



ANNUAL REPORT 2016

Learning and innovating to improve crisis response

Groupe URD

Urgence
Réhabilitation
Développement





Evaluation, research and training institute for international aid organisations

Created in 1993, Groupe URD is an independent institute which specializes in the analysis of practices and the development of policy for the humanitarian and post-crisis sectors. Its role is to help organizations to improve the quality of their programmes through evaluations, research and training, and by providing them with methodological support.

We have run a number of aid observatories (Haiti, Chad and Afghanistan) in order to be able to work with organisations in the field and promote lessons learned.

As an independent observer, we produce strategic analysis of emergency and post-emergency contexts based on our holistic, cross-sector vision. On the strength of this unique vision, we also make proposals and develop innovative tools for the humanitarian sector.

As an internationally recognized think tank, we provide strategic advice to operational and policy-oriented organizations (United Nations agencies, donors, Red Cross institutions, NGOs, etc.).

Coordination:
Véronique de Geoffroy,
François Grünewald
& Jeanne Taisson

Design: Jeanne Taisson
Translation: Etienne Sutherland

Photos: © Groupe URD
(cover © Nawal Karroum)

Printing: Transcopy (Courthezon)

SUMMARY



2016 IN BRIEF

5

2016 ON THE MOVE

13

2016 IN FIGURES

23



OVERVIEW

2016 was the year of the first World Humanitarian Summit. The fact that a global gathering on humanitarian issues took place for the first time is evidence of two trends. The first of these is that there is an alarming deterioration in numerous contexts, as is clear from the number of refugees which reached its highest level since the end of the Second World War. The second is that, faced with these humanitarian tragedies, international aid has come to occupy a more important place on the diplomatic agenda. This was confirmed by the nomination of António Guterres, the former High Commissioner for Refugees, who is well experienced in managing international crises, as the new UN Secretary-General, at the end of the year. He will nevertheless need to resist strong outside pressure to use humanitarian aid for diplomatic or even political ends.

The World Humanitarian Summit was also an opportunity for Groupe URD to promote the ideas we have been developing for more than 20 years by playing an active role on several levels. We were part of the technical network of experts that worked with the Summit preparation team and we also participated in the development of a certain number of documents in preparation for the conference on issues such as humanitarian aid in urban contexts, protection and the need to involve national and local stakeholders. We were also part of the steering committee that organised the third French National Humanitarian Conference as part of the steering committee (along with NGO representatives and the French Ministry of Foreign Affairs). The discussions at the conference helped to define the French state's strategy for the World Humanitarian Summit. At the Summit in Istanbul, we co-organised a side event, in partnership with the CHS Alliance and the Sphere project, to highlight the latest developments regarding the quality and accountability of aid.

For many years now, our evaluation, research and training activities have focused on issues such as the role of local actors in humanitarian responses, the participation of the affected population, adapting responses to local contexts, the development of urban approaches to humanitarian aid and LRRD. For us, and for many of our partners, these issues are Groupe URD's trademark, and the basis of our mandate. These same issues are central to the different areas of activity decided at the World Humanitarian Summit. They are now seen as the main points on which the aid community needs to mobilise and make progress, particularly in relation to the "Grand Bargain".

We have continued to improve our internal organization. We have increased our use of participatory management to encourage individual autonomy and achievement, and improve our performance and agility. Our location in the Baronnies area, in the south of the Auvergne Rhône-Alpes region, has proven to be an asset in terms of maintaining the loyalty of our collaborators, who are able to combine professional commitment and quality of life, as well as in terms of providing our partners with a training and conference centre that allows them to take a step back and revitalize themselves.

On the strength of what we have built to date, and our continued combination of field reality and theory, practice and policy, observation and advocacy, we are more determined than ever to provide the sector and its different stakeholders with the support they need, in an increasingly demanding and difficult context.

Dr CLAIRE PIROTTE
President of Groupe URD

2016 in brief





Real-time evaluation of the response to hurricane Matthew in Haiti

Commissioned by a steering committee made up of the main donors and actors involved in the humanitarian response, this independent evaluation was carried out jointly by Groupe URD and HERE-Geneva. It was carried out during the 6th and 7th weeks after the passage of the hurricane and focused on the south of Haiti (essentially the departments of Sud and Grand'Anse), where the worst of the damage took place. This was the first humanitarian crisis on this scale to take place since the World Humanitarian Summit and the evaluation looked at whether the commitments made in the Grand Bargain had been taken into account in the response. It also assessed the extent to which the lessons from the 2010 earthquake had made a difference.

Disaster Risk Management

Following our involvement in the Sendai Conference and the COP 21 in 2015, we continued our engagement in this area during the preparations for the International Conference in Cancun that will be held in 2017. In the field, we continued our analysis of responses to large-scale natural disasters via a lesson learning project on the response to the 2015 Nepal earthquake and a real-time evaluation of Hurricane Matthew in Haiti in November 2016. These projects led us to work in collaboration with UNDAC, the French Ministry of the Environment and the French DRR network. Lastly, four articles were published in the *Préventique* review on managing climatic and health risks in Nepal, the Sahel, and the Western Indian Ocean, and in connection with the Ebola virus.



The Quality COMPAS updated in line with the CHS

Groupe URD designed the Quality COMPAS in 2004. It is currently being updated to integrate the nine criteria of the Core Humanitarian Standard (CHS). The CHS Compas, as the new tool will be known, will provide a quality assurance method that will help to put the CHS commitments into practice throughout the humanitarian project cycle. The two main functions of the CHS Compas are project management and project evaluation. It provides advice, warnings, step-by-step guidance, etc. The CHS Compas is summarised in the CHS dashboard which presents a coherent, structured and global approach to quality management. The method also includes a User's Guide which brings together all the questions, warnings and tips for each phase of the project management cycle.

HIGHLIGHTS

Reinforcing local ties

With a view to promoting education in development and solidarity, Groupe URD ran four workshops during the Solidarity Week organised by the primary school and the junior high school in Buis les Baronnies in April. The workshops looked at migration in the world, providing a general overview of the topic and encouraging the pupils to discuss the issues at stake. As a partner of the "Les Lointaines" music festival, also organised in Buis les Baronnies, we provided musicians with accommodation and we helped with the logistics during the festival. At the regional level, we were also active within Resacoop, a regional network of aid organisations. We have been working with Rhône-Alpes Region for a number of years, conducting studies such as the study on aid localisation in Lebanon in 2016. Ties continue to be developed with other organisations in the region. An example is the project with CIEDEL and Bioforce to develop a tool to measure the impact of training courses, which is due to be made public soon.

3rd French National Humanitarian Conference

The third edition of the French National Humanitarian Conference brought together the main French humanitarian organisations on 23 February 2016. The conference explored the question: "What will be the role of international humanitarian actors in the aid system of the future?" As a member of the steering committee, Groupe URD played an important role in preparing and organising the event. The conference was an opportunity for French organisations to clarify their positioning in relation to the World Humanitarian Summit which was held three months later in Istanbul. The discussions highlighted the main advances of the sector in the last decade, but also the limits and difficulties that are increasingly apparent in terms of funding, coordination and adapting to operational contexts in the face of increasingly complex crises. They also looked at possible improvements.



