



LEARNING AND  
INNOVATING TO

IMPROVE CRISIS  
RESPONSES



2018

ANNUAL REPORT





# OVERVIEW

In 2018, we continued to analyse crises and aid practices around the world, in Yemen, in the Sahel, around Syria, in the Central African Republic, in Djibouti and in the Horn of Africa, more convinced than ever of the importance of in-depth observation in the field to further develop our expertise and our research. We opened an office in Mali to provide support to the many actors involved in the KEY programme, which is funded by the European Union, and launched the RESILAC project in the Lake Chad region with our partners ACF and Care. This continuous presence in major crisis contexts consolidates our position as a 'think and do' tank, working with people affected by crisis and the organisations who assist them.

We continued to work on subjects that we have been promoting for some time, such as the environmental footprint of the aid sector, the quality of aid, resilience building, urban issues, health crises, etc., conscious of the fact that structural changes take time. But there have also been significant changes, for example in relation to the humanitarian-development nexus, with the growing influence of new players such as the French Development Agency and the World Bank in crises and fragile contexts. This new development, which we have been calling for since the creation of Groupe URD in 1993, will provide new opportunities in terms of meeting the structural needs of populations, while also raising questions about aid principles, relations between actors, project timeframes, etc. We have also continued to explore complex emerging topics, such as migration, the security-development nexus, accountability, localisation, the role of first responders and health crises.

During the year, we also consolidated our participation in different networks and partnerships. We became associate members of Coordination SUD, we facilitated the Disaster Risk Reduction Network, the Quality and Accountability Network, and the Humanitarian Environment Network, and we acted as a learning partner with certain NGOs and consortiums. Our increased activity with operational organisations, in parallel to our long-standing role with donors and political decision-makers (e.g. as the lead organisation of the INSPIRE consortium for DG ECHO, and with 'Team France' for the Ministry of Foreign Affairs and the French Development Agency), as well as with United Nations agencies, such as OCHA, helped to reinforce our role as an independent observer of aid practices, positioned at the cross-roads between different families of operators.

It is also important to know when to turn the page, and we therefore decided to let TolaData take over the Sigmah project. In doing so, we shared the lessons learned from this collective experience of developing centralised project management software for international aid organisations. The evaluation report and the lessons learnt documents were published and we decided to re-focus on our main area of activity, while keeping a close eye on new IT tools in the sector, and accompanying aid organisations in this transition.

Lastly, throughout 2018, the team actively took part in consolidating the organisation's positioning and functioning, at the instigation of the Board and Management. The work currently underway will feed into the future strategy that is due for 2020.

**Monique Cardot**  
President

**Anne-Marie Mounier**  
Vice-president

# SUMMARY

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# IN BRIEF

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## EVALUATION Evolving through evaluation

Most evaluations in 2018 were carried out over a relatively short period (2 to 6 months), in contrast to the multi-year projects from previous years. Two of these focused on large-scale projects in fragile contexts in CAR and East Africa, while another looked at MSF's response to the cholera epidemic in Yemen. In Mali, we carried out the first of the six missions planned during the 4-year iterative evaluation of the country programme funded by DANIDA which concerns different subjects, such as decentralization, peaceful coexistence and resilience.

- 🕒 *Evaluation of MSF's response to the cholera epidemic in Yemen (cf p.17)*
- 🕒 *Real-time evaluation of DANIDA's country programme in Mali*
- 🕒 *Evaluation of the "Strengthening the city of Bangui to resolve the crisis" project for Cités Unies France (cf p.15)*
- 🕒 *Evaluation of the AMMi project on migratory flows in East Africa for Expertise France (cf p.16)*



## STRATEGIC SUPPORT Clarifying decision-making

We finalised a research project to help the French Government establish its Fragilities Strategy and organised a role play exercise in Plaisians to test the strategy in an operational setting. We also contributed to the annual evaluation of progress made on the Grand Bargain, which raised questions about its impact and the level of efficiency that was expected. In the field, we worked with the team of experts commissioned by the Djibouti Government, the WFP and the UN to explore the subject of food and nutritional security in relation to the challenges of climate change and heightened urbanization (the Zero Hunger strategy). We also started a 3-year project providing Tripoli Municipal Authority with support in implementing an experimental localisation plan. And we ran a workshop on the humanitarian-development nexus in Chad, one of the 6 pilot countries chosen by the EU.

- 🕒 *Reviewing the French Government's Fragilities Strategy for the French Ministry of Foreign Affairs*
- 🕒 *Developing the 'Zero Hunger' Strategy in Djibouti for the WFP (cf p.13)*
- 🕒 *Reinforcing the capacity of Tripolitans to respond to crises, for the French Development Agency (cf p.11)*
- 🕒 *Facilitating workshops on the humanitarian-development nexus in Chad for the EU delegation in Chad (cf p.14)*



## TRAINING Investing in the future

The main project in 2018 was to prepare the e-learning platform, with a view to launching it in 2019, and the creation of the first introductory thematic capsules on quality and the environment. The platform will allow us to respond to the growing demand for distance learning.

Two training courses on 'Quality Management' were organised for the staff of Expertise France and La Chaîne de l'Espoir. These had a hybrid training course/workshop format that encouraged discussion among the members of each team, with the content being adapted to the specific needs of each organization.

Professional training courses were organised in Bamako and Dakar, as well as for students in France (Bioforce, IFAID, and the University of Chambéry).

In terms of partnerships, work continued with CERAH, and a new project was launched, coordinated by Punto Sud, to provide training both face-to-face and at a distance to the staff and partner NGOs of DG ECHO.

