening, and influencing behaviours. The report presents case studies that illustrate how the "blended approach" is being used in practice in GOAL programme countries funded by DFAT, Irish Aid.

The following section provides an overview of the methodology and methods used in the review. The results and findings are then presented and discussed. Finally, a set of key lessons learned and recommendations are shared which have emerged through the review and are relevant for ensuring that the blended approach can maximise its potential to drive greater efficiency and effectiveness, and to support organisations in delivering more sustainable solutions for vulnerable populations.

Section 2: Research design, methodolgy and research methods

The study was proposed by GOAL in January 2020 following a request for projects issued by the Masters in Development Practice (MDP) NGO placement module through the DOCHAS newsletter. MDP have collaborated on a range of small-scale desk-based research projects for GOAL over many years. This has presented excellent learning

opportunities for the masters' student and provides a supportive space for collaborative engagement between emerging academic researchers and practice experts. For this project, two students were selected to engage as research assistants and dedicated over 250 hours of effort to the development of this review. They were supervised by GOAL Head of Monitoring, Evaluation, and Learning, Dr. Enida Friel, and supported by the module coordinator and lecturer, Dr. Susan Murphy.

The review process unfolded over seven stages. Firstly, the research design stage entailed brought the team together to determine the scope, focus, and analytical framing of the project. This was an iterative process, seeking to balance GOAL's specific requirement with the resources and capabilities available. Given the focus of the pilot on improving the effectiveness of cooperation and programming, the team agreed to utilise the OECD development effectiveness indicators as a guide to framing the research questions and data collection instruments. The research questions were crafted and agreed; and a formal project plan was established to guide the work over a twelve-week period.

1. What are **the effects of GOAL's use of the "blended approach"** in terms of?
- Relevance
- Efficiency
- Effectiveness
- Sustainability

2. Does **the type of programme, country context and organisation** influence the effects of the "blended approach"?

The second step entailed the research assistants' conducting a rapid literature review of existing academic literature to understand the key concepts of the humanitarian development nexus. The study focused on literature that contained the keywords "blended approach", "humanitarian-development nexus", "aid funding", "developing countries" using Web of Science (WOS), ScienceDirect (SD) and Google Scholar (GS). Selection criteria included articles within the timeframe of 2017 - 2020, in English, the availability of the full text and relevance to the HDN. Figure 2.1 shows the results from this search, in which 18 papers were chosen for analysis. In addition, these 18 papers

were used as a guide to other relevant papers on the humanitarian development nexus which were chosen from these selected papers' reference lists.

The study also included grey literature documents: five GOAL mid-year 2019 reports from Haiti, Malawi, South Sudan, Iraq and Ethiopia – as examples where the "blended approach" was being implemented- and two GOAL Irish Aid annual reports from 2017 and 2018. The study also included examination of five United Nations (UN) reports and two reports from the Organisation for Economic Co-operation and Development (OECD).

Academic Literature						
Database	Keywords		Criteria			
	'Blended approach' AND 'developing countries' AND 'aid funding'		2017 -2020	Full Text	English	Relevant
WOS			3	3	3	0
SD			16	16	16	0
GS			6	6	6	0
Total Selected						**0**
	'humanitarian-development nexus' AND 'developing countries' AND 'aid funding'					
WOS			0	0	0	0
SD			79	79	79	6
GS			6	6	6	6
Total Selected						**12**
	'humanitarian-development nexus'					
WOS			6	6	6	6
Total Selected						**6**
Total						18
Grey Literature						
GOAL Reports		7				
UN Reports		5				
OECD Reports		2				
Total						14
Grand Total:						32

Figure 2.1: Search results from literature review

The literature review was then carried out on 32 papers using the key questions selected above and using the Harvard referencing system to log documents. Results are detailed in Section 3.

Primary data was collected and analysed through the third phase. This part of the study was intentionally exploratory in nature, using a clear analytical framework and qualitative methods of interviews and focus groups, to investigate the experiences of GOAL staff in utilising the "blended approach" in practice. This method was critical to understanding the humanitarian development nexus in GOAL programme countries

funded by Irish Aid and how GOAL understood and used the "blended approach" funding from Irish Aid to operate in that space.

Prior to commencing with the data collection, the study was required to undergo Trinity College Dublin's research ethics process. This is designed to ensure that researchers avoid any harm during all stages of the project. It requires researchers to ensure that they have a clear plan to protect participant information and data; ensure all activities are anonymised and fully confidential; and that the data management and storage protocols comply with all Global Data Protection Regulations (GDPR). The study received ethical approval from Trinity College Dublin and participants were provided with information forms on the nature and intent of the study and were invited and signed a consent form to facilitate their participation. All participation was entirely voluntary, and participants could choose to withdraw from the study at any time.

A bespoke questionnaire was designed to assist in collecting data from staff. The framework selected to guide this process was Organisation for Economic Co-operation and Development/ Development Assistance Committee (OECD/DAC) evaluation criteria, which includes the topics of effectiveness, efficiency, sustainability, and relevance. This analytical framework was critical to understanding the effects of the "blended approach" as these four criteria are used by GOAL to evaluate the strengths and weaknesses of their programmes.

According to the OECD/DAC (2019), the four key concepts can be defined as follows:

Concept	Definition
Relevance	The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.
Effectiveness	The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.
Efficiency	The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
Sustainability	The extent to which the net benefits of the intervention continue or are likely to continue.

Figure 2.2. Key concepts of the evaluation framework (OECD/DAC).

Using these four key concepts, questions were formulated around the relevance of the "blended approach" and effect of the "blended approach" on effectiveness, efficiencies and sustainability of the programme in which it was employed, through a blend of closed and open questions. Attitudinal questions using the Likert Scales to measure staff's attitudes and perceptions were also added to the questionnaire. This allowed staff to define the level of topics such as 'effectiveness' for themselves. The inclusion criteria for interviewees were staff working directly with GOAL - both at HQ and at country offices - and had experience working with the "blended approach" since its implementation in 2018.

The study entailed seven interviews with key staff members and three focus groups. Some **27 staff** at GOAL participated in this process. Staff included HQ and overseas programme. At HQ, staff from a variety of functions were interviewed- programmes, monitoring and evaluation, funding, operations, finance, logistics, compliance- at senior, middle management, and more junior level. Three field-based teams were also interviewed representing country programmes of different size, nature, and geographic

regions. Staff at field level included a variety of functions- Country Director, Assistant Country Director for Programme, Systems, monitoring and evaluation.

After selecting key participants, structured interviews and focus groups were conducted with staff to ensure that each person used the same evaluation criteria *(full questionnaire available in Appendix 1).* Where possible, staff were interviewed face to face at the GOAL HQ in Dublin or over Skype. The interviews and focus groups lasted approximately one-hour. Audio and written notes were recorded and have been uploaded to a password-protected drive where they will remain for a period of five years.

