



LEARNING AND
INNOVATING TO
**IMPROVE CRISIS
RESPONSE**



2017
ANNUAL REPORT

OVERVIEW

AS I take up my pen to write this President's Report, my thoughts turn to Claire Pirotte, co-founder of Groupe URD, asking me to stand as President of Groupe URD in July 2017 so that she could face Death, which would finally get the better of her in early 2018. A socially committed and generous woman, she left behind a Groupe URD that is active in all the major crisis contexts in the world, and puts all its energy into bringing a little creative reflection to them.

2017 was another busy year when the team travelled from Nepal to Colombia, via the Sahel, the Lake Chad region, the periphery of the Syrian crisis, and the Myanmar conflict. As part of the preparations for ALNAP's latest State of the Humanitarian System report, we were given the responsibility of listening to beneficiaries and local actors in 15 countries affected by crises, and particularly Lebanon, Kenya, Yemen, Mali and Bangladesh, with a view to producing 5 case studies.

It was also a year of working on sensitive issues: donors' funding allocation criteria and processes; the use of military and civil defence assets in natural disasters and health crises; and the evaluation of the cholera response in Yemen are only a few of the issues that were covered.

Having previously run Observatories in Afghanistan, Chad and Haiti, we began preparing the launch of two new initiatives in 2018 to provide agile management support to numerous operators: in Mali, as part of a programme by the European Commission, and in the Lake Chad region, in partnership with ACF and CARE, with funding from the French Development Agency and the European Union.

We also commissioned an evaluation of the Sigmah project in order to learn lessons from the ten years it has been running, and explore possible ways to consolidate what has been achieved during this collective adventure and make it sustainable in the future.

And, of course, we have also tried to contribute to the main debates of the year with numerous interlocutors: within the humanitarian think tank network connected to OCHA; in providing support to donors (DG ECHO, DEVCO, DFID, DANIDA, OFDA, France); and with NGOs (aid localisation, migration to Europe, disaster risk management, etc.).

The quality of the organisation's internal functioning, and the cohesion between the Administrative Board, the management and the staff, which were so important to Claire, have been central to the actions of the Vice President, Anne-Marie Mounier, and myself during 2017, and they will continue to be in 2018.

Groupe URD continues to forge its path, a respected player in the world of humanitarian and crisis management theory, forced to remain humble due to our constant contact with people living and surviving in crises and their extraordinary resilience.

Monique Cardot
President

Anne-Marie Mounier
Vice president



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IN
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4 OVERVIEW BY ACTIVITY



EVALUATION Evolving through evaluation

Groupe URD carries out evaluations of different kinds: programmes, themes and/or geographic zones. In 2017, two evaluations focused on post-earthquake reconstruction contexts, in Haiti and in Nepal, the latter including an iterative element which made it possible to follow up how the project was evolving, by returning several times over a period of two years. An evaluation for the WFP in Côte d'Ivoire followed on from a number of similar evaluations since 2013 which have been carried out in Africa on resilience, food security, LRRD and economic security.

- 🕒 Evaluation of a photovoltaic streetlamp programme in Haiti for ESF (see p.11)
- 🕒 Managing knowledge about innovative projects funded by the Fondation de France during the post-earthquake reconstruction in Nepal (see p.12)
- 🕒 Evaluation of the WFP's IPSR (Protracted Relief and Recovery) programme in Côte d'Ivoire (see p.15)



STRATEGIC SUPPORT Clarifying decision-making

Groupe URD accompanies organisations in their strategic reflection and planning. This can be a one-off episode or can be longer term, and can take a variety of forms to meet the specific needs in each case. In 2017, we helped the French delegation prepare for the 5th Global Platform for Disaster Risk Reduction in Cancun and we prepared and facilitated a 3-day retreat at Groupe URD headquarters for staff from the Ministry of Foreign Affairs, the French Development Agency and Expertise France on the question of fragility.

Other strategic support projects:

- 🕒 Support to the International NGO Coordination Committee in CAR (see p.9)
- 🕒 Support in revising the French Government's Fragility Strategy (see p.12)
- 🕒 Accompanying the FAO in drawing up its strategic plan to reinforce resilience in Colombia (see p.12)
- 🕒 Accompanying the ICRC in its reflection on aid localisation by preparing and facilitating an internal workshop on the subject (see p.13)



TRAINING Investing in the future

Training is an important part of the Groupe URD learning process. In May, a training course on Evaluation in Bamako brought together 21 participants from different African countries (Mali, Côte d'Ivoire, Chad, etc.) providing an opportunity to share experiences in the field. Groupe URD is also part of the "Training Providers Forum", a network that is made up of European training centres who discuss ways to improve professional training and capacity building. We are also involved in current activities to develop training standards and training evaluation.

- 🕒 Training course on Evaluating the Quality of Aid in Bamako for the sub-region (Mali, Côte d'Ivoire, Chad, etc.)
- 🕒 Training courses on the Environment and Participation for CERAH (e-learning)
- 🕒 Training course on Security for the French Development Agency
- 🕒 Participation in the Training Providers Forum.



ORGANISATIONAL SUPPORT **Accompanying change**

Groupe URD provides ad hoc organisational support to organisations or departments within organisations who want to improve how they function. In 2017, our projects in this area included providing support to involve mayors more in crisis preparedness, a peer review and providing support to reinforce the Quality and Accountability of programmes implemented by the Lebanese Red Cross' Disaster Management Unit.

- 🕒 Peer review for the Steering Committee for Humanitarian Response in Uganda on participatory practices (*see p.14*)
- 🕒 Establishing Quality and Accountability commitments for the Lebanese Red Cross's Disaster Management Unit, in partnership with the British Red Cross (*see p.14*)
- 🕒 Support to the International Association of Francophone Mayors (AIMF) (*see p.15*)



DEVELOPMENT OF TOOLS AND METHODS **Transforming practices**

Groupe URD develops tools and methods and helps organisations to adopt them. The standout point in 2017 was the launch of the new version of the Quality and Accountability COMPASS, which was reviewed to include the Core Humanitarian Standard (CHS). We are now working closely with our partners, the CHS Alliance and Sphere, to disseminate the CHS and put it into practice. In addition, an evaluation of the Sigmah project was carried out by SimLab to consider how to overcome certain challenges and propose possible solutions to establish the long-term stability of the project. We also provided methodological support to the European Commission in relation to humanitarian funding.