- 🕒 *'Quality Management' training course for Expertise France, February 2018, Paris*
- 🕒 *'Evaluating the Quality of Humanitarian Action', April 2018, Plaisians*
- 🕒 *'Project Cycle Management' for Lille 2 University, October 2018, Plaisians*
- 🕒 *'Quality & Accountability COMPAS' training course, October 2018, Paris*
- 🕒 *Training on monitoring and evaluation, November 2018, Dakar*
- 🕒 *'Quality Management' training course for La Chaîne de l'Espoir, November 2018, Paris*
- 🕒 *'Participation or how to reinforce community engagement', December 2018, Bamako*
- 🕒 *Providing training and support services to DG ECHO and its partners, November 2018 - November 2020*





## ORGANISATIONAL SUPPORT Accompanying change

We were involved in three multi-year and multi-activity projects that aim to improve how organisations and programmes function. The first of these is 'Learning and Innovating to Improve Crisis Response', which aims to reinforce the skills of French NGOs. The second and third are the KEY programme in Mali – which is also a new Groupe URD Observatory since June 2018 – and the Resilac project, both of which aim to put the concept of agility into practice and reinforce Groupe URD's role as a 'learning partner' in these very unstable regions (Northern Mali and the Lake Chad region – Chad, Nigeria, Niger and Cameroon). We also facilitate three networks of French-speaking operators which aim to increase their members' competencies and share good practice: the Humanitarian Environment Network, the Disaster Risk Reduction Network and the Accountability community of practice. And lastly, to conclude our mission with the Lebanese Red Cross, we established a quality reference framework and developed an action plan for its implementation.

- ③ *Learning and Innovating to Improve Crisis Response (cf p.7)*
- ③ *Supporting the Disaster Management Unit of the Lebanese Red Cross*
- ③ *Economic and Socially Inclusive Recovery in Lake Chad, RESILAC (cf p.6)*
- ③ *Support to the KEY programme & Mali Observatory (cf p.6)*
- ③ *Disaster Risk Reduction Network, facilitated since April 2018 (cf p.13)*
- ③ *Humanitarian Environment Network, facilitated since 2012 (cf p.12)*
- ③ *Accountability community of practice, facilitated since 2018 (cf p.18)*



## DEVELOPMENT OF TOOLS AND METHODS Transforming practices

2018 saw the launch of an updated version of the Quality and Accountability COMPAS. This new version is based on the lessons learned from the Quality COMPAS project (2004-2014) and follows on from the work carried out with HAP International, People In Aid and Sphere to harmonise standards and integrate the COMPAS reference framework into the Core Humanitarian Standard (CHS).

Groupe URD had facilitated the Sigmah Steering Cooperative and supervised the development of the software for 10 years. Having looked into several monitoring and evaluation tools, we decided that TolaData was the most appropriate platform in terms of vision, quality, expertise, financial health and prospects for future development. They took over the project in June 2018, effectively ending Groupe URD's involvement.



## STUDIES AND RESEARCH Knowledge for action

Once again, studies were our main activity in 2018. Large-scale projects allowed us to study the aid system in depth, document major changes taking place and analyse some of the system's contradictions. We contributed to the State of the Humanitarian System Report, which highlights the current trends and changes affecting the sector, and we analysed the accountability practices of some NGOs. As part of the Inspire Consortium, which provides support to the European Commission's Humanitarian Office (ECHO), we also conducted a comparative study of the systems used by donors to select their operational partners as well as a review of the humanitarian response to the droughts in the Horn of Africa in 2006-2007 (Somalia, Ethiopia and Kenya).

At the national level, we conducted studies on funding mechanisms and on the treatment of migrants, its humanitarian consequences, and the potential room for manoeuvre for aid organisations. Thematic studies also covered some of our regular areas of work, such as the environment, food security and the links between relief, development and security.

- ③ *The State of the Humanitarian System (SOHS, 2018 edition) for ALNAP (cf p.10)*
- ③ *Solidarity and migratory flows as part of the project "Learning and Innovating to Improve Crisis Response" (cf p.16)*
- ③ *French humanitarian aid funding, for the French Ministry of Foreign Affairs (cf p.14)*
- ③ *The humanitarian response to the 2016/2017 drought in the Horn of Africa, for DG ECHO (cf p.13)*
- ③ *The security-development nexus as part of the project "Learning and Innovating to Improve Crisis Response" (cf p.15)*
- ③ *Review of accountability theory and practice (cf p.18)*
- ③ *Humanity & Inclusion's approach to environmental issues as part of the project "Learning and Innovating to Improve Crisis Response" (cf p.12)*



## OUR ROLE AS A LEARNING PARTNER

### 1/ RESILAC project

We began accompanying this complex, 4-year project which aims to contribute to economic recovery and restore the social fabric in four countries (Cameroon, Niger, Nigeria and Chad). We are part of a consortium, along with ACF and CARE, which is funded by the EU and the French Development Agency. The project involves 18 operating partners in the field.

Groupe URD is in charge of running the monitoring and evaluation system, and is responsible for action research and knowledge management. As such, we developed agile management approaches for the project. We ran 'scenario planning' workshops to identify the key factors of possible contextual changes and workshops to collectively establish theories of change for the different activities being implemented. An initial evaluation was carried out at the end of 2018 which focused on the conditions in which the project was being implemented.

**RESILAC\***  
 \* REDRESSEMENT ÉCONOMIQUE ET SOCIAL  
 INCLUSIF AU LAC TCHAD

### 2/ Support to the KEY programme

Since the spring of 2018, we have been providing strategic organisational support to the KEY programme in Mali, funded by the European Union. This programme is being implemented by five consortiums of international and national NGOs in six regions: Gao, Kidal, Ménaka, Mopti, Taoudéni and Tombouctou. The general objective of the programme is to increase the resilience of people who are vulnerable to food and nutritional insecurity. It focuses on two specific operational areas: reinforcing the capacity of local communities to cope with shocks to food and nutritional security; and reinforcing the leadership of the local authorities (central and local) in coordinating, monitoring and evaluating the operations.

Groupe URD's role consists of helping to implement the programme via a series of key activities such as monthly contextual analyses, iterative evaluations, capacity building activities, lesson-learning studies, supporting communications related to the programme, and coordinating the operational organisations.