Following data collection, the data was transcribed, coded, analysed and categorised through the analytical framework outlined above. The findings are presented in Section 3 and Section 4 of this report.

Phase five entailed the research team completing a full draft of the report and delivering this to GOAL at the end of April 2020. The report was then shared with a number of staff at GOAL for their feedback and comment in the sixth phase. This feedback was then integrated, and a full redraft of the report was completed in May 2020. This was then delivered to GOAL Senior Management Team (SMT) for engagement with DFAT.

Section 3: Literature Review

3.1: Definition of the Humanitarian Development Nexus

The literature collectively defines the humanitarian development nexus as a system-wide coherence between development and humanitarian actors to tackle the root causes of crises and conflict. This includes being on-site before, during and after a crisis and building resilience in vulnerable communities to support them in withstanding the effects of future shocks.

Practices of development cooperation and humanitarian action are historically distinct communities of practice. They operate within distinct institutional and governance structures and have different funding structures, aims, and operating principles.

Humanitarian action is guided by the operating principles of impartiality, neutrality, humanity and independence. Development cooperation, following on from the Aid Effectiveness Declaration, is guided by principles of partnership, ownership, results, mutual accountability, and harmonisation. Humanitarian action traditionally entails short-term engagement with populations arising as a result of a distinct event and aimed at saving lives and alleviating suffering through the provision of basic services to meet basic needs including water, shelter, food, healthcare, and basic protections. Development cooperation is typically longer term. It responds to ongoing structural and systematic issues which hinder economic, social and institutional development, while ensuring communities are resilient and sustainable. It can entail partnership with participating governments to achieve shared goals, thus making development work inherently political, thus challenging humanitarianisms basis of neutrality.

As the structure and nature of disaster and development have shifted over time, the distinction between these two fields of practice has weakened. Humanitarian actors now find themselves working in protracted crisis situations and as such, research suggests that the lines between humanitarian and development have blurred with response, recovery and development activities operating in parallel. Prevention and resilience are now recognised as being critical to both humanitarian and development work and thus should be interlinked (Stamnes, 2016; Shusterman, 2019; Kaga and Nakache, 2019; Lie, 2017; Décobert, 2020).

3.2: Key Concepts of the Humanitarian Development Nexus

As the distinction between these operating spaces continues to weaken, the literature suggests that humanitarian and development actors are collaborating at higher levels to ensure that they collectively understand the context in which they work, mobilise their resources together, and plan activities that foster both resilience and sustainability within local communities. In essence, literature suggests that practice has led theory and policy in this space, based on shared recognition of the need for greater collaboration to meet the needs of vulnerable communities. The key concepts of the humanitarian development nexus are outlined below:

Determine the context:

According to a UN Working Group on Transitions (2017), classical humanitarian action has not traditionally conducted sufficient contextual and situational analyses. Within the framework of the humanitarian development nexus, increased emphasis is placed on such analyses as the need for actors to recognise the different constraints and capabilities of each community in terms of political, security, economic and social fragilities in order to set the foundations for increased resilience and sustainable development of communities over time (UN Working Group on Transitions, 2017). Kaga and Nakache (2019) argue that when humanitarian actors crossover into development, there is often a lack of information on how they implement this in practice, as well as navigating local power dynamics. The authors argue that developing an understanding of this will strengthen the humanitarian sector and provide a clear path to its role in a humanitarian development nexus.

Joint programming:

Under the nexus theory of change, it is recommended that humanitarian and development projects and programmes receive their funding in one pot and should work together to plan and use these resources in the most effective way in order to progress from humanitarian to development activities. This may mean using funding during a health crisis, not only to help people access treatment, but also strengthen health systems to deal with future crises. Traditionally, structural challenges to this include funding cycles, institutional and policy architectures guiding as well as governance (Décobert, 2020).

Prioritise prevention / resilience:

International actors can reduce fragility and increase resilience and sustainability by placing greater emphasis on prevention. This includes risk analysis and strengthening capacities - from peacebuilding capacities to healthcare facilities, as well as addressing root causes of conflicts and disasters (Stamnes, 2016).

Flexible financing:

Within the nexus, donors are encouraged to facilitate multi-year funding to allow longer-term development plans to be mobilised. Donors should also prioritise funding for

projects that specifically address multiple humanitarian and development issues as well as allowing budgets to adapt to evolving situations and needs (Décobert, 2020).

Increasing sustainability through synergy building:

According to the research, sustainability is maximised when local players work coherently and are geared towards a collective outcome. This includes international actors engaging with the government, civil society, and the private sector who can contribute to efforts once aid investments cease (Stamnes, 2016; Shusterman, 2019; Kaga and Nakache, 2019; Lie, 2017; Décobert, 2020).

3.3: Humanitarian Development Nexus in Different Contexts

The literature presents an array of results on the application of the nexus in different contexts.

Fragile contexts:

There is a general consensus in the literature that the nexus is a suitable approach in fragile contexts. Shusterman (2019) argues that fragile states are linked to a country's environmental and political context and that the challenge of overcoming fragility lies neither solely in humanitarian nor development lines. The author argues that in order to overcome fragility, humanitarian and development actors must work together on a range of interventions that are contextually sensitive and relevant.

According to the Fragile States Index (2019), Yemen was ranked as the most fragile state followed by South Sudan due to environmental and political factors. Spiegel (2017) and Kattan (2018) argue that these countries need both a humanitarian and development approach in order to meet the population's basic needs, such as healthcare, as well as rebuilding the communities through longer-term projects which would allow them to sustain future shocks.

Areas of acute crisis:

It is also evident in the literature that the nexus is suitable in areas of acute crisis. It is often argued that the impact of the Ebola crisis on the health systems in West Africa highlighted the need for a humanitarian-development nexus approach as it caused

widespread disruption to the wider health system. Hinga (2019) states that the famine in Somalia in 2011 also highlighted to both humanitarian and development agencies that the "business as usual" approach was not sustainable and that agencies needed to work together and develop strategies for enhancing resilience within communities before shocks occur.

Areas of conflict:

The literature varies on whether the humanitarian development nexus works well in areas of conflict. Dadu-Brown, Dadu and Zaid (2017) argue that the civil war in Syria created one of the world's largest humanitarian crises with millions of people displaced, communities fractured, and physical and economic infrastructure destroyed. The authors argue that despite humanitarian actors working tirelessly to provide aid, humanitarian work alone is insufficient to solve this evolving crisis, unless it is accompanied by resilience and early-recovery activities. Meanwhile, development actors operating in the same contexts are working in sectors relevant to the humanitarian response, such as in education, water and sanitation and food security. However, there has typically been limited co-operation with the humanitarian actors.