Launch of the " Learning and innovating to improve crisis response" project

This project, which will run until 2019, is co-funded by the French Development Agency, the Fondation de France and the Principality of Monaco. It aims to encourage collective learning in view of the major changes in crisis contexts. As such, it aims to be as cross-sector as possible and covers many of Groupe URD's usual activities: research, training, the management and dissemination of knowledge, etc. The work topics will be decided along with the partner organisations and will focus on three main areas: crisis and post-crisis contexts, the environment and the quality of humanitarian action. Study themes have been validated with the partners (aid localisation and humanitarian space in relation to the migrant crisis in Europe), and the updating of the Quality COMPAS has begun.

JANUARY

On 19 January, at the meeting of the Global Cluster on Early Recovery in Geneva, Groupe URD and UNDP presented the Early Recovery Measurement Tool that they developed together in 2015.

FEBRUARY

On 23 February, Groupe URD took part in the 3rd French National Humanitarian Conference which looked at the question: "What will be the role of international humanitarian actors in the aid system of the future?" The conference helped to establish the position of the French delegation for the World Humanitarian Summit.

MARCH

At the 13th edition of DIHAD, where the theme was "The Importance of Innovation in Humanitarian Aid and Development", Groupe URD was present at the French delegation's stand and took part in a round table on "Innovation and Ethics".

JULY

Sigmah was selected for the final phase of the "Journey to Scale" programme organised by the Humanitarian Innovation Fund which aims to help innovations in the sector to scale up. We took part in a week-long retreat at Oxford University where we received expert advice.

AUGUST

Groupe URD returned to the Lake Chad region for a strategic and operational support mission for FAO with the aim of establishing an agricultural recovery strategy in Northern Nigeria.

SEPTEMBER

At the Rencontres Africa 2016 conference organised on 22 and 23 September by the French Ministries of Foreign Affairs and of Finance, Groupe URD took part in a round table on the theme "Civil society and development in Africa".

KEY DATES

APRIL

Groupe URD was invited to take part in two conferences to analyse the response to the 2015 earthquake in Nepal: the first was organised by a group of Belgian NGOs in Brussels on 21 April; the second by Collectif France Népal and the France - Nepal inter-parliamentary group on 25 April, and was held at the French National Assembly (Paris).

MAY

The World Humanitarian Summit was held in Istanbul on 23-24 May. Groupe URD spoke at a side-event on providing local actors with support and co-organised a round table on Quality and Accountability. We also presented Sigmah at the Innovation Marketplace. A special edition of Humanitarian Aid on the Move was published to coincide with this event.

JUNE

From 29 June to 1 July, we facilitated a planning and learning workshop in connection with the "Békou Fund" in Bangui. The objective of this European fund is to encourage and reinforce LRRD approaches in post-crisis programmes in the Central African Republic.

DECEMBER

Groupe URD took part in the symposium organised by the FAO and the WHO on sustainable food systems for healthy diets and improved nutrition in Rome on 1-2 December.

OCTOBER

On 21 October, Groupe URD spoke at the humanitarian forum that was part of the France-Atlanta conference. The topic of our talk was how mental health and psycho-social care is taken into account in humanitarian emergencies.

NOVEMBER

In order to improve access to the Core Humanitarian Standard, Groupe URD helped to design the French e-learning module on the CHS which was published on 4 November by the Leadership Academy, in partnership with the CHS Alliance and the Sphere project.

Research

In 2016, our research activities focused on cross-cutting issues. An example of this was the study on aid integrity for Transparency International which looked at Guinea during the Ebola response and Lebanon during a period of high migratory stress. Other studies, for example on aid localisation in Lebanon in the context of the Syrian crisis for the Auvergne-Rhône-Alpes region, and on the humanitarian challenges of urban contexts, were consistent with work we have done in the past while also being related to the commitments made at the World Humanitarian Summit. We also conducted more “classic” sector-based studies on disaster management (for example in Nepal) and on the environmental impact of forced migration.

Evaluation

Two large-scale evaluations looked at consortium-based responses related to the Syrian crisis. These concerned complex programmes in Europe by Médecins du Monde and the START Network and involved different actors and sectors at the regional, and even continental, levels. Other evaluations dealt with the post-Matthew response in Haiti, the activities of Electriciens sans frontières in Haiti, and the activities of Terre des Hommes’ Monitoring and Quality department in Mali.

Training

Our training activities were increasingly directed at local aid actors in 2016, via local and internet-based courses. We were asked to develop the content of an e-learning module on the CHS for the Humanitarian Leadership Academy. We also organized courses for local actors in the field, such as in Khartoum in Sudan where we ran a course on project management and gender for eight local NGOs, and in Mali where we ran a course on food security assessment tools for Caritas. We also continued to run courses for organisations in their premises, as well as at our own headquarters, on, for example, evaluating the quality of humanitarian action.

Methodology

We pursued our methodological support activities with different types of organisations. We began working on the project “Learning and innovating to improve crisis response” which aims to provide support to all French and French-speaking organisations through a variety of activities. It was in a similar spirit that we began updating the Quality COMPAS, which will evolve into the CHS Compas. More than a simple quality assurance and project management tool, the CHS Compas will provide concrete recommendations to apply the nine criteria of the Core Humanitarian Standard, and will be aimed at all actors from the aid sector. Another tool, developed in collaboration with UNDP, aims to facilitate the early recovery of populations and regions affected by crises.

Dissemination

We were actively involved in organizing the 3rd French National Humanitarian Conference and regularly took part in international conferences, such as the World Humanitarian Summit, the 13th edition of the DIHAD in Dubai, Habitat III, the WHO and FAO symposium, the France-Atlanta conference, etc. (see the detailed list in the annexes). We also took part in the production and dissemination of knowledge through the publication of two new editions of our review, Humanitarian Aid on the Move, and regular contributions to the Diplomatie and Préventique reviews.

Strategy

Providing humanitarian actors with strategic reflection and support continues to be a significant part of Groupe URD’s activities. In 2016, we were involved in defining France’s strategy on fragile contexts, and we took part in discussion and steering groups to define France’s position for major international summits, such as the World Humanitarian Summit and Habitat III. We also continued to take part in the definition of European humanitarian strategies through the work of the INSPIRE Consortium, which we coordinate, and we accompanied certain international organisations, such as the FAO, for their operational strategies in conflict contexts like Palestine and the Lake Chad region.

The collective learning C Y C L E

Groupe URD conducts a number of inter-related activities which stimulate collective learning within the humanitarian sector.



2016 on the move



AID ARCHITECTURE

Topics related to aid architecture occupied an important place in international meetings, discussions and analysis in 2016, which is a sign that there is increasing awareness that the system needs to function better. Among the issues raised are several that Groupe URD has focused on in recent years.

Improving collaboration and accountability

Groupe URD's activities related to aid architecture included work on aid integrity and on collaboration between stakeholders of different kinds.

In connection with a study on aid integrity carried out in partnership with Humanitarian Outcomes for Transparency International, we studied two very different contexts where very large quantities of funds were raised. The first study looked at programmes in response to the spread of the Ebola virus in Guinea. It raised questions about the relations between populations and the aid sector, the management of stocks, human resources, and coordination. The study's findings are likely to be useful in the event of another major health crisis. The second study focused on issues of integrity in aid programmes aimed at Syrian refugees and the host population in Lebanon which was carried out in a complex national context where the response is a mixture of humanitarian and development approaches. A large proportion of the funds that have been made available have been used to reinforce state capacities and social services.