This field presence over the 3 coming years will mean that we will be able to establish an Observatory in Mali, and more widely, in the Sahel, and follow changes in the context more closely.





## PROVIDING STRATEGIC ANALYSIS TO AID ORGANISATIONS

### 3/ Learning & Innovating to Improve Crisis Response

In 2018, we reached the half-way point of this 3-year project to promote reflection and improve practices among aid organisations, funded by the French Development Agency, the Fondation de France and the Principality of Monaco. The project, which is aimed at French NGOs working in crisis and post-crisis contexts, meets a need that has long been recognised, and is based on three themes: crisis and post-crisis contexts, the quality of aid and environmental issues. Several studies in connection with crises were finalized in 2018, leading to two publications: *Solidarity & migratory flows: what room for manoeuvre is there today in France?* and *The localization of aid following Hurricane Matthew in Haiti*. A special issue of the *Humanitarian Aid on the Move* review was published on 'Aid Localisation' and workshops were organised on this subject and the security-development nexus. The project made it possible to organise meetings of the Humanitarian Environment Network, and the writing of technical notes (on the use of solar energy in humanitarian responses, ecological cookers, etc.). We also facilitated the Disaster Risk Reduction Network. A study was carried out on Humanity & Inclusion's approach to the environment. As for quality, the Quality COMPAS was updated to include new developments in the sector, such as the Core Humanitarian Standard (CHS). And lastly, to support the three main topics of the project, work began on an e-learning platform.

### 4/ INSPIRE Consortium

2018 was the seventh year that the INSPIRE consortium (which includes GPPI, IECAH and ODI, and is coordinated by Groupe URD) provided the European Commission Humanitarian Office with support in developing its humanitarian strategy and policies. There are three types of activity carried out by one or other of the 4 consortium members: 1/ studies and research, examples in 2018 being a review of the EU's response to the 2016-17 drought in the Horn of Africa conducted by Groupe URD and ODI and a consultation regarding cash transfers by ODI; 2/ the development of tools and methods, with three missions in 2018 (the creation of a methodology to evaluate the quality and use of needs assessments in relation to the commitments of the Grand Bargain carried out by GPPI; support in developing a policy for education in crisis contexts by ODI; and the M&E of the Call to Action 2016-2020 road map in terms of protection in relation to sexist violence carried out by IECAH); and 3/ training and dissemination, with two workshops on the humanitarian-development nexus in Nigeria and Uganda, and the gathering of innovative disaster preparedness experiences, with support from Groupe URD, which will be published in a compendium in 2019.

**INSPIRE CONSORTIUM**   
Humanitarian policy for action



# SHARING KNOWLEDGE MAIN EVENTS

## 2018

### JANUARY

With a new law on immigration and asylum being discussed in the French Parliament, our **study on solidarity and migratory flows** was published. It looked at the public authorities' approach to asylum and immigration, its humanitarian consequences and the room for manoeuvre available to aid actors.

### MARCH

The **4<sup>th</sup> French National Humanitarian Conference**, which took place in Paris on 22 March 2018, was of particular importance as it saw the formal endorsement of France's new Humanitarian Strategy. In connection with the study that we carried out for the Ministry of Foreign Affairs, and having led a multi-actor working group on this subject, Groupe URD acted as the moderator during the round table on humanitarian funding.

### MAY

On 23 May 2018, **facilitation of a 'hot spot' on aid localisation for the French Development Agency**. This internal meeting provided an opportunity to talk with the Agency staff about the involvement of local actors and the specific role of the Agency in relation to this issue.

### JULY

We organised a **'Fragility' workshop** on 10-12 July 2018 in Plaisians, with representatives of the Ministry of Foreign Affairs, Expertise France and the Ministry of the Armed Forces (Team France). A crisis simulation exercise was organised to test the operational implementation of the French Government's Fragility Strategy.

### SEPTEMBER

We attended a **workshop in London organised by ALNAP on adaptive management** and presented our work on agility. This was an opportunity both to establish links between our work and that of other researchers at the international level, and to prepare for October's Autumn School on Humanitarian Aid.

### NOVEMBER

We took part in **meetings of the Humanitarian Encyclopedia's Advisory Board and Scientific Committee**, coordinated by CERAH.

### FEBRUARY

Co-facilitation of a **conference on agricultural development in the Central African Republic**, on 28 February and 1 March, in Bangui. Two days of discussions exploring the operational and strategic implications of the humanitarian-development nexus in the agro pastoral sector and the role of different actors depending on the region, the activity or the target population concerned.

### APRIL

Participation in the **Good Humanitarian Donorship Initiative seminar** on 12 April 2018 in Geneva on funding mechanisms, with a presentation of FAST (Funding Allocation Support Tool), software that aims to make the funding allocation decision-making process easier, and which was developed in connection with the INSPIRE consortium.

### JUNE

On June 28, 2018, we attended a **meeting of organisations running projects in Lebanon that are funded by Auvergne Rhône-Alpes Regional Council**. We presented the project to support aid localisation in Tripoli that we implemented in partnership with Bioforce.

### AUGUST

On 27-29 August 2018, three of our researchers took part in the **Humanitarian Studies Conference** in The Hague. They took part in several panels: the security-development nexus, quality, and the methodological difficulties and tensions between qualitative and quantitative approaches.

### OCTOBER

We made a presentation on how security is managed in programmes by donors at a **seminar** organised by Expertise France in Paris on October 9: *Travailler en zone sensible: quelles bonnes pratiques sur le terrain? (Working in sensitive regions: good practice in the field)*.

### DECEMBER

We organised a **training course, "Participation, or how to reinforce community engagement"** in Bamako aimed at NGOs and state technical services involved in implementing the KEY programme.