Kaga and Nakache (2019) and Stamnes (2016) also examine if the humanitarian development nexus is suitable in situations of active or ongoing conflict, where protection and saving lives takes priority over systems strengthening, at least in the immediate-short term. The authors argue that during on-going conflict, it is critical that humanitarian actors can reach the populations that are in need and do not have any political interference, thus core humanitarian principles of neutrality and impartiality are critically important to ensure access and a safe space for humanitarian action. Furthermore, they argue that sources of funding for resilience and recovery programmes in conflict zones can be very difficult to find. This case points to a serious underlying and unresolved tension in the adaptation of blended approaches as humanitarianism is intended to be apolitical and neutral, focusing on urgent needs of any and all human beings. Development, on the other hand, is essentially political and normative. This divide is accentuated and amplified in ongoing complex emergencies.

Internally displaced persons/refugees:

Much of the literature suggests that the humanitarian development nexus can be an effective mode of operation in areas where there are internally displaced persons (IDPs) and refugees. Today, there are some 70.8 million displaced people and the average length of displacement has extended from 17 years (Stamnes, 2016) to 26 years (UNHCR Global Trends, 2019).

Dadu-Brown, Dadu and Zaid (2017) and Spiegel (2017) state that there are an increasing number of people who find themselves in vulnerable situations that exceed the funding cycles of traditional humanitarian assistance models. For example, IDPs in Afghanistan or Somali refugees in Ethiopia have found themselves in protracted crises where they have access to services which meet their basic needs, but do not have the stability or infrastructure to rebuild their lives, or to build sufficiently robust resilience against on-going shocks. The authors argue that humanitarian aid alone cannot make these vulnerable groups resilient or able to develop financially and are so dependent on aid.

Spiegel (2017) argues that to allow IDP and refugees to move from a humanitarian to development stage while displaced, alternatives to camps should be provided to allow refugees and IDPs to live with some normality and independence, as well as integrating them into existing health and social systems within their host country rather than creating parallel systems. Furthermore, the author argues that multi-year committed funding is needed for humanitarian organisations to work within the government healthcare development plans and with development actors to ensure the integration of refugees and IDPs into national systems, as providing funding on an annual basis with no long-term commitments can be seen as having no real long-term effects.

Dadu-Brown, Dadu and Zaid (2017) also state however, that there can be concern about the blurring of principles and how governments could influence the effectiveness of the humanitarian development nexus as they do not want refugees and IDPs staying for long periods of time. The authors argue that although humanitarian actors can be seen as taking a political stance if they work alongside local governments, it is critical for humanitarian actors to develop the capacity of local councils in essential service delivery to ensure that small local neighbourhoods become self-sufficient.

3.4: Main Challenges of the Humanitarian Development Nexus

The literature presents a wide range of challenges to the successful implementation of the humanitarian development nexus. These include:

Lack of flexible and multi-year funding:

Décobert (2020) states that one of the biggest challenges of the nexus is that funding must be pooled and that donors must be willing for the funding to be flexible. A core challenge with this is the fact that development aid is intended for longer periods of engagement and often entails multi-year funding, whereas humanitarian aid is urgently dispatched (Hinga, 2019).

Conflicting principles of humanitarian and development work:

The sometimes-conflicting principles between humanitarian and developmental work can be seen as a barrier to the nexus. In practical terms, this can result in lack of sharing of information between humanitarian and development actors, in particular, in order to protect the core operating principles of neutrality and impartiality. This is because the development cooperation activities often works with local governments which can be seen as political interference and in conflict with core humanitarian principles. The literature argues, however, that this challenge can be overcome by first determining whether the context is suitable or not for the humanitarian development nexus and then working to strengthen local stakeholders (Dadu-Brown, Dadu and Zaid, 2017; Hilhorst, 2018; Hinds, 2015; Décobert, 2020). Further, the sustainable development goal framework, and the underlying principle to leave no one behind and to start with the furthest behind further, offers an opportunity for greater coherence between development and humanitarian actors, and clearly coheres with the principles of humanity and universality relevant to humanitarian action.

Gaps in knowledge:

At a practical level, a final barrier that emerged through the literature is the gap in knowledge and understanding of how the nexus can work and be monitored and evaluated. This gap exists between both donors and practitioners as it can often be hard to synchronise perspectives, principles, goals, reporting and funding cycles (Hinds, 2015; Hinga, 2019).

Section 4: Results & Discussion

4.1 Cases of the "Blended Approach" in Practice

Before sharing an overview of staff perspectives and lived experiences of transitioning to the "blended approach', the following shares some cases of how the "blended approach" has been used in practice since its inception in 2018. This is necessary to ground the staff reflections and provide concrete experiences of what this shift means in practice.

The following figure (4.1) shares some examples of the implementation of the "blended approach" in a number of key GOAL programme countries including Haiti, Malawi, South Sudan, Ethiopia, and Iraq.

Country	How the "blended approach" funding is used
Haiti	"Blended" activities are being implemented in Port au Prince and Jeremie, which have been affected by natural disasters for some time in Haiti. GOAL's aim in these areas is to build resilience to deal with future shocks. An example of the flexibility and adaptability of this model can be found in the supports given by GOAL to families who lost their homes due to fire. As result of the "blended" funding, GOAL was able to provide immediate relief through cash vouchers to these families. To help build resilience long term, GOAL intends to include these families in its Disaster Risk Reduction (DRR) training, livelihood activities, and micro-projects, also funded by the "blended approach" programming, to secure their homes and neighbourhoods against future disasters.
Malawi	With cyclical humanitarian crises a reality in Malawi, the Irish Aid funded programme, where the "blended approach" is implemented, includes a DRR component aimed at helping communities to prepare for and respond to disasters. This includes a focus on strengthening civil protection committees and revamping early warning systems and disaster simulation exercises. When Cyclone Idai hit, through its "blended" funding, the programme contributed non-food items, including chlorine, to the

	immediate WASH response efforts. GOAL's presence on the ground in affected areas (made possible through the Irish Aid funded programme), and its "blended" funding model, were major factors in their ability to contribute to the response fast and leverage additional humanitarian funding further for the response.
South Sudan	Its "blended" funding from Irish Aid, enabled GOAL to participate in the Ebola Emergency Response Planning and Preparedness in Yei River state with other partner organizations. GOAL also used its "blended" funding to facilitate a rapid health assessment in Kajo Kej to explore opportunities to increase access to quality health care services in South Sudan.
Iraq	In Iraq, GOAL's targeted areas were occupied by IS and have been badly affected by the conflict over the past few years. The communities coping mechanisms there are weakened and they are very susceptible to further manmade or environmental shocks. Through its Irish Aid funded programme, GOAL provides DRR and Emergency Preparedness Planning training to community members in these areas to strengthen their capacity to respond to any further shocks that occur.
Ethiopia	With its "blended" funding, and in response to the cholera and diarrhoea outbreaks in the East Hararghe Zone in Ethiopia, GOAL was able to support the Zonal Health Office in preparedness, response and case management though the provision of non-medical supplies. GOAL is also continuing to strengthen the capacity of the government rapid response team on mobilisation, deployment and response to spikes in acute malnutrition.