- 🕒 Development of the new version of the Quality and Accountability COMPASS
- 🕒 Support for the dissemination and use of the Core Humanitarian Standard (CHS)
- 🕒 Support to DG ECHO to help decision-making in relation to funding allocations (*see p.13*)
- 🕒 Accompanying the development of Sigmah



STUDIES AND RESEARCH **Knowledge for action**

Groupe URD conducts thematic and cross-cutting studies as well as operational research. 2017 was marked by a great deal of activity in this area, with ten studies carried out on a variety of subjects, ranging from sector-based studies on the environment, localisation, urban reconstruction, funding, etc. and cross-cutting studies on the aid system as a whole, such as the study on the effectiveness of the humanitarian system or our work on aid integrity.

- 🕒 Analysis of aid integrity in complex humanitarian contexts coordinated by Transparency International (*see p.9*)
- 🕒 Analysis of the effectiveness of aid for ALNAP in connection with the 2018 "State of the Humanitarian System" report (*see p.9*)
- 🕒 Study on aid actors' approaches to the current migratory flows towards Europe (*see p.10*)
- 🕒 Study of the environmental impact of forced migration, Lebanon and Cameroon case studies for the Global Disaster Preparedness Center (*see p.11*)
- 🕒 Study of waste management and recycling in the Za'atari camp in Jordan for OXFAM (*see p.11*)
- 🕒 Study on civil-military issues in different types of crises for DG ECHO (*see p.10*)
- 🕒 Study on the humanitarian response to the IDP crisis in the Central African Republic funded by the International Institute for Environment and Development (IIED) (*see p.15*)
- 🕒 Study on aid localisation in the response to the Syrian refugee crisis in Tripoli funded by the Auvergne Rhône-Alpes region (*see p.13*)
- 🕒 Study on aid localisation: "More than the Money" based on several case studies (DRC, Myanmar) for Trócaire (*see p.13*)
- 🕒 Study on aid localisation in Haiti as part of the "Learning and innovating to improve crisis response" project (*see p.13*)
- 🕒 Study on the funding of French humanitarian action for the Ministry of Foreign Affairs' Centre de Crise (*see p.13*)

1/ The new version of the Quality COMPAS now includes the Core Humanitarian Standard

Having originally been released in 2004 after four years of operational research, the Quality COMPAS was updated to include the essence of the Core Humanitarian Standard (CHS), and renamed the Quality and Accountability COMPASS. This quality assurance method now provides a series of recommendations, processes and tools that have been specifically designed to help international aid projects apply the CHS in any sector, context or operational zone.

The contents of this method were published in December 2017, and will be peer-reviewed and revised in 2018. The COMPASS can be used in five different and complementary ways to implement the CHS in the field:

STEERING – Quality assurance and quality control

MANAGING – Quality and accountability during the intervention

CHECKING – Project health check

EVALUATING – Evaluation

CHANGING – Quality and accountability system

4/ Solidarity and migration

The year ended with the finalisation of the report, “What room for manoeuvre is there for aid organisations in France today to assist migrants?”, after a six-month study with the actors concerned (NGOs, politicians, activists, etc.) in France and on the French-Italian border. The study looked at the extent to which public policies respected fundamental human rights and humanitarian principles, and ways in which the response could evolve, in order to optimize it in relation to the basic needs of those arriving on the French territory. We are interested in exploring the issue of migration and how migrants are treated as it highlights the connection between here and there, and between the issues at stake in the countries concerned and a wide range of stakeholders.

2/ Contributing to changes to aid fundamentals and practices

Throughout the year, Groupe URD was involved in projects related to changes in the aid system, either to revise and promote the global approach, or on specific subjects with a high impact, such as resource allocation mechanisms for DG ECHO. Projects such as ALNAP’s State of the Humanitarian System or our contribution to the Humanitarian Encyclopedia Steering Committee initiated by CERAH allowed a broad range of current issues to be tackled, whereas other cross-cutting issues, such as the integrity of aid, localisation or fragility management were the object of specific projects.

3/ Evaluation of the Sigmah project

An evaluation of the Sigmah project was carried out by SimLab, with a view to deciding how to overcome certain challenges that had emerged, nine years after the launch of this collaborative project. Sigmah was initially developed in response to a request from the sector, and following an in-depth assessment with the main French NGOs. This led to the creation of an open source information management software for international aid projects. The project had reached a turning point due to questions about several of its fundamentals, including the content of the software, the adoption process, its governance model and its economic model. In order to guarantee transparency, and as we see evaluations as a tool to help projects evolve and improve, we made the results of the evaluation, and the recommendations to make the project sustainable, available to the public.

5/ Aid localisation: a commitment by the aid community

One might think that there was a general consensus that local actors and local people should be at the heart of the aid response... Indeed, experience has shown how important local actors are in the initial hours and days after a disaster, and how they can gain access to difficult and contested zones where international operators are not welcome during conflicts. However, the debates about localisation and how to put it into practice, have been more complex than expected. This is what the special issue of Humanitarian Aid on the Move (HEM) n°19 aims to show from various points of view via examples from a wide variety of contexts. Three studies and a support project with the ICRC provided further food for thought and we were also involved in monitoring the Grand Bargain commitments in this area in connection with the INSPIRE Consortium.

SHARING KNOWLEDGE MAIN EVENTS

7

JANUARY

On **10 January**, Groupe URD presented its work on the Sahel region during a conference organised by SOS Faim Sahel in Brussels which brought together academics, NGOs and European institutions. The principal aim was to go over the specific issues at stake in this region and the danger of using essentially military approaches.

MARCH

Groupe URD presented its strategic analysis of humanitarian and development aid in the Sahel and Lake Chad region at two events in Brussels: on **23 March** in connection with a conference organized by the European Interagency Security Forum and on **24 March** at a workshop with European Commission departments who work on the Lake Chad region.