IN  
DETAILS

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### CONTRIBUTION TO THE 2018 EDITION OF THE STATE OF THE HUMANITARIAN SYSTEM REPORT

This document, which is updated every three years, is the reference in terms of major trends within the humanitarian system and the challenges that it is facing. This is the 4<sup>th</sup> edition, covering the period 2015-2017, during which the geopolitical landscape changed, with a significant impact on humanitarian contexts and practices. The report presents the findings of a study coordinated by ALNAP and conducted by a number of organisations, including Groupe URD, who was responsible for five case studies:

- “Bangladesh: What future for the Rohingya?” which is an example of a massive but disorganised humanitarian response, and also looks at how refugees are assisted and their return.
- “Kenya: Drought in the north”, which illustrates a response that is implemented mostly by national and local institutions, with a strong accent on cash transfer programmes.
- “Lebanon: Between stability and stagnation”, which illustrates a situation for refugees and host communities that is more like an internal displacement context, and the gradual move towards assistance that is solely based on cash transfers.
- “Mali: Between hope and despair”, which illustrates the inherent difficulty of protection programmes and linking with development actors, as well as a context where access has become more and more difficult as the situation has gradually deteriorated.
- “Yemen: Life-saving assistance and beyond”, which illustrates a context where distributing humanitarian aid is extremely difficult, which means that approaches need to be reviewed to increase community resilience and adapt to fragile situations, and disaster preparedness needs to be reinforced.



### CONTRIBUTION TO THE GRAND BARGAIN ANNUAL INDEPENDENT REPORT

In May 2016, at the World Humanitarian Summit, 18 donor countries and 16 aid organisations signed the ‘Grand Bargain’ which includes 51 mutual commitments across 10 thematic workstreams, all of which aim to improve the effectiveness and efficiency of humanitarian aid. The Overseas Development Institute (ODI) was commissioned by the UK Department for International Development (DFID) on behalf of the Grand Bargain Facilitation Group to produce the second annual independent report on the progress that has been made on the commitments. Groupe URD contributed to the report which was published in June 2018.

## REINFORCING THE CAPACITY OF TRIPOLITANS TO RESPOND TO CRISES

Groupe URD took part in a project coordinated by Bioforce, in partnership with the NGO, North LEDA, which aims to improve the response to crises by organisations from Tripoli. The project will test an innovative approach to aid localisation. It is due to last three years and includes a variety of capacity building activities that will help to provide Tripoli with competent and recognized local experts who are capable of playing a full role in a crisis response.

Groupe URD will be working with the municipal authorities on their relations with civil society organisations, and their mandate with regard to crises. More specifically, Groupe URD will help the municipality to understand its responsibilities and possible areas of action with regard to crisis management, and will help it to establish its approach, assess needs and develop an operational process and a contingency plan



## AID LOCALISATION LESSON-SHARING AND DEBATE

TAid localisation has been one of our central topics for a number of years. As such, we organised a workshop at the Maison des Métallos in February 2018 based on a series of case studies on the subject in Myanmar, Haiti, Lebanon, Nepal, CAR and DRC, following the publication of the 19<sup>th</sup> issue of our review, *Humanitarian Aid on the Move*, which also explored this issue.

Our work on aid localisation was then presented at the French Development Agency in May, and then at a conference in November in Beirut organised by the Agency with its NGO partners who work on the subject.

Localisation, which is currently the object of a great deal of discussion in the aid sector, is both a source of shared interest and of tension between humanitarian and development actors, between national and national actors, and between civil society and institutional actors. Reviewing these relations is a way to help the sector as a whole to evolve, but this will only truly happen when the underlying power issues are clearly visualised and appropriate management mechanisms are identified..





## FACILITATING THE HUMANITARIAN ENVIRONMENT NETWORK

Created in April 2012, the Humanitarian Environment Network aims to promote the integration of the environment among member organisations and more widely throughout the humanitarian sector. Groupe URD is the network facilitator and, as such, we organise meetings, follow up action points, help to share information and improve the network's visibility. Decision-making and the management of joint projects are participatory.

## REDUCING THE ENVIRONMENTAL FOOTPRINT OF AID: STUDY OF HUMANITÉ & INCLUSION'S PRACTICES

With support from the Humanitarian Environment Network, Groupe URD conducted a study on the actions by Humanité & Inclusion (HI) to reduce its environmental footprint in Europe and in the field, which it implemented in parallel to an internal re-structuring process. The final report provides possible areas for reflection for organisations who want to adopt an approach of this kind.

## 4- DAY EVENT ON WASTE MANAGEMENT (GEDAE)

Waste management and ecological sanitation were approached from different angles, in France and in the field, with a specific focus on refugee camps at the GEDAE 2018 in Lyon, a 4-day event that brought together experienced field operators, scientists, humanitarian associations, donors and local authorities.

Low-cost approaches and technologies that are adapted to the local context, simple, pragmatic, frugal, designed in a participatory manner and accessible to as many people as possible were presented. It is always very useful to explore different points of view and approaches from outside the humanitarian sector.



## STRATEGIC REVIEW OF 'ZERO HUNGER IN DJIBOUTI'

Following the work begun in connection with 'Vision Djibouti 2035' and the 'Strategy of Accelerated Growth and Promotion of Employment' (SCAPE), the Government of the Republic of Djibouti decided to go a step further and tackle the question of food and nutritional security in relation to the impacts of climate change and accelerated urbanisation. It was in this context that the 'Zero Hunger' Strategic Review was launched in connection with the United Nations, and with specific support from the World Food Programme. The approach that was used was adapted to the context in the Republic of Djibouti by taking into account issues related to pastoralism and nomadism, the management of coastal ecosystems, acute urban development (more than 70% of the population live in the city), and the fact that the country shares borders with Somalia and Ethiopia, and faces crisis-affected Yemen.