As part of the INSPIRE Consortium, we carried out a study on "the use of military assets in humanitarian response" for DG ECHO. This study analyses the ways that military and civil protection assets are used in humanitarian assistance and in the response to natural and health disasters.



Two evaluations focused on how NGO consortiums function and the specific issues that these involve in terms of coordination, reporting, appropriate tools, etc. The first of these looked at the START Network's response to the refugee crisis in Europe which concerned seventeen organisations involved in providing assistance to refugees in five European countries during 2016. Our main objective was to evaluate the flexibility, effectiveness and appropriateness of the programme, notably in relation to the needs expressed by the refugees. The second programme that we evaluated was implemented by a consortium led by Médecins du Monde France (MDM), involving seven partner organisations and national branches of MDM in eleven European countries, their activities principally concerning the health-related needs of refugees and migrants.

Aid architecture before and after the World Humanitarian Summit

Throughout 2016, Groupe URD was very involved in discussions prior to the major international events that took place concerning changes to aid architecture. We were subsequently active in observing the implementation of the main commitments made at these events.

We worked with the French Ministry of Foreign Affairs as part of the steering committee that organized the 3rd French National Humanitarian Conference. The conference brought together the main stakeholders from the aid sector in France and contributed to France's strategic reflection about how the humanitarian sector is evolving. This event was also an opportunity to review the hurdles and ideas for improvements identified by field operators. The discussions at the conference helped to define France's strategy for the World Humanitarian Summit.

The World Humanitarian Summit in Istanbul in May provided local actors with an opportunity to express their views and explored ways to improve the sector as a whole. Groupe URD was involved for two years in the run-up to the WHS. We were very active within the network of experts that worked with the team preparing the summit, and also with the NOHA network, and we took part in discussions among national and international organizations like United Cities and Local Governments and the Global Alliance for Urban Crises.

The commitments made during the WHS, such as the Grand Bargain, were subsequently the focus of several projects by Groupe URD. Thus, one of the goals of the real-time evaluation of the response to Hurricane Matthew carried out in Haiti was to assess how these commitments were implemented during the first post-WHS international humanitarian response. A second study, carried out for Auvergne-Rhône-Alpes region, looked at aid localisation methods in Tripoli (Lebanon), and how it was perceived by local actors. We began a more global study on the theme of aid localisation for Trócaire at the end of the year. On a related issue, we co-organised a one-day workshop on reinforcing the capacity of national training organisations in London in April alongside Bioforce, Bond, CHS Alliance, IECAH, INTRAC, Mango, Cornerstone Foundation and RedR UK.

In terms of training and dissemination:

Groupe URD explored the evolution of the sector via a special edition of our review *Humanitarian Aid on the Move* on the World Humanitarian Summit and via several articles on issues such as the disintermediation of aid and the reinforcement of partnerships with organisations from the South. We also took part in the 21st session of the Intensive programme of the NOHA network which took place in Warsaw University in Poland from 7 to 13 September, where we facilitated sessions on "cash transfer" practices, evaluation and protection.



AID QUALITY

The issue of aid quality and its related topics is one of our main areas of activity, in terms of evaluations, research and organisational support. The projects carried out for aid organisations and the international debates that took place show that this was a major topic for the sector in 2016.

Organisational support

A large part of Groupe URD's work on Quality aims to help improve how organisations and programmes function.

We evaluated the Monitoring and Quality department of Terre des Hommes (TdH) Mali. There were two additional objectives: consolidating the results of TdH Mali's programme, and making recommendations to improve TdH's Quality and Accountability approach.

With the aim of improving coordination and information management, Groupe URD also continued to support the development of Sigmah open source software with 13 other humanitarian NGOs. Sigmah notably got through to the final round of the Humanitarian Innovation Fund's "Journey to Scale" programme and took part in a three-day retreat with experts in Oxford. The programme aimed to help innovative projects for the humanitarian sector to make the transition to a bigger scale.

We also evaluated the evaluation activities of the Greek branch of Médecins sans frontières (MSF): MSF Greece had been given the responsibility of evaluating the Spanish branch of the organisation. The evaluation was based on the analysis of thirty evaluation reports and a number of interviews.

Groupe URD worked with the ICRC on the theme of "beneficiary engagement" in order to establish a harmonised definition of the concept. The project included the creation of indicators for measuring engagement of this kind with the aim of improving the accountability of programmes towards targeted populations.

We also finalised a study in the Sahel for UNDP and UNICEF on risk analysis tools used by different UN agencies. Having begun in 2015, it aimed to improve coordination between different UN organisations and harmonise humanitarian approaches. The findings were presented to stakeholders at a workshop in Dakar in March 2016.



Developing strategic support

In 2016, we took part in several strategic support activities in a variety of contexts.

We provided strategic support to the French Red Cross's Indian Ocean Regional Intervention Platform (PIROI) in preparation for the opening of its new PIROI Centre. We shared our experience as a multi-dimensional organisation (training, studies, etc.) and in terms of strategic planning, notably with regard to disaster preparedness, based on our years of experience and our knowledge of stakeholders and risks in the region.

We also travelled to Sub-Saharan Africa to provide advice to the Humanitarian Leadership Academy for the creation of a training centre for local and international humanitarian staff, and more generally for all "first responders". We carried out a study of training courses that are available in West Africa and proposed locations that seemed the most appropriate for this new centre, based on different criteria (proximity of partners, infrastructures, training available locally, etc.).

We worked with the FAO in the Palestinian Territories on a project to improve understanding of resilience and humanitarian response methods in relation to the challenges of the context. The resulting analysis and recommendations will be integrated into FAO programmes as of 2017, and will be applied to the organisation's strategic programme until 2021. A similar project was also carried out for the FAO in Northern Nigeria.



In terms of training and dissemination:

We ran our annual course on "Evaluating the quality of humanitarian action" at our headquarters in Plaisians. We also were involved in the Quality and Accountability module of CERAH's "Advanced Studies in Humanitarian Action" training course and contributed to the development of an online training module on the CHS for the Humanitarian Leadership Academy. We ran two training sessions and two workshops for Caritas Mali and trained eight Sudanese NGOs in project management techniques and integrating gender issues. Several articles in Humanitarian Aid on the Move dealt with issues of Quality. We also co-organised a round table on quality and accountability at the World Humanitarian Summit with the CHS Alliance and the SPHERE Project.

POST-CRISIS RECONSTRUCTION

For a number of years we have been involved in activities aiming to promote and improve the links between relief and development. We have been particularly interested in issues of resilience and recovery, as well as post-crisis reconstruction issues, notably in urban contexts. In 2016, we focused on two urban reconstruction contexts: the Central African Republic (CAR) and Nepal.

Reinforcing urban reconstruction activities

The crisis in the Central African Republic was initially a humanitarian crisis with an urban component. However, due to the poor management of urban characteristics and the very large number of internally displaced persons, it became a fully-fledged urban crisis.

Our activities concerned the post-crisis reconstruction of the country and focused principally on the capital Bangui. An initial mission was carried out in March for the World Bank, the United Nations and the French Embassy: it aimed to improve dialogue between state institutions and humanitarian actors, and coordination between the resilience and humanitarian sectors. We then conducted a self-funded study to analyse the urban crisis in Bangui in greater detail. Another study was carried out for the Central African Ministry of Housing and Urban Planning concerning a social housing project for IDPs in M'Poko.