MAY

On **22-26 May**, the Global Platform for Disaster Risk Reduction was held in Cancun in Mexico. Since 2006, it has been the main global gathering of operators committed to reducing the risk of disasters and reinforcing the resilience of communities and nations. We were involved in the French delegation's activities, having contributed significantly to its preparations.

AUGUST

In connection with our involvement in drawing up a new strategy for "fragilities", Groupe URD took part in the related discussions during the *Semaine des Ambassadeurs (Ambassadors' week)* organized by the French Ministry for Europe and Foreign Affairs.

SEPTEMBER

The Environmental Emergency Forum took place on **25-27 September**, in Nairobi. Groupe URD presented its work on the links between migration and the environment, and facilitated three workshops on the role of humanitarian NGOs in protecting the environment. This international event, which takes place every 2 years, brings together specialists in humanitarian issues and the environment.

NOVEMBER

Groupe URD presented its research on Bangui at the conference, "From cities in crisis to crises in cities: towards a collaborative urban humanitarian response", organized by the IIED in London on **15-16 November**. This work shows how operations that do not take the pre-crisis situation into account can create new urban imbalances, or even a new urban crisis. The analysis was based on the 2013 crisis and the subsequent difficulties during the reconstruction.

2017

FEBRUARY

Groupe URD took part in the Humanitarian Networks and Partnerships Week (HNPW) in Geneva on **6 - 10 February**. This was an opportunity to share expertise and contribute to debates about disaster and crisis management, and to present the findings of the real-time evaluation on the humanitarian response to Hurricane Matthew in Haiti.

APRIL

An article was published in the *Préventique* review on the response to Hurricane Matthew in Haiti, the latest in a series of articles that we have written since 2016 through our partnership with this specialized review on risk prevention.

JUNE

Groupe URD took part in the conference, "Humanitarian History - Reflections on Somalia" in Galway in Ireland, organized by Galway National University and Trócaire on **22-23 June**. This event looked at the history of aid in Somalia, in the light of a new food crisis and growing radicalization.

JULY

Groupe URD facilitated the workshop, "Colombia at the crossroads" on **3 July** in Geneva in partnership with CERAH, which coincided with the presence of a Colombian researcher within the team for a few months. A few days earlier, a presentation of the Colombian context was made to the French Development Agency. The central issues at both of these events were peacebuilding, transitional justice and security.

OCTOBER

On **18 October 2017**, Groupe URD organized a day of discussion on the topic: "Partnerships between humanitarian and private actors: for constructive dialogue - lessons learned, mutual advantages and potential risks". This event took place at the Fondation de France in Paris and was part of the "Learning and innovating to improve crisis response" project. The aim was to allow different types of actors to share their experiences.

DECEMBER

On **12 December 2017**, in Washington, Groupe URD facilitated a conference on civil-military cooperation during responses to natural disasters with Interaction, the American counterpart of Coordination Sud, and representatives of the U.S. government. The discussions focused on the deployment of Military and Civil Defence Assets in three crisis contexts: Haiti, Ebola and Nepal.



IN
DETAIL



ANALYSIS OF AID INTEGRITY IN COMPLEX HUMANITARIAN CONTEXTS (CASE STUDIES IN LEBANON AND IN GUINEA)

Groupe URD took part in a study analysing the risks of corruption in sensitive humanitarian contexts, under the coordination of Transparency International and in partnership with Humanitarian Outcomes.

Beyond analysing the risk of corruption in sensitive humanitarian contexts, the study makes practical suggestions and provides humanitarian actors with the keys to understanding these risks: because everyone is concerned – from local NGOs to the main donors – and everyone has to face dilemmas between zero tolerance and the need to “oil the system” (for example, by giving a few bags of rice at a check point in order to gain access to people in need).

THE 2018 EDITION OF THE STATE OF THE HUMANITARIAN SYSTEM (CASE STUDIES IN KENYA, BANGLADESH, LEBANON, MALI AND YEMEN)

Groupe URD contributed to the 2018 edition of the State of the Humanitarian System coordinated by ALNAP and in partnership with the other researchers. We were responsible for carrying out case studies in 5 different contexts to assess the performance of the sector and identify the main trends that have appeared in recent years. The analysis will continue in 2018, with the study due to be published at the end of the year.

During the course of the year, 346 people were interviewed in 17 different countries, either specifically for this project or in connection with other missions, a third of whom were beneficiaries, a third local actors and a third international actors. The results will be analysed in 2018 to be integrated into the global analysis prepared by ALNAP. The intermediary results cannot be shared at this stage.

SUPPORT TO THE INTERNATIONAL NGO COORDINATION COMMITTEE IN CAR

Caught up in a renewed cycle of violence, particularly in rural areas, the Central African Republic witnessed an increasing number of security incidents involving NGOs and providing the population with protection became more and more problematic. The workshop organised in CAR was an opportunity to review access and security issues, and also the relations between international NGOs, the MINUSCA, the national institutions and armed groups.

This study provided a number of lessons: the importance of the role of donors, and, more broadly, of the international community, in ensuring that International Humanitarian Law (IHL) is respected, though certain conflicts, such as between crop farmers and livestock farmers, or among livestock farmers themselves, fall under the jurisdiction of national law; the importance of flexibility and the agility of operations, and thus of funding mechanisms; the need to mobilise short-term funding while, at the same time, working on the longer term in response to the complex processes of the crisis and the hopes of a crisis resolution. In this respect, innovations such as the Fonds Békou (which specifically targets the transition between emergency relief and development) are very useful.

POPULATION DISPLACEMENT



STUDY OF AID ACTORS' APPROACHES TO THE CURRENT FLOW OF MIGRANTS TO EUROPE

This study provides insight into the way that different actors in France – aid agencies and the public authorities – are able to provide basic assistance and protection to migrants in keeping with their mandates and the values that guide their action, whether this is qualified as humanitarian, social or militant.