## FRAGILITY, RISKS AND RESILIENCE



### REVIEW OF THE 2016-17 HORN OF AFRICA DROUGHT RESPONSE

This study looked at projects funded by the European Commission (DG ECHO) that aimed to assist people affected by the drought in the Horn of Africa, and compared the responses in 2010-12 and in 2016-17. Previous reports had pointed out that operators had been slow to react, but ECHO claimed that there had been an improvement between the two events. The study analyses these points, and the involvement of governments who were very involved in establishing security nets, emergency funds, etc. Development programmes also helped to reduce the severity of the crisis, though without making people more resilient. Competition over the allocation of resources proved to be critical as a lot of funding was reoriented to the crises in the Middle East and Europe.

### EXPERIENCE SHARING FOLLOWING THE TSUNAMI IN INDONESIA AND FACILITATION OF THE DISASTER RISK REDUCTION NETWORK

The Disaster Risk Reduction Network was created in 2012 by a group of French NGOs to discuss and work on disaster risk reduction. Groupe URD has facilitated the network since 2018, working alongside the four other member NGOs (Humanité & Inclusion, Solidarités International, the French Red Cross and Care). In December, an experience sharing workshop was organised on the 2018 earthquake and tsunami in Indonesia which brought together humanitarians, researchers, seismologists, etc. in order to establish an overall picture of the disaster and the response. The discussions focused on the refusal by the Indonesian government to let international NGOs take action, and the new operational methods that this implies, raising fundamental questions about the legitimacy, neutrality and localisation of aid, and the foundations of aid architecture.



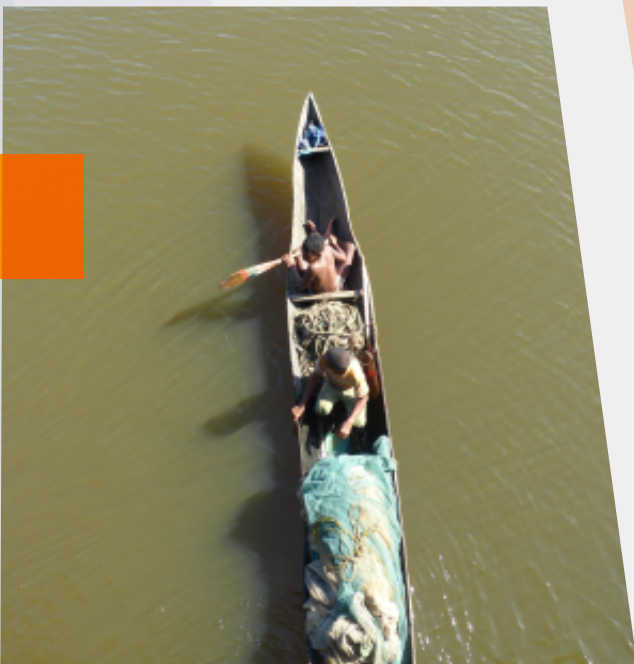


## STUDY ON THE FUNDING OF FRENCH HUMANITARIAN ACTION

French humanitarian aid is characterised by a very fragmented set of funding tools that are spread over around twenty different sources, making it relatively complex. Comparative studies with other countries show that there is room for improvement. The French Ministry of Foreign Affairs' Crisis and Support Centre therefore asked Groupe URD to analyse French humanitarian aid and to compare it with other countries in order to understand the critical points of funding allocations.

In addition to being able to meet the growing demand for accountability and transparency, the aim was to develop tools to ensure that funds were allocated to humanitarian action in keeping with the country's strategy. Having established a clear definition of what qualifies as humanitarian aid, and having mapped existing tools and funding, a methodology and a joint monitoring tool were developed for all the relevant departments.

## LRRD (HUMANITARIAN-DEVELOPMENT NEXUS)



### CHAD – A PILOT COUNTRY TO ANALYSE THE HUMANITARIAN-DEVELOPMENT NEXUS

The humanitarian-development nexus is at the heart of current reflections among donors and aid actors as a whole, and it is a crucial issue in a context as complex as that of Chad. It was one of the six countries selected in 2017 by the European Union to operationalise the concept.

Groupe URD contributed in two ways to a workshop organised by the European Union's Delegation in Chad: first, by taking part in the preparations (pre-identifying possible areas to work on and measuring the progress made on the nexus in Chad, success factors and shared obstacles encountered); and, secondly, by facilitating debates in order to take stock of progress made in the field and help to programme concerted, multi-actor actions in the mid to long term.



## STUDY ON THE THEORY AND PRACTICE OF THE SECURITY-DEVELOPMENT NEXUS

During this study, which was carried out in connection with the 'Learning and Innovating to Improve Crisis Response' project, a large number of actors involved in crisis and post-crisis contexts were consulted, including operators, states, local authorities, military forces and political organisations (both national and international). It also led to our participation in conferences in France, The Hague and Senegal.

What approach should aid organisations adopt in contexts where the links between humanitarian and development actors on the one hand, and security and political/military actors on the other, is at the centre of numerous political agendas? The study aimed to understand what room for manoeuvre exists for aid organisations.

## EVALUATION OF THE PROJECT, 'REINFORCING THE CITY OF BANGUI TO RESOLVE THE CRISIS'

Groupe URD carried out an evaluation of the work by Cités Unies France (CUF) and ACTED with the municipal authorities in Bangui in the Central African Republic. In this post-crisis context, the municipal authority needs to take back control over public services, reinforce its technical and financial capacities, and consolidate social cohesion in the municipality. The project focused on two essential services – waste collection and the management of markets – and it aimed to re-establish a relationship of trust with the population.

In order to complement Groupe URD's expertise in evaluation with that of someone who works in the municipal domain, the evaluation was carried out with the mayor of Buis les Baronnies, who travelled with us to Bangui bringing his technical expertise, and his experience working in a municipal authority.

This was an original pilot project that had a significant impact:

- At the central level: reinforcing inter-departmental dialogue and the capacity to respect donor procedures, such as those of the European Union;
- At the arrondissement level: increasing cooperation between municipal actors and stallholder associations, which increases the role, the visibility and the impact of the arrondissement authorities.