We also continued our activities on reconstruction programmes in Nepal following the 2015 earthquake. We began an iterative lesson learning process on innovative reconstruction programmes funded by the Fondation de France, which will last two years. This will provide useful lessons for NGOs currently in Nepal, for future missions by the Fondation de France, and for aid organisations in general. It will also contribute to debates about aid in post-crisis contexts, and about collaborating with local humanitarian and development organisations.



Promoting resilience and recovery

We were also involved in activities related to resilience and recovery, topics that we have been promoting for a long time.

We facilitated two workshops in CAR, one for the World Bank and the French government, and the other for the European Commission's Bêkou fund (DEVCO), which supports organisations and programmes working on the transition between relief and development. We were subsequently asked to assess this fund after two years of existence.



We also provided the FAO with support in their operational and strategic reflections on resilience in Northern Nigeria (and more generally in the Lake Chad area) with the aim of defining an action plan for the coming years.

The French Development Agency also commissioned Groupe URD to carry out two projects concerning the involvement of local people in recovery programmes. The first of these aimed to provide an overview of labour-intensive programmes worldwide. These programmes involve local people in recovery and reconstruction activities by reserving a quota of low-skilled jobs for them, thus boosting the economy. The second study looked at the exclusion of young people in the Sahel who are particularly fragile and at risk. The report included ideas for ways to increase their integration into the job market.

In terms of dissemination :

Regarding post-crisis urban reconstruction, Groupe URD co-organised a peer-exchange event between Haitian and Central African delegations which aimed to share lessons and experiences. A day of debates was then organised at the French Development Agency's offices to provide feedback about this exercise. In parallel, Groupe URD took part in a conference, "Bangui, une capitale à reconstruire ? Les enjeux de la ville de demain (Rebuilding Bangui – issues at stake for the city of the future) organised by the Alliance française in Bangui. We also took part in the annual day of discussions organised by AdP Villes en développement on the theme "Refugees and migrants in the city" and two other conferences about reconstruction in Nepal. An article in the 17th issue of Humanitarian Aid on the Move also looked at our experience in CAR. Finally, several articles were published in the review Préventique on different aspects of risk management.



ENVIRONMENT



As part of the Environment section of the “Learning and innovating to improve crisis response” project, Groupe URD facilitated the Humanitarian Environment Network which includes ten organisations. The goal of this network is to promote the integration of environmental issues into the design and implementation of humanitarian programmes, and to share and disseminate innovative practices. In 2016, in addition to its two annual meetings, the network began to draw up a list of recycling companies that can cooperate with humanitarian organisations to treat waste produced by local populations and humanitarian programmes. 102 companies in 28 countries have been listed to date thanks to this collaborative activity.

Groupe URD also carried out an evaluation of the LPV2 (photovoltaic street lighting) project by Electriciens sans Frontières in Haiti. The autonomous solar-powered street lighting installed in different cities and neighbourhoods has made places safer, boosting trade and allowing the local population to re-occupy them while, at the same time, limiting costs.

Several training and dissemination activities were conducted in parallel throughout the year. Groupe URD thus took part in a symposium organized at the Sorbonne on 9 and 10 June on the “climatisation” of the world. We also ran training courses for humanitarian organisations such as Handicap International, and as part of university courses, for example at IRCOM in Angers and at Bioforce. Lastly, we attended some meetings of the DRR network made up of French NGOs who monitor the climate negotiations and advocate for DRR to be taken into account in humanitarian action.



Assessing the carbon footprint of Groupe URD

In keeping with our commitment to be an environmentally-friendly organisation, we assessed our carbon footprint again in 2016. There was a significant increase in our total CO₂ emissions compared to our previous assessment in 2013, due in part to travelling greater distances and also because trips by consultants and stopovers were included in the final calculation whereas they were not taken into consideration before. There were nevertheless positive points as the level of emissions related to the internal functioning of the association fell. To compensate for our emissions, we made a commitment to invest in the local solar energy project in the southern Baronnies and to change electricity supplier to a renewable energy company.

GEOGRAPHIC FOCUS

AMERICAS (CARIBBEAN):
2 evaluations



AFRICA: 4 studies / 3 evaluations / 6 organisational support projects / 2 professional training sessions / 2 events (co)organised by Groupe URD

INDIAN OCEAN: 1 organisational support project

FOCUS on Central African Republic

Groupe URD worked on urbanism and displacement in CAR following the conflicts that took place between 2013 and 2015. Working for the World Bank, the United Nations and the French Embassy, our first objective was to facilitate dialogue between the Central African state institutions and the humanitarian organisations present in the country. We then conducted a study of the post-crisis urban context in Bangui and took part in a conference organized by the Alliance française and the French Embassy entitled "Vivre sa ville". We also carried out a study on a social housing project for IDPs in M'Poko for the Central African Ministry of Housing and Urbanism, and organized a peer-exchange event between Haitian and Central African delegations on post-crisis urban reconstruction for the French Development Agency.

FOCUS on migration and crises

2016 saw the continuation of the humanitarian crisis caused by the arrival of refugees fleeing contexts such as the Syrian conflict. Certain countries became transit routes, while others were more directly affected by the issue of hosting refugees in the longer term. In order to analyse these issues, Groupe URD travelled to Greece, Serbia, Croatia, Italy, Slovenia and Germany. We were asked to evaluate two programmes by consortiums which were often complex as they were implemented in several countries and in several sectors, which increases the need for coordination and logistical input. The first evaluation concerned the programme run by the START Network, a consortium of NGOs in five countries (Greece, Croatia, Slovenia, Macedonia and Serbia). The second concerned the activities of Médecins du Monde – via its consortium of national branches and partners – in eleven European countries.

EUROPE: 3 evaluations / 4 professional training sessions / 2 events
(co)organised by Groupe URD



ASIA: 1 study

MIDDLE-EAST: 2 studies / 1 evaluation / 1 organisational support project / 1 event co-organised by Groupe URD

FOCUS on the Syrian crisis Groupe URD also worked in a number of countries in the Middle East, often linked to the consequences of the war in Syria. Having completed the evaluation of the European Commission's humanitarian response to the Syrian crisis since 2012, we worked on two studies in Lebanon, one on risks of corruption in aid programmes aimed at refugees and host populations, and the other on aid localisation. We also worked on the Palestinian context, providing the FAO with strategic support.