Figure 4.1 Examples of countries in which GOAL implements a "blended approach"

4.2 Organisational ethos and approach to practice: One size will not fit all

A key overarching theme which emerged throughout the interviews and focus groups, but that is not widely addressed in the literature, is the organisational ethos and general approach to practice that is necessary for the successful implementation of the "blended

approach". This came through clearly in a large number of discussions and is perhaps best captured with the following statement:

*It is very suitable for GOAL because it is the context in which we work where you have both situations involving and interchanging all the time. Also, **GOAL is a very agile organization**, adapting and responding, not just on its programmes but also in its processes to fulfil a need. "Blended approach" allows for that to move and be responsive to changing needs. It **suits an organization that is agile** rather than an organization that has fixed processes.* (Interviewee 1, emphasis added)

In interviews and focus groups, staff and participants noted that ***the type of organisation influences the effects of the "blended approach".*** By this they mean both that the organisation must work in both humanitarian and development contexts, and that the organisation must demonstrate a capacity and ability to adapt to evolving situations. One responded stated:

*"It is absolutely **fundamental that an organisation using the "blended approach" is agile and adaptive** in order to respond to needs in fragile contexts. GOAL has always acted in this way, which is why it suits the "blended approach"* (Interviewee 6, emphasis added*).*

Thus, for organisations that are less agile and responsive, this approach may be challenging to operationalize without significant consideration being given to the shifts required for the organizations to adapt to new ways of working. Rather than assuming that the "blended approach" will suit all agencies, and to maximise the benefits the approach represents, it is imperative that agencies can demonstrate capacity for agility and flexibility.

As this participant further notes:
*If I think of my previous experiences in other organizations where we had the funding separated and I compare now with GOAL I think **the "blended approach" allows for more communication, more synergies at the programme level, more joint outcomes** and so on.* (emphasis added)

Thus, it would seem that a key lesson learned is that one size will not fit all. Due diligence on the structure, ethos, and operating practice of the agency is necessary do determine their fit for this model.

4.3: Staff Perception on Effects of the "blended approach"

Staff were asked about their perception of the relevance, effectiveness, efficiency, and sustainability of the "blended approach". Below are some of the themes that emerged from their responses.

4.3.1 Relevance of the "blended approach"

Similar to findings across a range of literature, one of the key themes that emerged from the interviews and focus groups was that **the effects of the "blended approach" greatly depends on the country context**. Again, this points to the lesson that one size may not fit all contexts of need. The results echoed the literature that suitable contexts include states that are fragile, in acute crises, or have a high number of IDPs and refugees.

Fragile states:

The results from the staff interviews indicate that **the "blended approach" is suitable in fragile states** that are susceptible to environmental and human shocks as it allows aid workers to be more flexible with funding. As one respondent noted, the "blended approach" is working well in GOAL's programme in South Sudan, which has a fragile economy and unstable political institutions due to constant shocks.

As one respondent noted:
Country context: Certainly is relevant for fragile context, which countries with a higher fragile setting and/or countries scored with higher risk categories or/and crisis. Basically all of the GOAL countries fall into either or both of the fragile (Interviewee 2)

Rather than a linear progression from humanitarian to development work, it is constantly shifting back and forth, and a *"blended approach"* thus **seeks to build foundations of resilience** within communities to end this cycle. Another respondent succinctly explains:

*"There is a fear that you may never move to development, but that is ok, because the circumstances aren't right for us to move into development activities. Recently, when we had an emergency humanitarian response in the health sector, we also strengthened existing government systems. Even though that was a humanitarian response, it resulted in a reduced turnover of government staff in those areas which allowed for some stability. Making these vital services more efficient and sustainable has huge benefits for the local communities (*Interviewee 3*)".*

However, the team pointed to other contexts that would simply not be appropriate for a "blended approach". The programme in Turkey was cited as one example, where a more traditional development cooperation approach rather than humanitarian action is required.

Turkey, for example which operates IAPF, and funding is very specific would not suit a blended approach.....A non fragile state but has a high level of refugees there is relevant to do developmental activities with those refugees how get them to be accessing existing services, not setting up parallel services. How to make them be in a situation where they are self sustaining, those are much developmental activities and I would say fit with a normal Irish Aid funding , I don't see that the HPP would be particularly relevant in that instance (Interviewee 2).

Thus, a key lesson highlighted by experiences staff is that context matters and the "blended approach" is less suited to non-fragile states engaged in development programmes.

Acute crises:
The study's findings were also consistent with the literature that **the "blended approach" is suitable in areas with acute crises**. Respondents stated that the flexible, pooled funding allowed GOAL teams to keep country district offices open and to **get teams on site quickly to respond to crises**.

"In Malawi, we spent some of the pooled funding on keeping the district office which was paramount to our humanitarian efforts when Cyclone Idai hit. Because we had the office,

we were able to receive money from the WFP which greatly assisted in our response efforts (Interviewee 4)*."*

Another staff member in Focus Group 1 stated that when the Ebola crisis hit South Sudan, they were able to travel quickly and carry out an emergency assessment rather than having to apply for funding, which made decision-making much quicker.

"If there is an acute phase like a disease outbreak, we can immediately do assessments and address it. A lot of our teams work on resilience building which means that when a disaster emerges, our communities are more resilient in terms of nutrition, health and planning for the future (Focus Group 1)*."*

IDPs and Refugees:

In line with the extensive literature covered in this study, respondents agreed that the ***results of "blended approach" vary in areas with high levels of IDPs and refugees***. While some staff members reported that this group benefits extensively from a mix of humanitarian and development aid, others were concerned about the blurring of principles and how governments could influence the effects of the "blended approach".

One respondent noted:

"IDPs and refugees require both humanitarian and development support to ensure that they have access to vital services both short and long term. This is particularly relevant when people return to their former homes and are left to reorganise their communities (Interviewee 7)."

In contrast, however, another staff member warned that often governments do not want refugees to become too comfortable and may try to interfere in NGO work.

"There are some examples where the government doesn't like the refugees to get too comfortable and stay ... because NGOs are supplying humanitarian aid, .. they stay .. for years to use the services. Governments don't like that because.. they want these people to go home, but the reality is these people won't go home if there isn't anything to go home to, so there can be some contexts in which the blurring of lines between humanitarian and development work can be problematic." (Interviewee 3)

This contrast in staff perception is also echoed in the literature, which highlights the critical importance of understanding a country's context before implementing a "blended approach".

4.3.2 Effectiveness of the "Blended Approach"

Three key findings emerged around the topic of effectiveness that point to important lessons from this pilot – firstly, from the organisational perspective, GOAL is now empowered to practice and to work in the way that it has always deemed necessary and appropriate – the "blended approach" expects agility, flexibility and speed of response. Secondly, and not something which featured in the literature, but which came through the staff experiences is the area of community trust. Being able to react, respond, and support communities with whom GOAL are engaged when a new crisis emergences builds trust and an important relationship with communities. Thirdly, the challenge of measurement and attribution.