### EVALUATION OF A PROJECT AIMED AT MIXED MIGRATION FLOWS IN EASTERN AFRICA

The final evaluation of the Addressing Mixed Migration Flows in Eastern Africa (AMMi) project was launched in October 2018 (three months before the end of the project). The evaluation was commissioned by Expertise France and involved field visits to Ethiopia, Kenya, Djibouti, Sudan and Somaliland.

The project aims to both support the national authorities in setting up reception and information centres for migrants that respect their rights, and reinforce national capacities to combat the trafficking of human beings.

The evaluation focused on the relevance and coherence of this dual approach: supporting the authorities in managing migratory flows and, at the same time, assisting the migrants (counselling services, healthcare, etc.).



### STUDY ON SOLIDARITY AND MIGRATION IN FRANCE

This study aims to shed light on the way that different aid actors in France currently provide assistance and basic protection to migrants in keeping with their mandates and their values, whether they are humanitarian, social or militant in nature.

Its publication coincided with the 'Etats Généraux' conference on migration in France, at a time when pro-migrant militant groups were receiving attention in the media. Groupe URD was invited to share its findings in several research seminars (Lyon II University, and the National Convention of Grande-Synthe), as well as in local events in the Drôme. Though it is essential to deconstruct the preconceived ideas that distort the debates around this issue, there are significant limits to this exercise due to the very nature of the subject, which is constantly evolving and is highly politicized. We are nevertheless determined to continue conducting action-research on the issue of solidarity in relation to migration and asylum.

## 2018 AUTUMN SCHOOL: AGILITY, QUALITY AND ACCOUNTABILITY

To discuss the challenges of agility in complex, long-term crisis contexts, and explore new ways ahead, Groupe URD organised the 2018 Autumn School on Humanitarian Aid on the operational challenges of agility and the adaptive management of humanitarian and development aid. The issues covered were relevant both to humanitarian actors and to development actors who collaborate in protracted crisis contexts on multi-year, resilience-building programmes. Agility brings new challenges for operators and donors to explore and anticipate. The ideas that emerged during the conference were related in a special issue of our review, *Humanitarian Aid on the Move*.



## UPDATING OF THE QUALITY & ACCOUNTABILITY COMPAS

The final version of the new Quality and Accountability COMPAS was released at the beginning of October 2018. This methodological guide includes recommendations and tools to help apply the Core Humanitarian Standard (CHS) at the field and project levels, in all sectors, contexts and operational areas.

It is now organised around four key actions of a humanitarian or development project: implementing, funding, evaluating and improving. Each user can choose the entry point that is the most adapted to their role and responsibilities.

## EVALUATION OF MSF'S RESPONSE TO THE CHOLERA EPIDEMIC IN YEMEN

This evaluation was commissioned by MSF OCBA (Barcelona-Athens), supported by MSF's Evaluation Unit in Vienna. The aim was to share the lessons learned in this difficult environment, covering the different facets of a complex response.

Did the response help to reduce the morbidity, mortality and human suffering caused by cholera? What are the external and internal factors that contributed to whether MSF's objectives were met or not? Was the response adapted to the security context, to the access constraints, and the need for flexibility in an unstable situation? These are some of the questions that the evaluation team tackled to help MSF to analyse its impact.







## FOCUS ON ACCOUNTABILITY: COMMUNITY OF PRACTICE AND STUDY

Since September 2017, several French NGOs (Action contre la faim, Solidarités International, Humanité & Inclusion, Médecins du Monde, Première Urgence Internationale, Solidarités Laïque and Oxfam) have met every six months to discuss quality and accountability issues and share good practices in an environment of trust and confidentiality. Groupe URD has been a member of this community of practice since 2018.

It was during these discussions that we proposed to carry out a review of existing accountability theory and practice, and an analysis of current trends related to this multi-faceted concept, which is both essential theoretically and difficult to grasp in practice. The objectives of the study ('Accountability - how are we doing?') were to take stock of what exists and to increase ownership of the concept.



## PROVIDING TWO NGOS WITH SUPPORT IN QUALITY MANAGEMENT

As part of the 'Learning and Innovating to Improve Crisis Response' project, we provide humanitarian and development organisations with support in meeting the challenges involved in improving quality and accountability, to the extent that concrete results and lessons learned can be shared within the sector. In 2018, we worked with Humanité & Inclusion and Terre des Hommes Lausanne on the following subjects:

- How can project cycle management be revised in relation to implementing the Core Humanitarian Standard? (for Terre des Hommes Lausanne);
- Based on the example of armed violence reduction programmes, how can coherence be reinforced between the general 'quality' frameworks that are common to all of the organisation's projects and the 'quality' demands and approaches that are specific to each operational sector? (for Humanité & Inclusion).