The study highlights the importance of clarifying the area of activity and the principles of each actor, particularly in a context where new forms of citizen-based engagement are emerging, often linked to militant activism. There is also a need to rethink the dynamics between the very wide range of stakeholders via partnerships, the exchange of practices and concerted actions at a time when humanitarian principles (humanity, impartiality, etc.) are under a lot of pressure from public policies.

OUR WORK ON DIFFERENT THEMES

HUMANITARIAN SPACE



STUDY ON CIVIL-MILITARY ISSUES IN DIFFERENT TYPES OF CRISIS

During its time as Chair of the OCHA Donor Support Group, DG ECHO commissioned a study via the INSPIRE Consortium with the aim of analysing cases where three armies were present during three different crises (Guinea [Ebola], Haiti and Nepal).

One major observation of the study was that, though in theory, armies should be the last resort in disaster response (Oslo Guidelines), in reality they are often the first. This is a political choice, particularly in relation to managing health risks. This approach has much higher costs than a civil society response, without taking into account the fact that the disengagement of soldiers is always delicate and often badly managed. Inter-army coordination is also difficult, particularly between national armies, as well as the coordination between military and civilian bodies.

EVALUATION OF A PHOTOVOLTAIC STREETLAMP PROGRAMME IN HAITI

This evaluation, which was carried out for the NGO, Electricians Without Borders (ESF), focused on the sustainability of the installations and the application of a Quality reference framework designed in 2015 with support from Groupe URD. After the LPV1 project, which was implemented after the 2010 earthquake in Haiti, the LPV2 project (LPV for lampadaires photovoltaïques = photovoltaic street lamps), was an innovative project both for the organisation and for the country. For ESF, it was their first experience of large-scale public lighting (450 photovoltaic street lamps in 10 communes in the country), at a time when solar energy was still not very developed, which undoubtedly contributed to its subsequent emergence.

The evaluation provided ideas and recommendations for future projects of this kind, at the design level and in terms of project management (choice of a less vast territory, use of global management tools, the addition of social expertise to technical skills, etc.), in terms of social engineering (reinforcing the capacity of management committees, of the training section, of communication with the communities, etc.), and in terms of social anchorage (reinforcing coordination, partnerships and multi-actor integrated projects).

STUDY ON RECYCLING IN ZA'ATARI CAMP IN JORDAN

Since 2015, OXFAM has been running a project in Za'atari camp, which hosts around 80 000 Syrian refugees, involving the collection and selling of recyclable waste. The study looked at ways of expanding this pilot project to the whole camp where the quantity of waste had been multiplied by 3 since 2012.

This important project by OXFAM provided lessons regarding the possible positive impacts that a crisis and a humanitarian response can have on the environment. In this case, not only was the quantity of waste that went to the landfill site reduced, recycling was given extra visibility, by stimulating the sale of materials to local businesses, and indirectly raising awareness about recycling and the economic potential of waste among the Jordanian population.

STUDY OF THE ENVIRONMENTAL IMPACT OF FORCED MIGRATION (CASE STUDIES IN LEBANON AND CAMEROON)

This impact study for the Global Disaster Preparedness Center is part of a broader study based on the observation that, in refugee camps, the management of resources is dominated by a short-term approach to the detriment of longer-term environmental impacts. This situation puts added pressure on raw materials and the surrounding ecosystems, and creates tension with host populations.

In addition to this observation, the study also highlights the following: that humanitarian responses focus on informal settlements (tents) as they do not have the capacity to intervene in urban sites; that shortcomings in terms of coordination have a significant impact on the quality of the humanitarian response; and that this issue requires advocacy at the national level, and commitment from the government. Solutions do, nevertheless, exist to reduce the impacts of displacement on the environment. Some have been tested and lessons have been learned in several contexts. But these will remain ineffective if institutional, technical and financial blockages are not removed.



PROVIDING THE FRENCH GOVERNMENT WITH SUPPORT TO REVISE ITS FRAGILITIES STRATEGY

France's Fragilities Strategy is a sign of the government's desire to reinforce its global approach to crises and fragilities, and represents a paradigm shift: from an approach based on "fragility" to a more dynamic approach based on "fragilisation", which gives more importance to anticipation, prevention and warning.

Our analysis underlined the issues at stake to give overall coherence to this multi-stakeholder approach (diplomacy, prevention, governmental response and civil society dialogue) in the face of increasingly complex situations. The objective was to improve links between bilateral tools and with multilateral mechanisms (EU, UN, etc.) and to reinforce national mechanisms and regional coordination bodies (African Union, etc.).

ACCOMPANYING THE FAO IN DRAWING UP ITS STRATEGIC PLAN TO REINFORCE RESILIENCE IN COLOMBIA

The strategic plan to reinforce resilience in Colombia conducted by FAO is part of a multi-sector approach, taking into account both the conditions linked to the peace agreement and the many different socio-natural risks affecting the country. The support provided helped to identify the most relevant fields of action to accompany complex rural processes that are aimed at consolidating peace, the FAO being very involved in the implementation of the peace agreement.

Three major issues were highlighted: the question of land ownership, which is the source of the Colombian crisis and its deterioration; the development of approaches to reinforce national disaster risk management capacities; and the definition of socio-technical models that are sufficiently versatile to adapt to varied agro-ecological and social contexts (notably to support the return of the displaced to their area of origin, the reinsertion of former members of the FARC in agriculture and the coca substitution policy).

MANAGING KNOWLEDGE ABOUT RECONSTRUCTION ASSISTANCE FUNDED BY THE FONDATION DE FRANCE IN NEPAL

This mission to take stock of lessons learned during the post-earthquake reconstruction in Nepal was conducted over a period of two years. It focused on several isolated areas where the Fondation de France supported the reconstruction of housing and collective buildings, as well as economic recovery, particularly in the agricultural sector.

The reconstruction took place at a time when the institutions established by the civil war peace agreement were being put in place. As a result, defining the strategic orientations of the reconstruction was difficult and slow, and this slowed down the process. As such, opportunities to provide support for technical decisions were not optimized. It was also extremely complicated to manage the double priority of rebuilding houses, and economic/agricultural recovery, particularly as a large proportion of the labour force is abroad (India, Gulf States, etc.).