In line with the literature, there was consensus among GOAL staff of a theory of change that assumes a linear progression from meeting humanitarian need to development and that the *"blended approach" ensures that political, economic and social fragilities are first met before moving onto development activities"* (Interviewee 3, emphasis added). The study asked 16 staff members to rank key contributions (as identified by GOAL) of the "blended approach" using the Likert scale presented below:
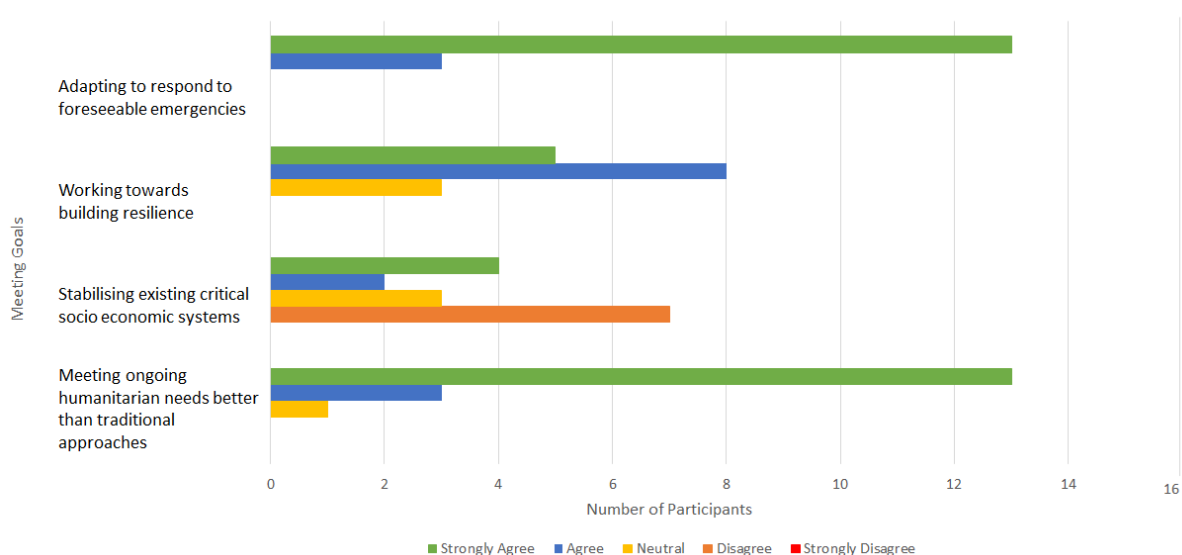

Figure 4.3: Histogram on staff perception on effects of the BA

There was a consensus among staff that the ***"blended approach" allows the organization to adapt and respond to immediate emergencies, meet ongoing humanitarian needs better than traditional responses, and work towards building resilience of communities*** affected by poverty and crisis. This is confirmed by the examples of the implementation of the "blended approach" outlined in the section above.

On the topic of trust, building and maintaining community relationships, the following was shared from experiences in Ethiopia
The development side gives us a real presence in an area. In the event that a crisis occurs, we have our presence, we have our staff, we have offices, the community knows us, so we can respond more quickly and it helps us to work more on humanitarian funding as well if we need to because we are already there. We are better positioned to respond. We can meet beneficiaries needs as they arise rather than restrict them to one type of response if we feel the needs are different, we can adapt. (Focus Group 3)

As is well understood, ***trust, partnership, and relationships*** with communities are essential elements of successful programming across the nexus. The "blended approach" facilitates this process and nurtures these relationships. This was an unexpected finding that did not feature heavily in the literature, but emerged strongly from the qualitative data.

Staff, however, had ***mixed views if the "blended approach" enables the organization to stabilise existing critical socio-economic systems***. As one respondent noted:

"It is very difficult to say it stabilises systems if states are fragile as whatever gains are done this year, could be undone next year. You can say it contributed to stability but not attribute any one organisation's programme to stability (staff member, Interview 3)."

This is a critical finding as it sets out some of the limitations of both monitoring and evaluating the effects of a "blended approach" model of funding. The key lesson learned on the question of effectiveness is that the approach is widely perceived to be *more effective* as it logically permits greater flexibility and adaptability to meet needs within fluid and shifting contexts. As one participant notes, "*you can time and develop activities*

around the field reality rather than some artificial assumptions" (Interviewee 3). However, there is the age-old **problem of measurement and attribution**. It is currently not possible to measure the precise effects of this "approach" and to isolate this variable from other factors that are influencing outcomes in a given context. In the context of South Sudan, for example, one participant shared the following pragmatic insight:

You can say it contributed to stability but not attribute any one organisation's programme to stability. (Interviewee 3)

4.3.3 Effect of the "Blended Approach" on Efficiency

Across interviews and focus groups, all staff were keen to note the time-saving measures afforded by the shift to the "blended approach". Although all relevant data must be recorded and reported, as only one report is required from the "blended" funds, there are significant time savings on reporting and recording. Respondents highlighted how only *having one results framework and one budget increased teams' efficiencies*. This was particularly emphasised by one participant when they noted:

"From a finance and compliance perspective it allows aid workers to be able to move more quickly into a scenario and implement a programme as there is flexibility in the budget. If you have one process for both funding streams it also means less paperwork and less bureaucracy" (Focus Group 2).

According to another participant the move to a blended approach lends itself to *improved compliance*.

From Compliance perspective it has more to do with efficiency in terms of program implementation, since it allows us to move quicker to the place where it is needed. We have flexibility in the overall budgeting. We may move money from a country to another country if an emergency appears. (Focus Group 2)

But increased efficiency was evident in responses beyond financial, compliance, administrative and reporting activities. As teams that traditionally design programmes separately, it was noted that the collective engagement in the design and implementation processes also increased **speed of response** and overall, teams are able to do more with

less, through collaborative engagement from the inception of projects, rather than reacting to emerging circumstances that require new team members and fresh designs mid-way through projects. For example, the following was noted by participants in one focus group:

[It] allows us to take a more holistic approach. It is helpful to have one single grant so you can cover working on humanitarian-development and anything that's kind of in between that has the same starting date, so we know we are having the same staff for the whole length of the project as well as the same communities. (Focus Group 3)

4.3.4 Effect of the "Blended Approach" on Sustainability

Staff also stated that **the "blended approach" led to an increase in sustainability** for the GOAL projects. Respondents noted that addressing the root causes of problems and engaging local stakeholders **allowed communities to become more resilient and sustainable.**

One respondent noted:

"You are not just fixing the health system to treat malnutrition, you're reducing the need to treat malnutrition. It's a very small scale but it does allow us to make changes that are sustainable after we leave. For example, in Malawi, we used a system of co-lead farmers, so you train one farmer, who will then train all the farmers within the village". (Focus Group 3)

Another respondent noted that the "blended approach" is working well in Ethiopia. **Pooled and flexible funding have allowed the organization to focus on both systems strengthening as well as behavioural changes** to improve health and nutrition outcomes. These actions and activities would not have been possible through the traditional siloed approaches.