IN  
FIGURES

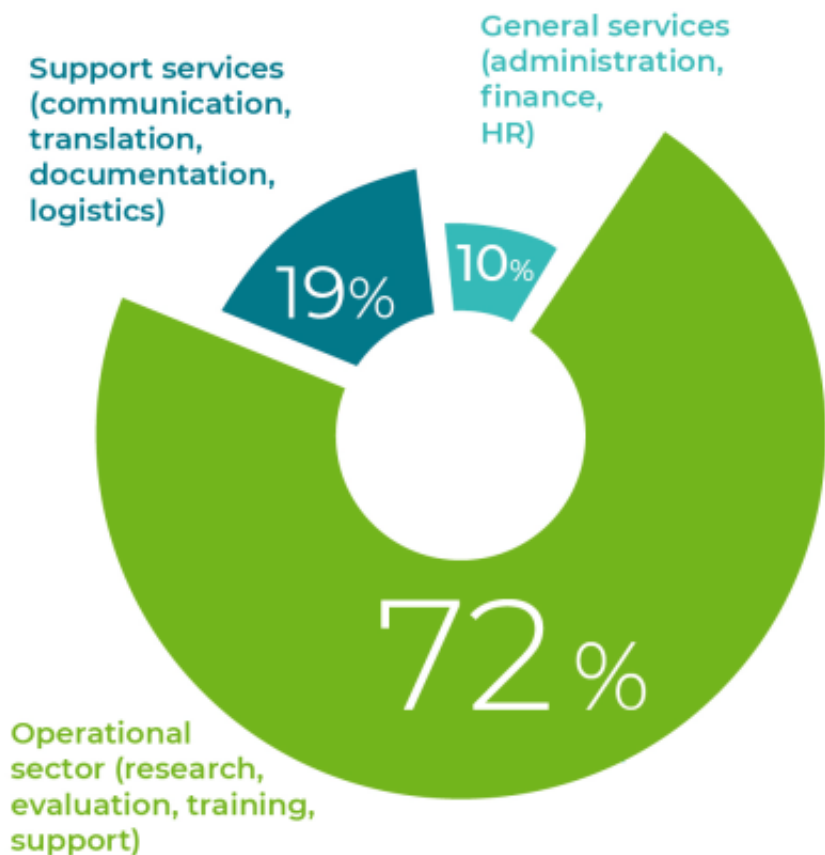


# RESOURCES & EXPENDITURES PER ACTIVITY

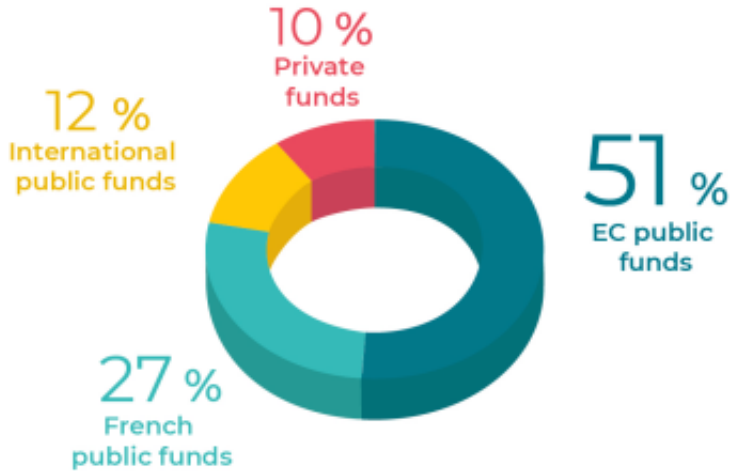


## 2018 – THE CENTRAL ROLE OF OUR THINK THANK ACTIVITIES

2018 highlighted the complimentary nature of our different 'think tank' functions, with a balanced distribution of resources between strategic support, organisational support, and operational research/studies. The development of tools and methods came in 4th place in terms of allocation of resources. Our role in helping actors to adapt to changing practices in the sector was therefore reinforced. We were also increasingly involved as a learning partner in multi-year projects by operators and decision-makers, thus contributing to the continuous improvement and agility of programmes.



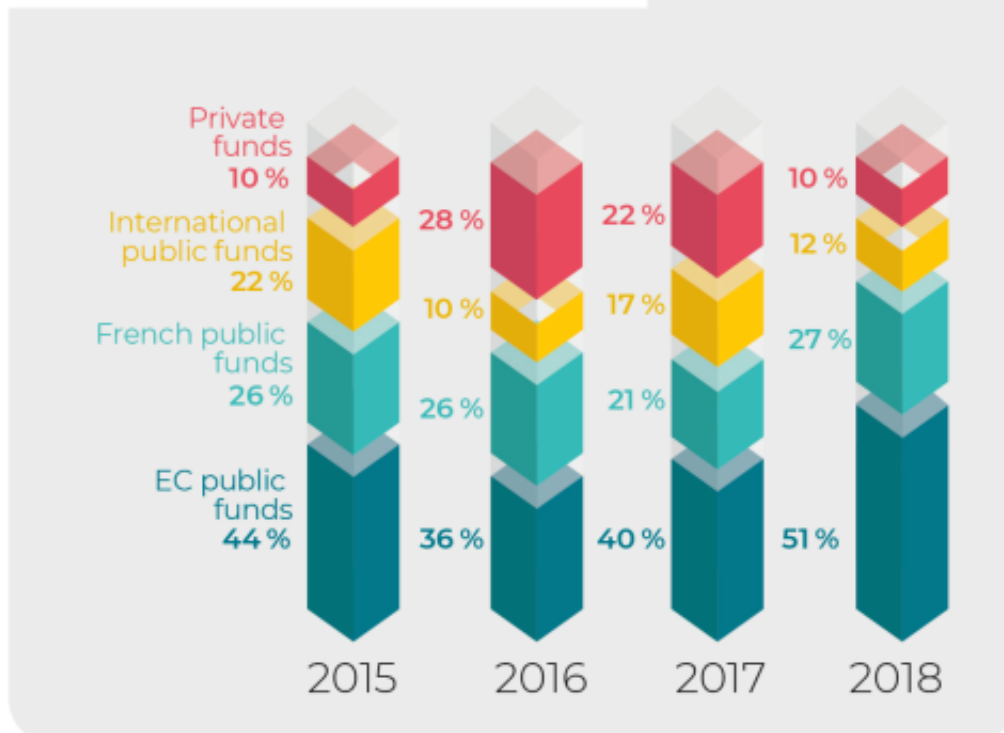
In 2018



## INCREASED EUROPEAN AND FRENCH FUNDING

We were able to maintain a variety of sources of funding. The proportion of private funding was maintained due to our presence alongside operational aid organisations. The volume of European funding grew due to our presence in Mali providing support to the KEY consortium. French funding also increased, reflecting the greater involvement of the French Development Agency in crisis and post-crisis contexts. This allowed us to run projects providing structural support to NGOs and to act as a learning partner within consortiums to help implement multi-year operational programmes.