2016 in figures



GROUPE URD'S ACTIVITIES IN 2016

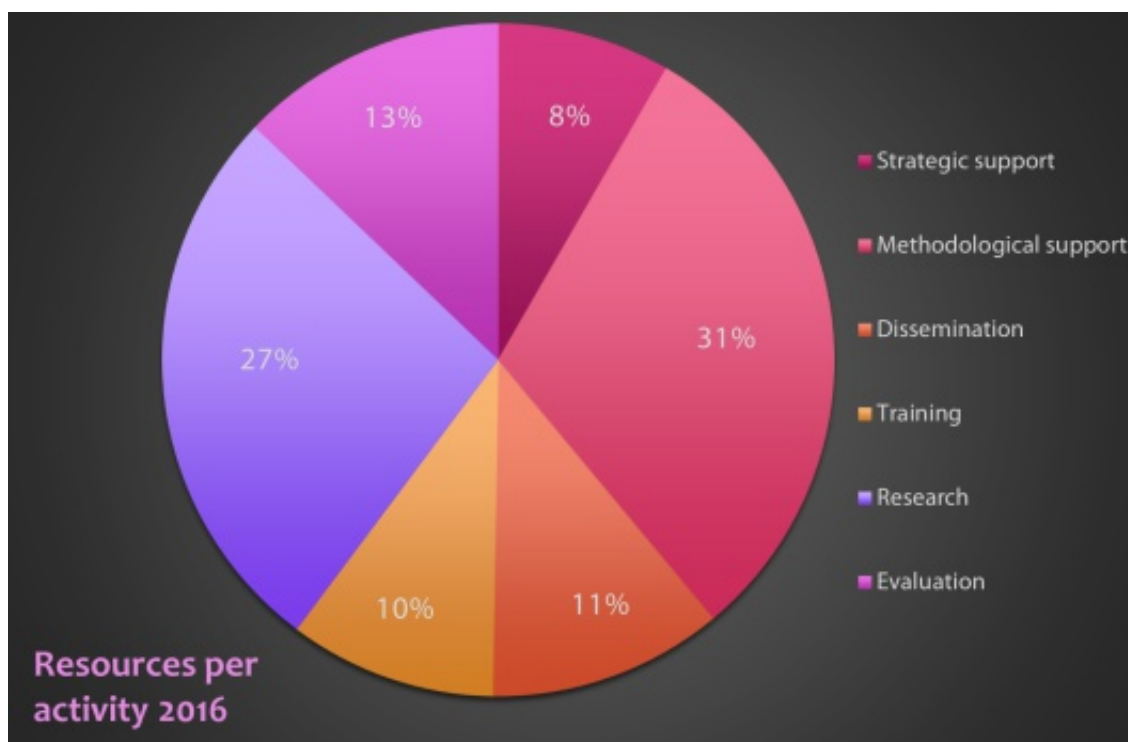
In 2016, Groupe URD's budget was split between a number of activities as shown in the pie chart above. We can see that a large part of the budget was allocated to institutional and methodological support, which has been a growing trend in recent years. More resources were allocated to research than in the past, with a significant amount of resources going to certain projects, such as the study on aid integrity. The other activities remained stable.

It should be noted that half of the projects carried out in 2016 were multi-activity projects. This shows Groupe URD's capacity to provide several types of expertise, in keeping with our mandate to support aid organisations. This is related to our collective learning cycle approach in which activities feed each other. These multi-activity projects often involve more long-term follow-up and tailor-made services to meet organisations' specific demands.

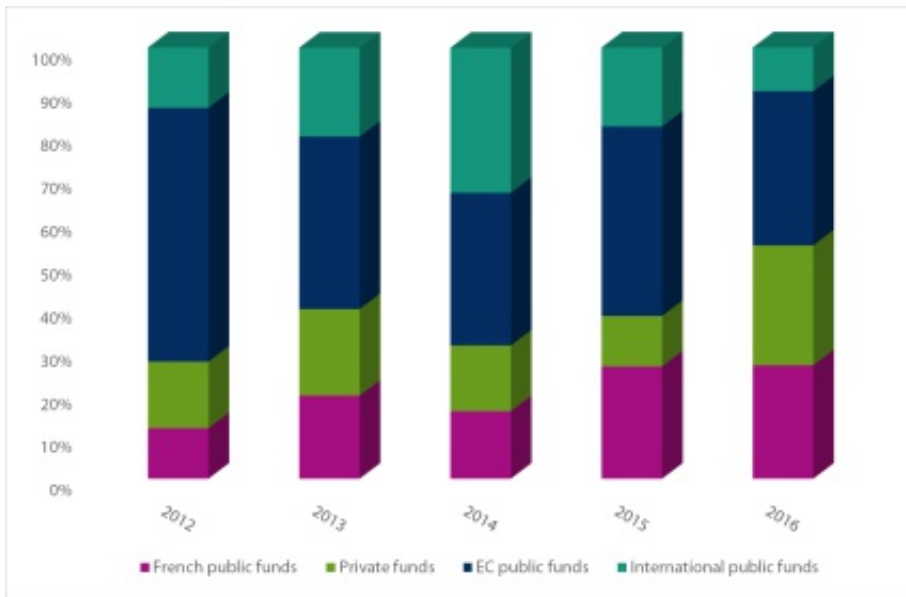
More than half of these projects involving several types of activities were carried out in connection with either:

- INSPIRE Consortium, which aims to help DG ECHO develop its humanitarian policies; or
- The multi-year strategic and financial partnership with the CDCS, the AFD and DGM, which aims to establish and reinforce a think tank for humanitarian action and post-crisis reconstruction.

The remaining projects concern ad hoc requests from NGOs, donors or other stakeholders from the humanitarian sector.



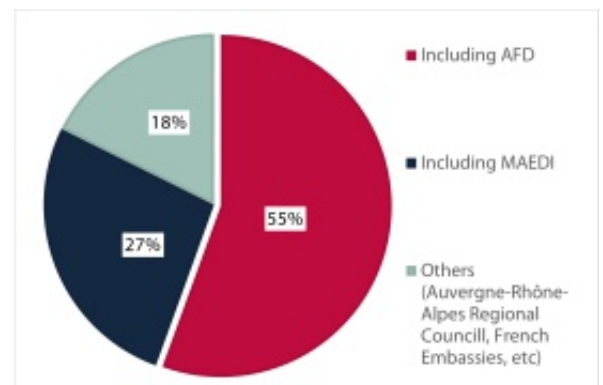
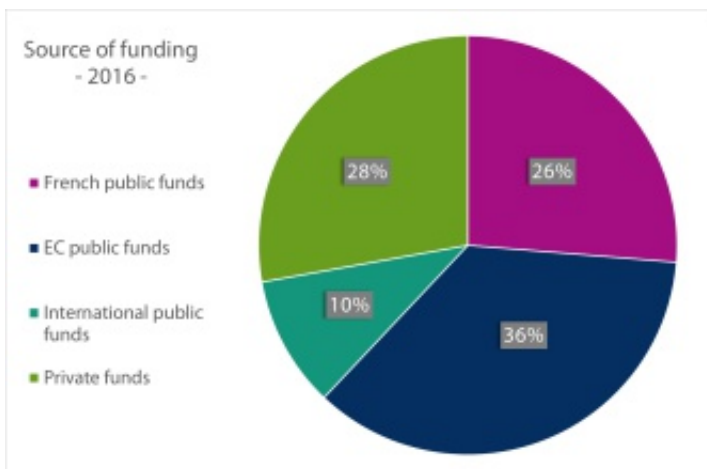
GROUPE URD FUNDING SOURCES