LOCALISATION, FROM THEORY TO PRACTICE IN LEBANON, HAITI, MYANMAR AND DRC

In 2017, Groupe URD conducted four projects related to the theme of localisation: a workshop for the ICRC as part of strategic support, a study on the response to the Syrian refugee crisis in Tripoli for the Auvergne-Rhône-Alpes Region, a study for Trócaire in DRC and in Myanmar, and a study on aid localisation in Haiti during the response to Hurricane Matthew.

All these projects showed that localisation does not only concern local NGOs, but also all civil society organisations (e.g. community organisations), the state, the local authorities and other stakeholders. What is more, over and above the question of money, it is a question of coordination and leadership, and reinforcing the role of the local authorities. Localisation is therefore fundamentally a question of power (the issue being to restore the balance of power between the South and the North) and confidence.



OUR WORK ON DIFFERENT THEMES **FUNDING MECHANISMS**



SUPPORT IN DEVELOPING A SYSTEM TO HELP DECISION-MAKING FOR FUNDING ALLOCATIONS

As part of the support provided by the INSPIRE Consortium to the European Commission, Groupe URD developed a software tool called FAST (the Funding Allocation Support Tool), which aims to make funding allocation decisions easier for humanitarian funding.

Based on a certain number of criteria, it helps to make allocation decisions more transparent, and based on needs, the degree of vulnerability and the overall response capacity. It provides a global ranking of countries affected by man-made or natural crises, in order to make allocation decisions as objective as possible.

STUDY ON THE FUNDING OF FRENCH HUMANITARIAN AID

The objective of this study was to define the limits of French humanitarian aid, to map tools and funds accordingly, and to develop a methodology and tool to monitor funding to be shared by all the relevant state services.

France is 8th in Europe and 16th in the world in terms of humanitarian funding. The current state system is very disjointed with around twenty services scattered throughout different ministries (MEAE, Defence, Health, Research, etc.), to which one must add contributions to multi-lateral mechanisms and regional cooperation. Reporting is incoherent, and much more so than in other countries. Groupe URD therefore recommended that a coherent framework should be created.



PEER REVIEW FOR THE SCHR IN UGANDA

The Steering Committee for Humanitarian Response (SCHR), which is made up of nine of the biggest international aid organisations, conducted a peer review in Uganda (Arua region) and northern Iraq (Kurdish Iraq). Its aim is to make the so-called “participation revolution” a reality within five years, based on the conclusions of several international conferences and the commitments of the Grand Bargain.

This peer review was based on a general overview of practices, with the aim of improving understanding of current approaches and the factors that lead to the effective participation of crisis-affected people. The objective was to help build an internal analysis methodology in terms of participation whereas there is a tendency to adopt an approach that is fragmented into a large number of small actions project by project, which makes the overall picture unclear and tends to hamper effectiveness.

OUR WORK ON DIFFERENT THEMES

QUALITY, EFFECTIVENESS AND ACCOUNTABILITY



SUPPORT TO THE LEBANESE RED CROSS DISASTER MANAGEMENT UNIT

The British Red Cross, in connection with its work with the Lebanese Red Cross’s Disaster Management Unit, is aiming to improve the quality and accountability of the Unit’s operations by consolidating its planning, monitoring, evaluation, accountability and learning practices. The Core Humanitarian Standard (CHS) was used as the analysis framework.

The mission took place in a context where 80% of the activities were aimed at Syrian refugees. It identified Q&A commitments that volunteers are aware of, as accountability also needs to be promoted at the local level. It was informative to test the CHS and see that it can be adopted as it is or adapted in a practical and flexible way to meet organisations’ needs.



STUDY ON THE HUMANITARIAN RESPONSE TO THE IDP CRISIS IN THE CENTRAL AFRICAN REPUBLIC

The response to the crisis in Bangui, marked by the systematic destruction of neighbourhoods, has shown the difficulty of integrating specific urban characteristics into a recovery process, which has also revealed territorial segregation that has had major consequences.

The research carried out for the International Institute for Environment and Development (IIED) looked at the content and stages of the humanitarian response with regard to the urban nature of the crisis, and assessed their contribution to the recovery. It analyses the urban crisis mechanisms that led to the forced displacement of a large part of the population, shows the limits of sector-based projects dedicated to individualized beneficiaries, and, on a more general level, underlines the need to understand and promote urban dynamics that are indispensable to the population's recovery.

SUPPORT TO THE ASSOCIATION INTERNATIONALE DES MAIRES FRANCOPHONES (AIMF)

The Gates Foundation asked the AIMF to add a relief component to a project aimed at helping mayors to improve their crisis preparedness. City-based actors, such as the AIMF network, need to revise their cooperation strategies in this period of crises, whether political, climatic, etc. where municipal authorities have significant responsibilities and competencies alongside those of government bodies.

Whereas urban development needs to be based on dialogue, urban extensions, in the form of large-scale urban operations such as Ouagadougou 2000, are sometimes implemented without consultation. They are like foreign bodies to the local culture, making ownership particularly difficult. These new neighbourhoods, which are like cities within the city, are created by governments who lack resources, and thus are unable to build societal projects.