From 2015 to 2018

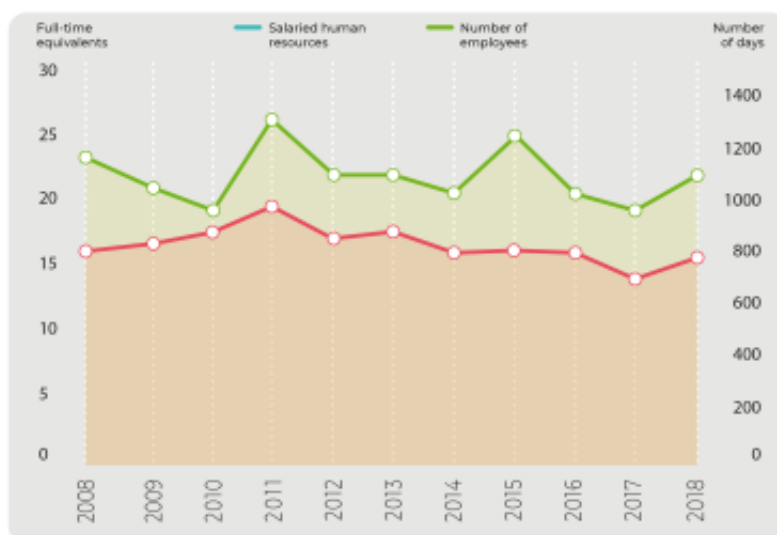




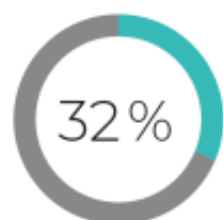


## A STABLE PERMANENT TEAM REINFORCED BY A NETWORK OF CONSULTANTS AND VOLUNTEERS

Our team remained stable, with twenty members of staff (16 full-time equivalent), partly thanks to our network of external consultants who allow us to adapt our competencies to actors' needs. We also have volunteers who help us in our work, particularly in conducting studies and in the everyday running of the organisation.



## Volunteers and staff made available 2018



Administrative Board - Groupe URD



Volunteers on specific projects or topics



Participation of NGO staff (REH, RepR, Accountability Group, etc.)

<b>ACF</b>	Action contre la Faim / <i>Action against Hunger</i>	<b>IFAID</b>	Institut de Formation et d'Appui aux Initiatives de Développement
<b>AFD</b>	Agence française de développement <i>French Development Agency</i>	<b>MEAE</b>	<i>Training and Support Institute for Development Initiatives</i> Ministère de l'Europe et des Affaires étrangères <i>Ministry for Europe and Foreign Affairs</i>
<b>AMMI</b>	Addressing Mixed Migration Flows in Eastern Africa	<b>MSF</b>	Médecins sans Frontières / <i>Doctors without borders</i>
<b>ALNAP</b>	Active Learning Network for Accountability and Performance in Humanitarian Action	<b>OCHA</b>	Office of Coordination of Humanitarian Affairs
<b>CAR</b>	Central African Republic	<b>ODI</b>	Overseas Development Institute
<b>CERAH</b>	Centre for Education and Research in Humanitarian Action	<b>NGO</b>	Non governmental organisation
<b>CHS</b>	Core Humanitarian Standard	<b>RESILAC</b>	Redressement Économique et Social Inclusif du Lac Tchad <i>Economic and socially inclusive recovery in Lake Chad</i>
<b>CUF</b>	Cités Unies France / <i>French United local governments</i>	<b>SOHS</b>	State of the Humanitarian System
<b>DFID</b>	Department for International Development	<b>URD</b>	Urgence Réhabilitation Développement
<b>ECHO (DG)</b>	European Community Humanitarian Office	<b>WFP</b>	World Food Program
<b>EU</b>	European Union		
<b>FAST</b>	Funding Allocation Support Tool		
<b>GEDAE</b>	Gestion des déchets et assainissement écologique		
<b>GPPI</b>	Global Public Policy Institute		
<b>IECAH</b>	Instituto de Estudios Sobre Conflictos y Acción Humanitaria		

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Action contre la faim / ACTED / Agence du Service Civique / AFD / Albarka / Alliance française à Bangui / ALNAP / Base tchad / Bond / Care France / Care International Tchad / Centrales Villageoises Sud Baronnies / CCFD / Cefrepade / CERAH / Chaîne de l'Espoir / CHS Alliance / CICR / CIEDEL / Cités Unies France / C'Net / Commission européenne (ECHO, DEVCO) / Communauté de communes des Baronnies en Drôme provençale / Concept Image / Coopération monégasque / Coordination humanitaire et Développement / Coordination sud / Cornerstone OnDemand Foundation / Croix-Rouge britannique / Croix-Rouge française / Croix-Rouge libanaise / Danida / DFID / Direction départementale de la Cohésion Sociale - Service jeunesse, sports et vie associative / Électriciens sans frontières / Expertise France / F3E / Festival Les Lointaines / Foli-o / Fondation de France / Fondazione Punto Sud / GPPI / Groupe scolaire le coquillon de Buis-les-Baronnies / HLA / Humacoop / Humanitarian Outcomes / Humanité et Inclusion / Humentum / Initiatives 26.07 / IECAH / IFAID / Institut Bioforce / INTRAC / Institut de recherche pour le développement / IRCOM / IRIS / Joint UNEP/OCHA Environment Unit (JEU) / Lafia / LMS Factory / Mairie de Buis-les-Baronnies / Mairie de Plaisians / Mango / MDF Training & Consultancy / Médecins du Monde / Médecins sans frontières / MEAE (DGM, CDCS, DCSD) / North LEDA / ODI / Oxfam / PAM / Partenariat pour le Renforcement de la Résilience à l'Insécurité Alimentaire et Nutritionnelle au Nord Mali / Particip / Pierre-Malik Addoun / Première Urgence Internationale / RedR UK / Région Auvergne Rhône-Alpes / Resacoop / RITIMO / Solidarités International / Sustain 4 / Terre des Hommes Suisse / The Sphere project / Transcopy / Université de Lille 2



# GRUPE 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.*



**URGENCE . REHABILITATION . DÉVELOPPEMENT**

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