Funding sources since 2012

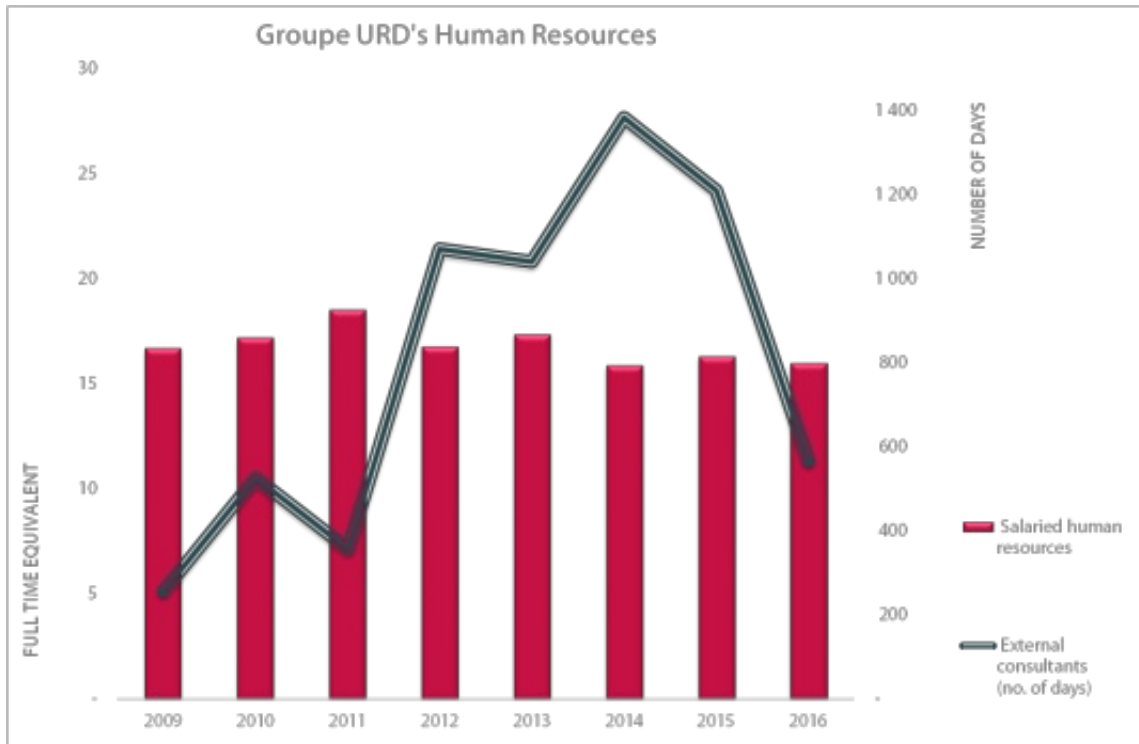
The increase in the amount of private funds in recent years is primarily the result of a desire to reinforce Groupe URD's economic model and increased demand on the part of private bodies for institutional support and evaluation.

There has also been a slight drop in European funding since 2012, when the INSPIRE Consortium was launched. The drop in 2016 was related more to administrative issues (renewed objectives of the Consortium) than operational issues. Europe nevertheless remained the largest source of funding in 2016.

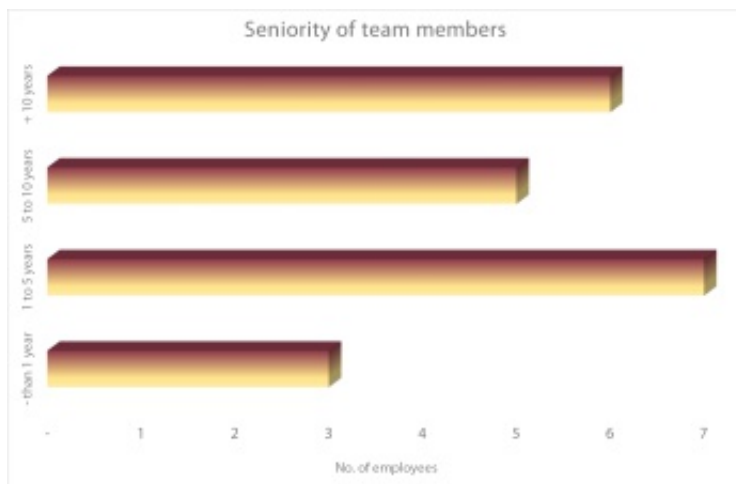


In the last two years, the proportion of funding from the French state has stabilized. In 2016, a large part of this was from the French Development Agency which provides us with funding for the multi-year Convention, the Sigmah project, and the "Learning and Innovating to Improve Crisis Response" project, but also calls on us for our expertise in parallel for specific projects. Both the French Ministry of Foreign Affairs and Auvergne-Rhône-Alpes Regional Council have continued to support us. And a number of other French actors, such as embassies and certain universities, continue to approach us for specific missions.

HUMAN RESOURCES IN 2016



Groupe URD's salaried staff has stabilized over the last five years at around twenty (16 full-time equivalent), with low staff turnover. The number of external consultancies varies depending on our needs which shows the pertinence of our decision to reinforce our expertise using a close network of external experts rather than limiting ourselves to our team of salaried staff. This allows us to manage and limit the pressure on the human resources budget.



In keeping with our desire to train and establish a multi-disciplinary team for the long-term, staff turnover is low at Groupe URD in contrast to the sector in general, with 1/3 of the team having been with us for more than 10 years. Our location in the Drôme Provençale area, which could have been a negative factor, also has contributed to our staff settling locally in the mid to long term.

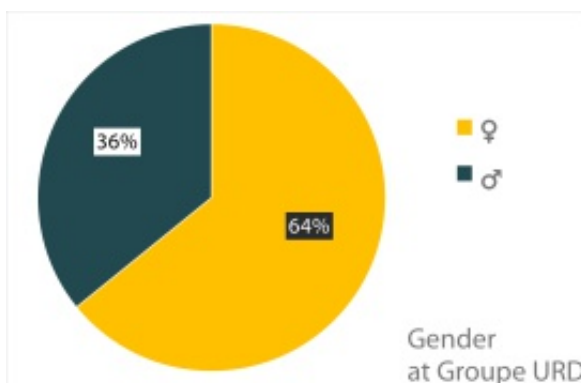
<

39.86

 Average age of

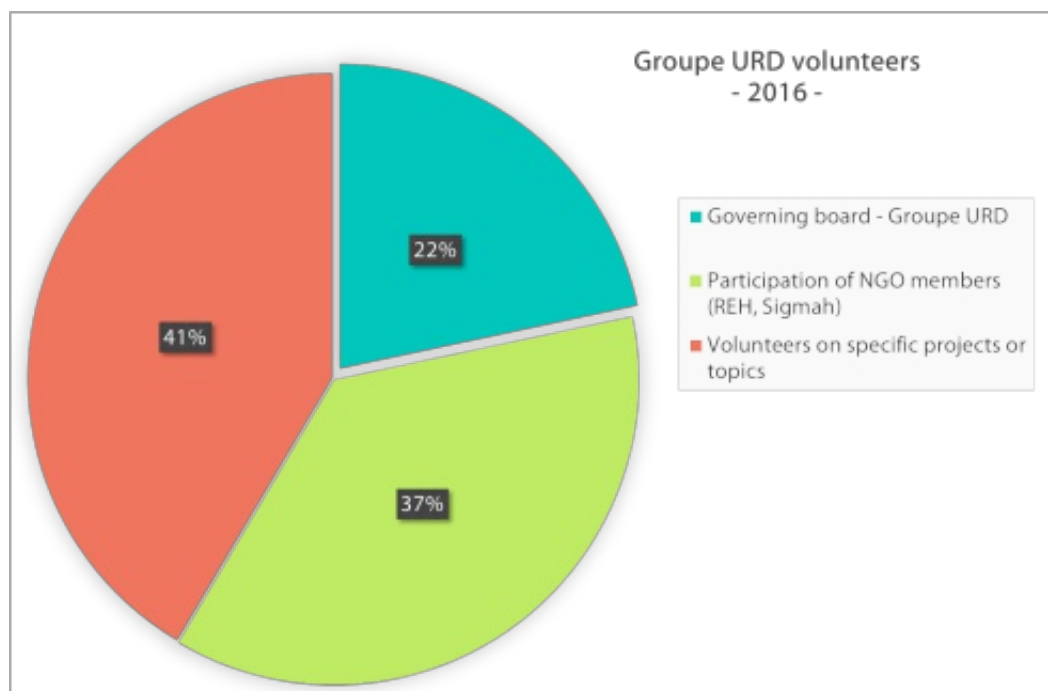
 Groupe URD staff

>



The high proportion of women in the sector is also reflected at Groupe URD. However, in contrast to the rest of the sector, there is also a majority of women in our decision-making bodies (+ than 60 % in the Administrative Board and Management Team).