One participant stated also that:

*"The "blended approach" not only allows us to rapidly respond to unprecedented crises but also enables GOAL to **build** our **capacity in new areas of expertise** around cash transfers and resilience building. In addition, our effective response is **establishing trust and***

credibility not only with communities but also local governments which further assists us in achieving our development objectives". (Interviewee 5)

4.4: Key challenges and lessons learned from the implementation and operationalization of the "blended approach"

The following outlines both practical challenges of implementation; and key lessons learned regarding the suitability and applicability of this model to other agencies and contexts.

4.4.1 Practical challenges of implementation

The respondents noted a number of practical challenges to the successful implementation of the blended approach. This includes firstly, the need for increased training in the use of the "blended approach" to address a lack of knowledge among some staff regarding the nature and structure of this approach and how it is intended to change some ways of working within GOAL; and secondly, the need for updated and enhanced monitoring, evaluation and learning systems better suited to the "blended approach".

*"I don't think there is a strong understanding in GOAL how the "blended approach" allows us to do things differently. We **don't have enough understanding of the opportunities and challenges,** and **how best to record and evaluate the process".** (Focus Group 1)*

Other staff members highlighted how the humanitarian development nexus must be used correctly in order to achieve the benefits.

*"There is a **risk that the "blended approach" may not be used in the right way**. For example, if GOAL used the approach in Uganda which is a relatively stable country, you will not see the same effects. In places like Uganda, GOAL should only be focusing on developmental work in order to see real benefits".* (Interviewee 6)

It is important to note that the "blended approach" is not in fact used in Uganda by GOAL as the focus of GOAL's work in Uganda is indeed of a developmental nature.

Another respondent indicated **the risk that the "blended approach" may not be not managed correctly:**

*"If we don't plan and manage the "blended approach" effectively, we may neglect our long-term development goals and never achieve the level of resilience we strive for. **The "blended approach" needs to be constantly monitored and evaluated to be effective"** (Focus Group 3).*

4.4.2 Key lessons learned

Three key lessons emerged clearly from the qualitative data that do not yet feature heavily in the debates and discussions around the "blended approach" and how best to address the humanitarian development nexus. Firstly, this ***should not be considered a one size fits all*** approach. Secondly, that even in organisations and contexts that suit this approach, ***training is required*** on using the "blended approach". Thirdly, the challenge of measurement and attribution of impacts and outcomes to the model requiring ***further development of reports systems*** to better capture data across the nexus; and to conduct appropriate comparative analysis across blended and non-blended funded programmes.

One size will not fit all

There are two distinct ways in which the findings point to the need for extensive due diligence in advance of the application of a "blended approach". These relate to firstly, the type and nature of the organisation; and secondly, the context of need.

On the first point, the "blended approach" has been well suited to GOAL largely because GOAL has extensive experience working within and across humanitarian and development practice. Its country presence and field staff have built relations with partners and communities over many years. As a humanitarian response agency, GOAL's ethos, organisational structure, and approach to practice is essentially flexible, adaptable, and open to new ways of doing and being if this can produce better outcomes for the communities it serves. As such, ***the "blended approach" fits very comfortably with the GOAL approach.***

However, different organisations have different structures, ethos, and approaches to practice and thus due diligence is required to confirm that an organisation can adapt to this model, rather than presuming that it is suitable to all agencies engaged in both development and humanitarian activities.

Further, not all countries and contexts would be appropriate or suitable for a "blended approach". The feedback from participants to this study highlighted Uganda and Turkey as two locations where the country context would not be suitable for this approach. Thus, again this suggests a strong need to avoid a presumption of fit of this approach. Due diligence, including deep contextual analysis, would be required before deploying this approach.

Transition and Training

In spite of the fact that GOAL, as an organisation, embraced the opportunity to pilot to a "blended approach" and indeed feel that such an approach is more reflective of their reality on the ground, staff were also insistent that further training is required to ensure that programming and operations fully understand the nature of the shift to this approach. As one participant clearly notes:

The only challenge is we need to understand more clearly where we are blending and where we are not. So, it makes it less visible where we are applying this blend of humanitarian-developing funding and where we are not. (Interviewee 6)

Indeed, Focus Group 1 explicitly called for the blended approach to be maintained but ***recommended more learning to implement the "blended approach" more effectively on the ground.***

More specifically, staff suggested that they would benefit from further training on how humanitarian action can transition to long-term development and how development actors can implement resilient programming that prepares communities for future shocks. There is a deep process of learning entailed from both humanitarian and development practitioners who have extensive experience of traditional, siloed approaches to practice, operations, and programming. Thus, staff themselves recognised the need for further training, socialisation, and engagement with the opportunities afforded by this approach.

The attribution problem

Thirdly, as was noted above, the reporting systems, monitoring, evaluation and learning tools have not yet been fully adjusted to measure the impact of this approach and so it is not possible at this time to claim definitively that the "blended approach" leads to greater efficiency, effectiveness, resilience, or sustainability. However, given the early stage of the pilot, this is to be expected.

We are still at an early stage, so we need to be more deliberate with our monitoring. (interviewee 2)

Nor should it be presumed that the "blended approach" will somehow speed up the process of moving from a humanitarian to a development status. As one participant notes,

There needs to be really good guidance and clarity about what "blended" is and what the indicators are for monitoring it. There needs to be patience and give this time as we're not going to move magically from humanitarian to development in a year or two. (Interviewee 3)

Thus, further time is required to develop systems for measuring impact, monitoring performance, and reporting tools that can adequately and accurately capture the effects of a shift to this approach on operations, programming, outcomes, and impacts over time.

Section 5: Conclusion

The findings of this study clearly indicate that as people become increasingly threatened by conflict, climate change, infectious diseases and worsening displacement, the focus needs to shift from short-term humanitarian relief to long-term recovery and resilience building against future shocks.

For decades, the humanitarian–development gap has been recognised as a major challenge for development, and the "blended approach" model of funding has provided GOAL with a framework how this nexus can be addressed through critically understanding the context, joint programming, flexible funding as well as prioritising resilience and sustainability.

This study reviewed a pilot implementation of the "blended approach" by GOAL. It sought to address two key questions. Firstly, what are the effects of the "blended approach" on GOAL's operations in the following areas – **relevance; efficiency; effectiveness; and sustainability**. Secondly, it examined if **the type of programme, country context and organisation** influence the effects of the "blended approach"?