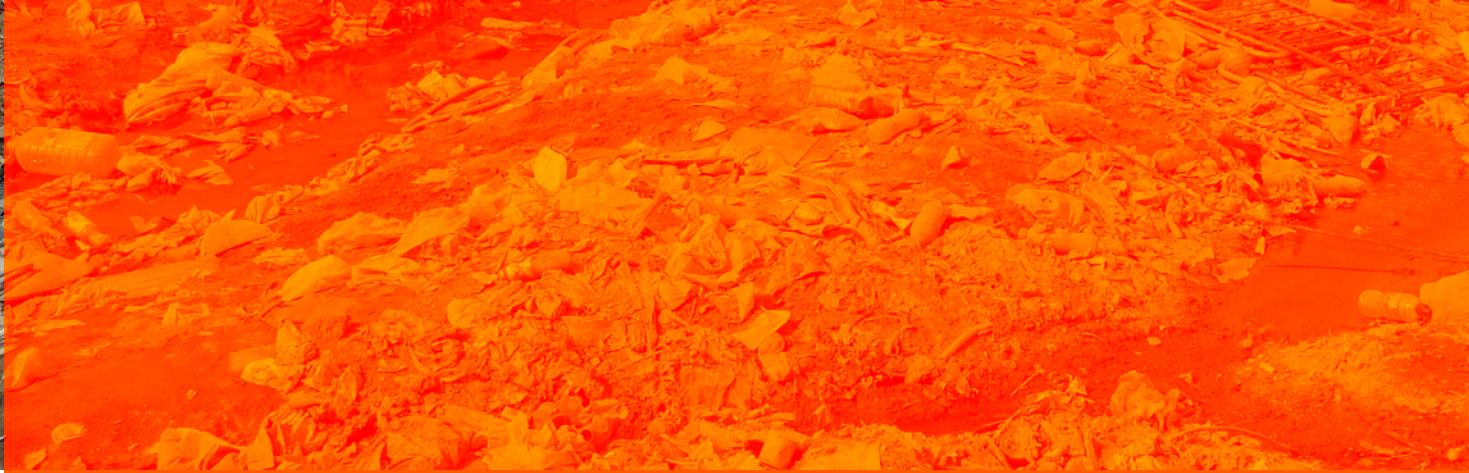
OUR WORK ON DIFFERENT THEMES **FOOD SECURITY AND NUTRITION**

EVALUATION OF THE WFP'S PROTRACTED RELIEF AND RECOVERY PROGRAMME IN CÔTE D'IVOIRE

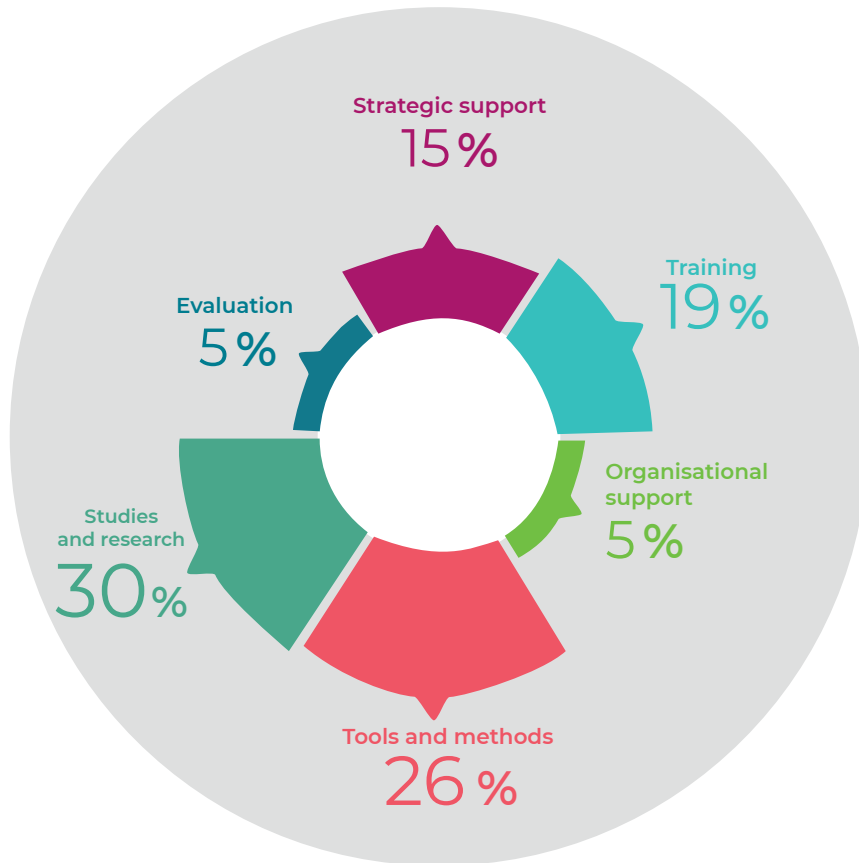
This programme was aimed at repatriated and other vulnerable populations in returnee zones in western Côte d'Ivoire. The evaluation took place in the changing context from emergency relief to recovery and development and aimed to provide the WFP with lessons about reinforcing the resilience of refugee populations.

The main findings of the evaluation were: the importance of considering nutrition as a cross-cutting topic and not reducing it to a health topic; the need to avoid confusion between, on the one hand, the provision of healthcare, and on the other hand, improving the nutritional situation; the difficulty of pursuing resilience building objectives via short-term activities; and, the persistent difficulty of integrating gender issues effectively.





IN FIGURES



2017 – A YEAR DOMINATED BY STUDIES

In 2017, Groupe URD continued to diversify its missions in France and abroad.

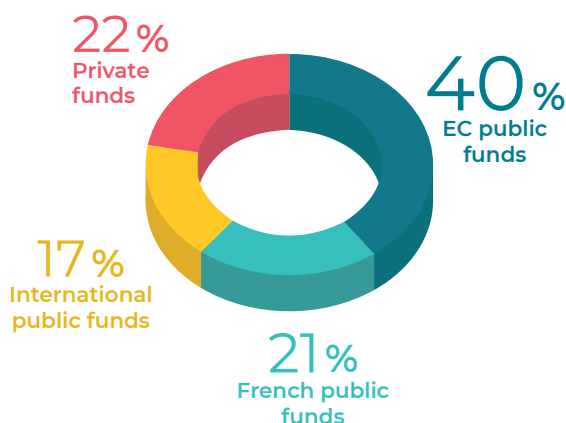
2017 was the first time that the biggest proportion of funding went to studies, followed by the development of tools and methods. This is a great achievement for the organisation as it means it has strengthened its role as a “think tank” while adapting to the needs of actors in the sector and diversifying its expertise and its activities. This agility in response to changing demands is possible because of the multidisciplinary nature of the team and the complementary group of experts that has been consolidated around the organisation.