VOLUNTEERS AND ORGANISATIONAL DEVELOPMENT



Voluntary work at Groupe URD represents 2% of our activity, which may seem low from a quantitative point of view, but nevertheless represents active participation on specific subjects.

Groupe URD's volunteers include:

- The members of the Administrative Board, who contribute to major decisions and are involved in all of the organisation's collective events;
- The staff of the aid organisations that are members of the networks facilitated by Groupe URD : Sigmah and the Humanitarian Environment Network, which hold meetings 2-4 times a year and are involved in pooling and sharing lessons on certain topics;
- Professionals or PhD students who want to take part on a voluntary basis in Groupe URD projects. In 2016, volunteers contributed to research on the environment, and to activities concerning communication and strategic support.

Institutional organisation & development of our tools using FRIO

After the contribution of an external consultant in 2015 using the AFD's organisational support mechanism called FRIO, Groupe URD established a development plan for its information system for the next 5 years. The plan sets out, in an integrated and coherent manner, how the organization will meet its different needs (diary, computer infrastructure, document sharing, etc.). The first leg of this plan was the creation of an integrated contacts base.

Studies

- Enhancing the integrity of humanitarian operations in complex humanitarian contexts, Ebola and Lebanon case studies and synthesis report, with Humanitarian Outcomes, September 2015 - March 2017, for Transparency International
- Managing knowledge about innovative projects funded by the Fondation de France during the post-earthquake reconstruction in Nepal, 2016 - 2017, for the Fondation de France
- The urban context in Bangui: humanitarian action, reconstruction and development projects, March - April 2016
- Youth in the Sahel: exclusion and integration, June 2015 - March 2016, for the French Development Agency
- Designing a low-cost housing project for IDPs in the M'Poko site, August 2016, for the Central African Ministry of Housing and Urban Planning
- Study on aid localisation in the response to the Syrian refugee crisis in Tripoli (Lebanon), December 2016 - February 2017, for Auvergne-Rhône-Alpes Region
- The environmental impact of forced migration, December 2016 - April 2017, for the Global Disaster Preparedness Centre
- "More than the Money" study on aid localisation, December 2016 - May 2017, for Trócaire

Evaluations

- Mid-term evaluation of a WFP programme in Niger, August 2015 - February 2016, for the WFP
- Evaluation for the World Food Programme (WFP) in Senegal, September 2015 - February 2016, for the WFP
- Evaluation of DG ECHO's humanitarian response to the Syrian crisis since 2012, April 2015 - June 2016, for ECHO
- Evaluation of START European Refugee Crisis Response, April - June 2016, for the START Network
- Evaluation of Terre des hommes' Monitoring and Quality department in Mali, May - July 2016, for TDH Mali
- Quality Control Regional Evaluation WFP/EMOP Niger-Chad-Cameroon, June 2016
- Real-time evaluation of the response to Hurricane Matthew, November 2016 - January 2017, for a Steering Committee made up of the main international donors involved in Haiti
- Evaluation of the Médecins du Monde consortium's response to the migratory crisis in Europe, November 2016 - January 2017, for MDM France
- Evaluation of the LPV2 project, November 2016 - February 2017, for Électriciens sans frontières
- Evaluation of the effectiveness of MSF evaluations, December 2015 - November 2016, for MSF OCBA (Operational Centre Barcelona - Athens)

Training (other than university courses)

- Partnership with CERAH to facilitate the two CAS "Designing Strategies and Projects for Humanitarian Action" and "Advanced Studies in Humanitarian Action"
- Training on project management and integrating and promoting gender issues for eight local NGOs, 28 February to 10 March in Khartoum
- Training on capacity building in food security in emergency and post-emergency contexts, two sessions in March and May 2016 for Caritas Mali in Bamako
- Introduction to Sigmah project management software, 13 June in Paris
- Evaluating the Quality of Humanitarian Action, 10 - 14 October, Plaisians
- Taking environmental issues into account in humanitarian programmes, 28 November in Lyon, Handicap International

Methodological support

- Supporting the French Development Agency in redefining its strategy on labour-intensive public works projects, September 2015 - September 2016, for the French Development Agency and the BIT
- Analytical review of multi-risk tools and approaches in order to develop a shared methodology that is adapted to the Sahel context, December 2015 – March 2016, for UNDP and UNICEF
- Reinforcement of operational and emergency preparedness capacities, January – July 2016, for Caritas Mali
- Strengthening LRRD in a weakened state (CAR), March 2016, in partnership with the French Embassy in CAR and OCHA
- Providing support to set up a Regional Centre for expertise, training and innovation in the Indian Ocean area, March - June 2016, for the French Red Cross and the Indian Ocean Regional Intervention Platform (PIROI)
- Providing operational and strategic support to FAO for its emergency recovery plan in Northern Nigeria, August 2016
- Providing strategic support to FAO for its programmes in the Palestinian territories, September – October 2016
- Exploratory study to establish a Humanitarian Leadership Academy centre in West Africa, September - November 2016, for the Humanitarian Leadership Academy
- Support in defining and measuring beneficiary engagement, March - October 2016, for the International Committee of the Red Cross
- Following up the development of Sigmah software and the Sigmah project

Events organised or co-organised by Groupe URD

- 3rd French National Humanitarian Conference, 23 February 2016, Paris
- Conference: “Rebuilding Bangui – challenges of the city of the future”, 16 March 2016 in Bangui
- Workshop: “Improving the links between humanitarian and development aid in the Central African Republic”, 17 March 2016 in Bangui
- Workshop: “Capacity building challenge: Engaging with local training providers”, 18 April in London
- Round table co-organised during the World Humanitarian Summit: “Quality and Accountability: it is not enough to do the things right, the right things have to be done”, 23 May 2016 in Istanbul
- Facilitation of the “Fonds Bêkou” planning and learning workshop, 29 June to 1 July 2016 in Bangui
- Conference: “Post-crisis reconstruction: prospects for cities in the South and roles for organisations in the North”, 29 September 2016 in Paris

Conference presentations

- General Assembly of the RITIMO network, 22-24 January, Paris
- Conference organised by the Alliance française and the French Embassy in CAR: “Vivre sa ville”, 17 March, Bangui
- 13th DIHAD, 21-23 March, Dubai
- “European Humanitarian Roundtables 2016 - Towards the World Humanitarian Summit?” 31 March, Dublin
- “One year after the Nepal earthquake” 21 April, Brussels
- “Nepal earthquake of 25 April 2015: one year on”, 25 April, Paris
- World Humanitarian Summit 23-24 May, Istanbul
- Symposium on the “climatisation” of the world, 9-10 June, Paris
- General Assembly of the RITIMO network, 10-12 June, Vénissieux
- Ambassadors’ week, 29 August - 2 September, Paris
- AdP Villes en Développement annual day of discussions: Refugees and migrants in cities, 23 September, Paris
- Rencontres Africa 2016, 22-23 September, Paris
- Habitat 3, 17-20 October, Quito
- Humanitarian discussions at the France-Atlanta forum, 20-21 October, Atlanta
- FAO and WHO Conference on the resilience of food systems and malnutrition, 1-2 December, Rome
- Seminar on the South Sudan Crisis, 7 December, Dublin