The findings of this review indicate that a transition to the "blended approach" offers a strong possibility to enhance and deepen the relevance, efficiency, effectiveness and sustainability of GOAL operations and programming over time. Most specifically, the areas of joint programming and flexible funding allow for significantly more adaptable forms of responding to context-specific needs. The time-saving potential of unified reporting, monitoring, evaluation, and learning systems was also noted as a key benefit of this shift, enabling greater efficiency in the design, planning, and management of programmes. However, the review finds that further efforts are required by GOAL to reflect on and adapt this new way of working into project design, monitoring, evaluating, reporting and learning structures of the programme teams to reap the full benefits offered by this approach.

Further findings relating to the second question suggest that this approach is more suited to operations in complex and fragile contexts. It highlights how understanding the context is paramount to the success of the "blended approach" as a vehicle for more effective programming as fragile contexts, areas of acute crises and conflict, as well as areas with high numbers of Internally Displaced People (IDPs) and refugees, require flexibility and adaptability. In addition to not suiting all country contexts, the "blended approach" may not cohere well with all organisational structures, ethos, and approaches to practice. Thus, careful consideration is required of where to apply this approach and which organisations are best placed to maximise the opportunities afforded by this new way of working.

While challenges remain, such as the conflicting operational principles of humanitarian and development practice, the lack of knowledge on how to implement, monitor and evaluate approaches to bridge this gap, as well as the risk of not implementing or

managing the approach correctly, the study highlights that if used in the right context, and by the right organization, the "blended approach" can increase resilience of communities affected by crises as well as efficiency, effectiveness and sustainability of programmes. Working in both context humanitarian and development and being a highly adaptable and agile organization were highlighted as important to the success of the "blended approach" from the GOAL pilot.

5.2 Limitations of the study

It should be noted that this study has at least three fundamental limitations in its design and delivery. Firstly, due to time and resource constraints, the researchers could not engage with any in-country partners or communities interacting with GOAL through the "blended approach". Thus, it is lacking input from a very significant and important set of stakeholders. Secondly, again due to time and resource constraints, the study design does not include a comparative analysis. This would greatly enhance understandings of the key strengths and weaknesses of blended and non-blended approaches. Thirdly, the qualitative data is drawn form a non-systematically selected group of participants and so the data is subject to charges of 'self-selection bias'. In seeking to acknowledge these limitations and mitigate the risks to which they give rise, careful consideration is given throughout the report to ensure that the findings are not over-generalised; and do not claim to represent a complete account of the implementation of the "blended approach". Rather, they share perspectives and lived experiences of practitioners engaged in piloting and testing this new approach, and draw key learnings from their experiences that may be relevant to others as they move towards more adaptive and flexible ways of working; and as they seek to build greater resilience and sustainable development futures for vulnerable populations and communities.

Section 7: References

AFH (2016), *New Way of Working, Agenda for Humanity*, UN Office for the Coordination of Humanitarian Affairs (UNOCHA), New York available at www.agendaforhumanity.org/initiatives/5358

Agensky (2019). *Religion, Governance, and the 'Peace–Humanitarian–Development Nexus' in South Sudan*. Springer International Publishing available at https://link.springer.com/chapter/10.1007%2F978-3-319-99106-1_14

Anholt and Boersma (2018). "From security to resilience: New vistas for international responses to protracted crises." *In Trump, B. D., Florin, M.-V., & Linkov, I. (Eds.). IRGC resource guide on resilience (vol. 2): Domains of resilience for complex interconnected systems. Lausanne, CH: EPFL International Risk Governance Center.* https://www.researchgate.net/profile/Marie_Valentine_Florin/publication/329319862_IRGC_Resource_Guide_on_Resilience_Volume_2_Domains_of_Resilience_for_Complex_Interconnected_Systems/links/5c34af2d92851c22a3649c7b/IRGC-Resource-Guide-on-Resilience-Volume-2-Domains-of-Resilience-for-Complex-Interconnected-Systems.pdf#page=25

Anholt and Sinatti (2019). "Under the guise of resilience: The EU approach to migration and forced displacement in Jordan and Lebanon". *Contemporary Security Policy*, 1-25. https://doi.org/10.1080/13523260.2019.1698182

Bennett, C. (2015) The Development Agency of the Future: Fit for Protracted Crises? ODI Working Paper. London: Overseas Development Institute. Available at: https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9612.pdf

Capstick, T. (2018). Resilience. *ELT Journal,* 72, 210-213. https://doi.org/10.1093/elt/ccx068

Center on International Cooperation (CIC). (2015). Addressing Protracted Displacement: A Framework for Development-Humanitarian Cooperation. New York: New York University, pp.1-28.
https://cic.nyu.edu/publications/addressing-protracted-displacement-framework-development-humanitarian-cooperation

Dadu-Brown, Dadu and Zaid (2017) Exploring the nexus between humanitarian and development goals in Aleppo. IIED, London.
https://pubs.iied.org/pdfs/10855IIED.pdf

Décobert, A. (2020). 'The struggle isn't over': Shifting aid paradigms and redefining 'development' in eastern Myanmar. *World Development,* 127, 104768.
https://www.sciencedirect.com/science/article/pii/S0305750X19304176?via%3Dihub

Demirel-Pegg, T. & Moskowitz, J. (2009). US Aid Allocation: The Nexus of Human Rights, Democracy, and Development. 46, 181-198.
https://doi.org/10.1177/0022343308100714

De Vos, M. (2015) Three positive trends that are bridging the humanitarian-development divide. Devex.
https://www.devex.com/news/3-positive-trends-that-are-bridging-the-humanitarian-development-divide-86598
– Accessed March 2020

Financing for Development (2016), Selected definition and characteristics of 'fragile states' by key international actors, https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/terminology/wcms_504528.pdf

Gabiam, N. (2012). When ''humanitarianism'' becomes ''development'': the politics of international aid in Syria's palestinian refugee camps. American Anthropologist, 114, 95–107.

https://anthrosource.onlinelibrary.wiley.com/doi/abs/10.1111/j.1548-1433.2011.01399.x

Gonzalez, G. (2016). "New aid architecture and resilience building around the Syria crisis", Forced Migration Review, , no. 52, pp. 26-28.
https://search.proquest.com/docview/1790567054?pq-origsite=gscholar

Gunoite F.S. (2018) A Humanitarian-Development Nexus That Works. ICRC Humanitarian Law and Policy blog.
https://blogs.icrc.org/law-and-policy/2018/06/21/humanitarian-development-nexus-that-works/ (accessed March 2020).