SOURCES OF FUNDING

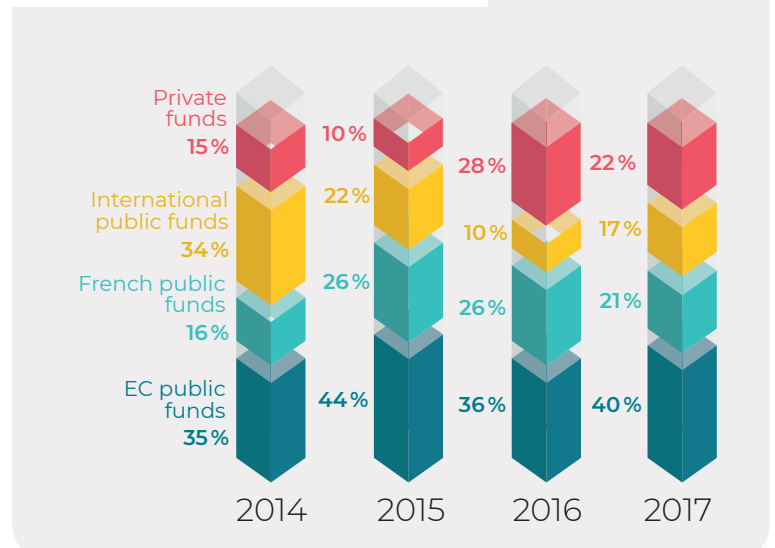
WITH FUNDING THAT CONTINUED TO COME FROM A VARIETY OF SOURCES

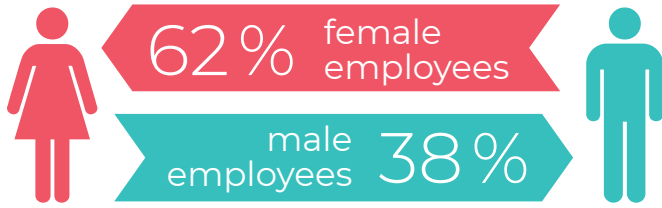
In recent years, Groupe URD has managed to maintain the diversity of its sources of funding, thus stabilising its economic model. The proportion of funds from private sources has remained the same, testimony to our work with aid associations and operators. The biggest proportion of funding in 2017 continued to be from Europe, while the proportion of French public funding dropped slightly as international funding increased.