Acronyms

- AdP . *Association de Professionnels* (Professional Association)
- AFD . *Agence française de développement* (French Development Agency)
- ALNAP . Active Learning Network for Accountability and Performance in Humanitarian Action
- CAR . Central African Republic
- CAS . Certificate of Advanced Studies
- CERAH . Centre for Education and Research in Humanitarian Action
- CHS . Core Humanitarian Standard
- CIEDEL . *Centre International d'Etudes pour le Développement Local*
- DEVCO . Directorate-General for International Cooperation and Development
- DIHAD . Dubai International Humanitarian Aid & Development
- DRR . Disaster risk reduction
- ECHO (DG) . European Community Humanitarian Office
- EMOP . Emergency Operation
- ENA . *École nationale d'administration*
- FAO . Food and Agriculture Organization of the United Nations
- GPPI . Global Public Policy Institute
- HERE . Humanitarian Exchange and Research Centre
- HLA . Humanitarian Leadership Academy
- ICRC . International Committee of the Red Cross
- IDP . Internally displaced person
- IECAH . *Instituto de Estudios sobre Conflictos y Acción humanitaria* (Institute of Studies on Conflicts and Humanitarian Action)
- ILO . International Labour Office
- INTRAC . International NGO Training and Research Centre
- IRCOM . *Institut des Relations Publiques et de la Communication*
- LRRD . Linking Relief, Rehabilitation and Development
- MAEDI . *Ministère des Affaires étrangères internationales et du Développement international* (French Ministry of Foreign Affairs and International Development)
- MDM . *Médecins du monde* (Doctors of the world)
- MSF . *Médecins sans frontières* (Doctors without borders)
- NGO . Non-governmental organisation
- NOHA . Network on Humanitarian Action
- OCHA . Office of Coordination of Humanitarian Affairs
- ODI . Overseas Development Institute
- PIROI . *Plateforme d'intervention régionale de la Croix-Rouge dans l'océan Indien* (French Red Cross's Indian Ocean Regional Intervention Platform)
- REH . *Réseau environnement humanitaire* (The Humanitarian Environment Network)
- TdH . *Terre des Hommes*
- UCLG . United Cities and Local Governments
- UNDP . United Nations Development Programme
- UNICEF . United Nations International Children's Emergency Fund
- URD . Urgence, Réhabilitation, Développement
- WFP . World Food Programme
- WHO . World Health Organisation
- WHS . World Humanitarian Summit

Certain people are a source of light that help us to navigate through the darkness in the world. With his love of life, his love of others, his humour and his kindness, **Rémi Russbach** was one of those people.

From the paddy fields of Vietnam during the war against the USA, where he began working for the ICRC, to the Turkish hospitals for the poor in our own troubled times, he was also a man of determination, commitment and physical courage. As an active member of Groupe URD's Administrative Board, Rémi always encouraged us to remain

faithful to our commitment to those affected by crises, regardless of the institutional issues at stake. Before this, as one of its most innovative head doctors, he revolutionized the ICRC's approach to medicine, turning what had been a rather outdated institution in the 1960s into one of the key Health sector organisations in conflict situations, in keeping with Henri Dunant's ideas. Over and above his involvement in the "Amis d'Henri Dunant" association and Groupe URD, he was a smiling rebel, and contemplated the sorrows of the world with wit and realism (due to his experience in the field) and an acute perception of complexity.

It was a pleasure to work with him, and an honour that he joined us at Groupe URD. Over the 25 years that we regularly saw each other, at the ICRC and then at Groupe URD, his was a powerful, and often original voice – the kind of voice that has a beneficial effect on those who hear it. We will miss that voice. I will miss that voice. We have planted a beautiful olive tree at Groupe URD headquarters to remember him by.



THANKS to Groupe URD's partner

A Acting for Life . Action contre la faim . AdP Villes en développement . Agence du Service Civique . Agence Française de Développement (AFD) . Alliance française à Bangui . ALNAP . Ambassade de France en RCA . Ambassade de France au Soudan . Atol C&D **B** Banque mondiale . Bioforce . BIT, Bureau international du travail . Bond **C** Care France . Care Nederland . Caritas Mali . CDC Atlanta . Ceder . Cefrepade . CERAH . CHS Alliance . CICR . CIEDEL . C'Net . Code Lutin . Collectif France Népal . Collège Henri Barbus de Buis-les-Baronnies . Commission humanitaire et développement . Communauté de communes du Pays de Buis . Consulat de France à Atlanta . Coopération monégasque . Coordination sud . Cornerstone Foundation . COSI . Croix-Rouge française . Croix-Rouge luxembourgeoise **D** DEVCO . DFID . Digit'hall . Diplomatie . Direction départementale de la Cohésion Sociale, Service jeunesse, sports et vie associative . Disaster waste recovery **E** ECHO . Électriciens sans frontières . Enviroearth . Equipop . Etc Terra **F** FAO . Festival Les Lointaines . Foli-o . Fondation de France **G** Global Public Policy Institute (GPPI) . Gret . Groupe d'amitié interparlementaire France Népal . Groupe scolaire le coquillon de Buis-les-Baronnies **H** Handicap International . HERE – Geneva . Home-made . Humanitarian Innovation Fund . Humanitarian Leadership Academy . Humanitarian Outcomes **I** INASP . Initiatives 26.07 . Instituto de Estudios sobre Conflictos y Acción humanitaria (IECAH) . INTRAC . IRCOM d'Angers **M** Mairie de Buis-les-Baronnies . Mairie de Plaisians . Mango . Médecins du monde . Médecins sans frontières . Ministère centrafricain de l'Habitat, du Logement social et de l'Urbanisme . Ministère français des Affaires étrangères & du Développement international (CDCS - DGM) **N** Netapsys . NOHA **O** OCHA . Organisation Internationale de la Francophonie . Open DSI . Overseas Development Institute (ODI) . Oxfam GB . Oxfam Québec **P** PAM . PFVT . PIROI . PNUD . Première Urgence - Aide Médicale Internationale . Préventique **R** RedR UK . Région Auvergne-Rhône-Alpes . Resacoop . Réseau ADERGO . RITIMO . Rizom **S** SECADEV . Solidarités International . START Network **T** Terre des Hommes Lausanne et Mali . The Sphere project . Transcopy . Transparency International . Triangle GH . Trócaire **U** UNICEF . Université Emory (Atlanta) . Université Jean Moulin Lyon II . Université Lille II . USAID/OFDA

And to our private donors and volunteers, Franck Bouvet, Marta Kucharski and Claire Labat...



Groupe URD
La Fontaine des Marins 26170 Plaisians - France
Tel : + 33 (0)4 75 28 29 35
urd@urd.org

 @GroupeURD

 www.facebook.com/groupe.urd

www.urd.org