Hendriks, T. D. & Boersma, F. K. (2019). Bringing the state back in to humanitarian crises response: Disaster governance and challenging collaborations in the 2015 Malawi flood response. *International Journal of Disaster Risk Reduction,* 40, 101262.
https://doi.org/10.1016/j.ijdrr.2019.101262

Hilhorst, D. (2018). Classical humanitarianism and resilience humanitarianism: making sense of two brands of humanitarian action. *Journal of International Humanitarian Action,* 3.
https://jhumanitarianaction.springeropen.com/articles/10.1186/s41018-018-0043-6

Hinds, R. (2015). Relationship between humanitarian and development aid (GSDRC Helpdesk Research Report 1185). Birmingham, UK: GSDRC, University of Birmingham.
https://pdfs.semanticscholar.org/39c8/dea57e6c29df8778cf63f46251d1e3857825.pdf

Hinga, Wanjiru. (2019). Assessing the Humanitarian-Development Nexus within Protracted Crisis Contexts: A Case Study of Somalia
http://erepo.usiu.ac.ke/11732/4538

Howe, P. (2019). The triple nexus: A potential approach to supporting the achievement of the Sustainable Development Goals? *World Development,* 124, 104629.
https://doi.org/10.1016/j.worlddev.2019.104629

IGOE, M. (2018) The UNDP's Take on the Humanitarian-Development Nexus and #WHS16.

Inside Development. https://www.devex.com/news/the-undp-s-take-onthe-humanitarian-development-nexus-and-whs16-88131

Kaga, M & Nakache, D. (2019). Protection and the Humanitarian-Development Nexus: A Literature Review. University of Ottawa. https://www.researchgate.net/publication/338052421_Protection_and_the_Humanitarian-Development_Nexus_A_Literature_Review

Kattan, R. (2018). Yemen: Where humanitarian and development efforts meet. World Bank Blogs. https://blogs.worldbank.org/arabvoices/yemen-where-humanitarian-and-development-efforts-meet

M'cleod, H. and Ganson, B. (2018). The underlying causes of fragility and instability in Sierra Leone. International Growth Centre. 20-26. https://www.theigc.org/wp-content/uploads/2018/04/Sierra-Leone-Report-v2.pdf

Mitchell, A. (2013), Risk and resilience: From good idea to good practice, OECD Development Cooperation Working Paper, 13/2013, OECD, Paris. www.oecd.org/dac/conflict-fragilityresilience/docs/FINAL%20WP%2013%20Resilience%20and%20Risk.pdf.

Nelson, P. J. & Dorsey, E. (2018). Who practices rights-based development? A progress report on work at the nexus of human rights and development. *World Development,* 104, 97-107. https://www.sciencedirect.com/science/article/abs/pii/S0305750X17303686?via%3Dihub

OECD (2011), *International Engagement in Fragile States: Can't we do better?* Available at https://www.oecd.org/countries/somalia/48697077.pdf

OECD (2019) *Evaluation Criteria.* Available at https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

OECD (2020) *OECD Development Co-operation Peer Reviews: Ireland 2020* available at http://www.oecd.org/dac/oecd-development-co-operation-peer-reviews-ireland-2020-c20f6995-en.htm

Sande Lie, J. H. (2017). From humanitarian action to development aid in northern Uganda and the formation of a humanitarian-development nexus. Development in Practice, 27, 196-207. https://www.tandfonline.com/doi/full/10.1080/09614524.2017.1275528

Shusterman, J. (2019). Gap or prehistoric monster? A history of the humanitarian-development nexus at UNICEF. *Disasters*. https://doi.org/10.1111/disa.12427

Spiegel, P. B. (2017). The humanitarian system is not just broke, but broken: recommendations for future humanitarian action. *The Lancet*. https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(17)31278-3/fulltext

Stamnes, E. (2016). Rethinking the Humanitarian-Development Nexus. Norwegian Institute For International Affairs.https://css.ethz.ch/content/dam/ethz/special-interest/gess/cis/center-for-securities-studies/resources/docs/NUPI-Rethinking%20the%20Humanitarian-Development.pdf

The Fund for Peace. (2019). Fragile State Index Annual Report. https://fragilestatesindex.org/wp-content/uploads/2019/03/9511904-fragilestatesindex.pdf

UN Secretary-General (2016). One humanity, shared responsibility, Report of the United Nations Secretary-General for the Humanitarian World Summit, United Nations, New York,
www.agendaforhumanity.org/sites/default/files/SecretaryGeneral%27s%20Report%20for%20WHS.pdf.

UN Working Group on Transitions (2017). Summary report and roadmap for future action, Joint workshop between the Inter-Agency Standing Committee (IASC) Task Team on the Humanitarian-Development Nexus on humanitarian-development nexus in protracted crisis and the UN Working Group on Transitions, on the humanitarian-development-peace nexus", 20-21 October 2016, UN, New –York, https://interagencystandingcommittee.org/system/files/summary_report_draft_22_nov_2016_iasc_hdn_tt-unwgt_joint_workshop_20-21_oct_2016.pdf.

United Nations Evaluation Group, Humanitarian Evaluation Interest. (2018). The Humanitarian-Development Nexus-What do evaluations have to say? Mapping and synthesis of evaluations.13-20 http://www.uneval.org/document/detail/2120

Section 8: Appendices

Appendix 1. Interview Questionnaire

GOAL's Irish Aid Programme Fund: Learning on Blending PG II and HPP funding

Research questions:

3. What are the effects of GOAL's use of the "blended approach" in terms of;
- Relevance
- Efficiency
- Effectiveness
- Sustainability

4. Does the type of programme, country context and organisation influence the effects of the "blended approach"?

Questions for interviewees:

● What is your Irish Aid Programme Fund (IAPF) programme/country context?
● What are the goals and objectives for your Irish Aid Programme Fund?

Relevance
1. Is the "blended approach" relevant to your IAPF, and how? Any particular goal or objective?
2. Is the "blended approach" relevant to other programmes you are implementing? How?
3. Is the blended approach relevant to your country's context, and how?
4. Is the blended approach suitable for GOAL, or would it be more relevant to a different/larger/smaller organisation? If so, why?
5. Is the blended approach relevant to your beneficiaries? Any group in particular?

Efficiency

1. Has it influenced your processes in terms of; logistics, reporting, compliance, finances, security, monitoring? How?
2. Is anything done differently under the blended approach? What specifically?
3. Has it made any processes easier?
4. Has it made any processes more challenging?

Effectiveness

1. Has it helped you to achieve your IAPF goals and objectives? Which one in particular?
2. Has it improved/impaired any outcomes of other programmes you are implementing?
3. How has it affected the beneficiaries? Any particular group?
4. How effective has the blended approach been in the below statements? Please rank from 1-5 (5 being the most effective).

● Meeting ongoing humanitarian needs better than traditional approaches (i.e. where funding for humanitarian and development are separate)

● Stabilising existing critical socio economic systems (e.g. the health system is South Sudan).

● Working towards building resilience.

● Adapting to prepare and respond to foreseeable emergencies.

Sustainability

1. Has it increased/impaired sustainability? Of which aspect of the IAPF in particular?
2. Has it increased/impaired sustainability of any other programme you are implementing?
3. Is sustainability influenced by the type of programme, country context or organisation?