In 2017

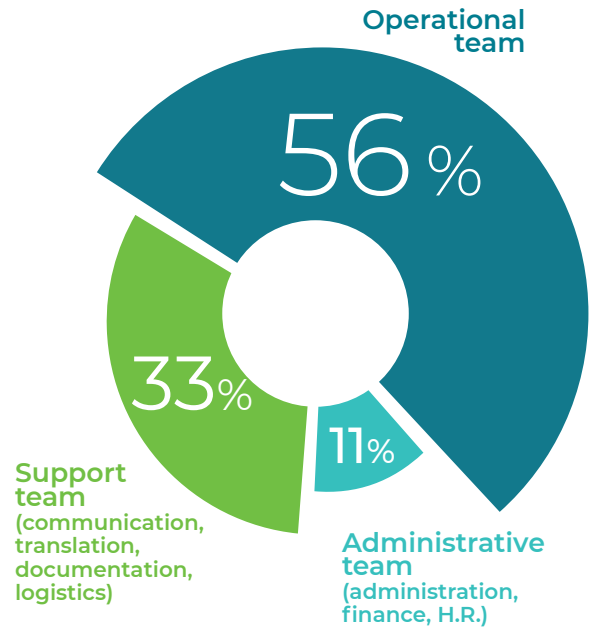


From 2014 to 2017





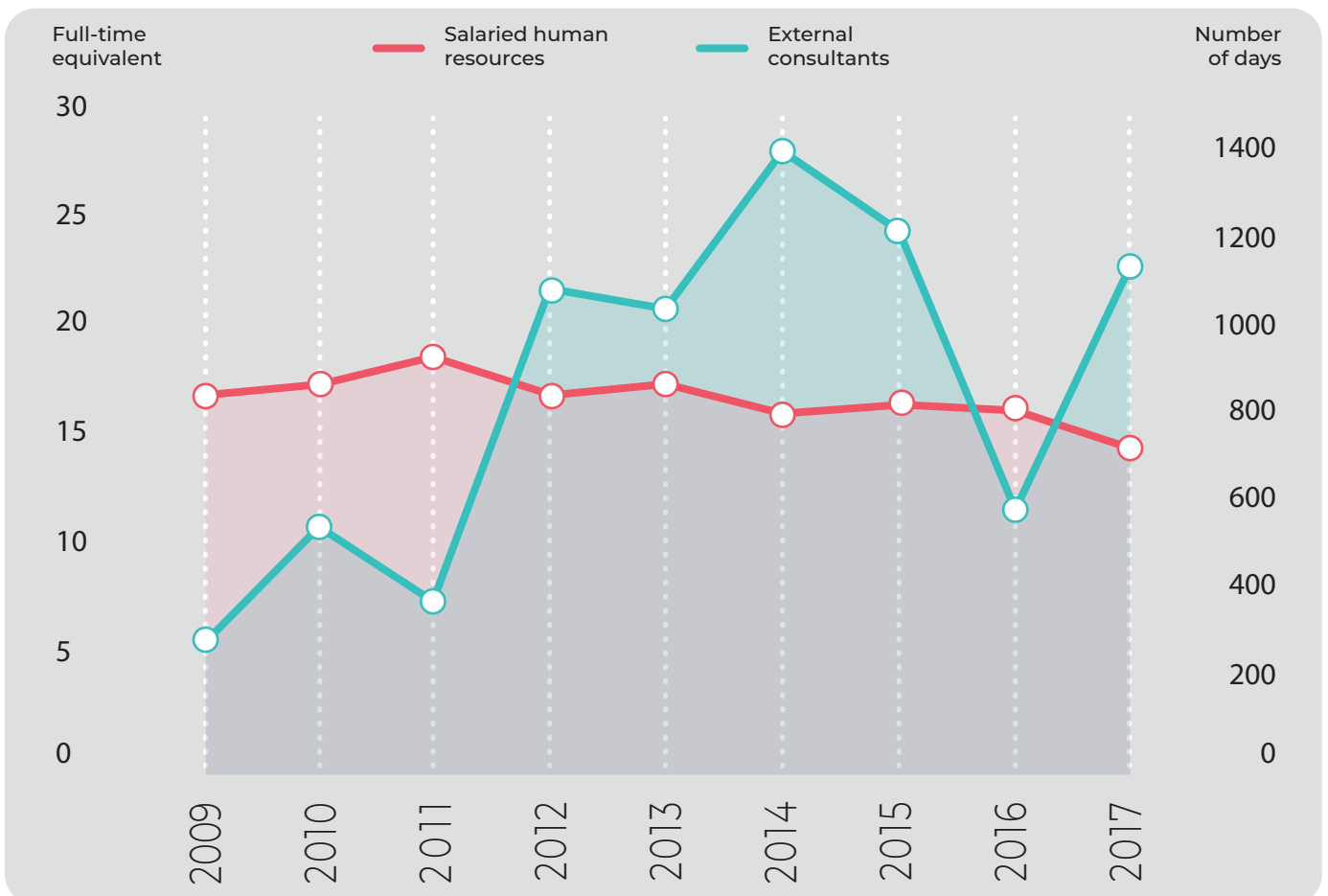
HUMAN RESOURCES BY DEPARTMENT



SALARIED HUMAN RESOURCES & EXTERNAL CONSULTANTS

A STABILISED PERMANENT TEAM

Groupe URD's salaried team has stabilised in recent years to around twenty people (15 full-time equivalent). To a great extent, this is possible because of the network of external consultants that allows competencies to be adjusted to actors' needs.



AFD	Agence française de développement <i>French Development Agency</i>	GDPC	Global Disaster Preparedness Center
AIMF	Association Internationale des Maires Francophones <i>International Association of Francophone Mayors</i>	HEM	Humanitarian Aid on the Move
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action <i>Réseau d'apprentissage actif pour la redevabilité et la performance dans l'action humanitaire</i>	HNPW	Humanitarian Networks and Partnerships Week
CAR	Central African Republic	ICRC	International Committee of the Red Cross
CERAH	Centre for Education and Research in Humanitarian Action	IDP	Internally displaced people
CHS	Core Humanitarian Standard	IHL	International Humanitarian Law
DRC	Democratic Republic of the Congo	IIED	International Institute for Environment and Development
ECHO (DG)	European Community Humanitarian Office	LRRD	Link from Relief to Reconstruction and Development
EISF	European Interagency Security Forum	MEAE	Ministère de l'Europe et des Affaires étrangères <i>Ministry for Europe and Foreign Affairs</i>
ESF	Électriciens sans frontières <i>Electricians Without Borders</i>	MINUSCA	Mission multidimensionnelle intégrée des Nations unies pour la stabilisation en Centrafrique <i>United Nations Integrated Multidimensional Stabilisation Mission in the Central African Republic</i>
FAO	Food and Agriculture Organization of the United Nations	NGO	Non-governmental organisation
FARC	Forces armées révolutionnaires de Colombie <i>Revolutionary Armed Forces of Colombia</i>	OCHA	Office of Coordination of Humanitarian Affairs
FAST	Funding Allocation Support Tool	OSC	Organisation de la société civile
GCER	Global Cluster for Early Recovery	SCHR	Steering Committee for Humanitarian Response
		URD	Urgence Réhabilitation Développement
		WFP	World Food Programme

ACKNOWLEDGEMENTS TO GROUPE URD PARTNERS

Acting for Life / Action contre la faim / Agence du Service Civique / AFD / AIMF / Alliance française à Bangui / ALNAP / Atol C&D / Bioforce / Bond / Care France / Care Nederland / Centrales Villageoises Sud Baronnies / CERAH / CHS Alliance / CICR / CIEDEL / C'Net / Code Lutin / Collège Henri Barbusse de Buis-les-Baronnies / Commission Européenne (ECHO, DEVCO) / Commission humanitaire et développement / Communauté de communes des Baronnies en Drôme provençale / Concept Image / Coopération monégasque / Coordination sud / Cornerstone Foundation / COSI / Croix-Rouge britannique / Croix-Rouge française / Croix-Rouge libanaise / DFID / Direction départementale de la Cohésion Sociale - Service jeunesse, sports et vie associative / Électriciens sans frontières / Equipop / Etc Terra / F3E / FAO / Festival Les Lointaines / Foli-o / Fondation de France / Fondation Follereau Luxembourg / Fondation pour le Progrès de l'Homme / GDPC / GPPi / Groupe scolaire le coquillon de Buis-les-Baronnies / Handicap International / HLA / Humacoop / Humanitarian Outcomes / Humentum / Initiatives 26.07 / IECAH / IFAID / IIED / INTRAC / IRCOM d'Angers / IRIS / Mairie de Buis-les-Baronnies / Mairie de Plaisians / Mango / Médecins du monde / Médecins sans frontières / MEAE (DGM, CDCS, DCSD) / Netapsys / NOHA / OIF / ODI / Oxfam / PAM / PFVT / Première Urgence - Aide Médicale Internationale / Préventique / RedR UK / Région Auvergne Rhône-Alpes / Resacoop / RITIMO / SCHR / SimLab / Solidarités International / Terre des Hommes Suisse / The Sphere project / Transcopy / Transparency International / Triangle GH / Trócaire / Université de Lille 2 / USAID/OFDA

GROUPE URD, A THINK TANK FOR HUMANITARIAN ACTION

Founded in 1993, Groupe URD is an independent think tank that specialises in analysing practices and developing policies for the humanitarian sector. Our multi-disciplinary expertise, based on continual field visits to crisis and post-crisis contexts, provides us with insight into the functioning of the sector as a whole. We believe in sharing knowledge and collective learning, and we help aid actors to improve the quality of their programmes.



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