



DEVELOPING

NEW FORMS OF
SOLIDARITY



2025
ANNUAL REPORT



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The year 2025 will undoubtedly be remembered as a turning point in the history of international solidarity. The sector has suffered a brutal shock on an unprecedented scale, with massive US budget cuts and a drastic reduction in official development assistance (ODA) in almost all donor countries, as well as unprecedented attacks on freedom of association in many countries.

For organisations in this sector, this is not just a financial crisis, but also a moral and political one. Against this backdrop, Groupe URD has initiated and expanded its collective reflection. In collaboration with Coordination SUD and VOICE, we organised a series of conferences entitled 'Between preservation and transformation: the aid sector at a crossroads', bringing together leaders of French organisations engaged in international solidarity from June 2025 onwards. Building on this momentum, the Autumn School Humanitarian Aid in September broadened the circle to include local partners, the United Nations, foundations, and institutional donors.

We believe that it is not just a matter of managing this crisis within our own organisations, but of collaborating to develop a shared understanding, break free from isolation and identify pathways for profoundly transforming our sector. A combination of nationalist turnarounds, budgetary constraints and the legitimate questioning of the neo-colonial dynamics that still too often shape our practices all compel us to reconsider certain working methods within the sector and move beyond the status quo. Beyond defending ODA, we believe it is important to articulate a more ambitious vision of international solidarity based on equity, social justice and reciprocity. This conviction has underpinned our work throughout the year in the media, at conferences, and within institutional forums, and it continues to guide our stance.

In the face of this growing list of challenges, the temptation to adopt a defensive stance or succumb to doomsday rhetoric is strong. However, Groupe URD has chosen a different path, adopting a stance that is both critical and constructive. This approach is informed by a constant dialogue between crisis zones and strategic reflection.

Our reformulated mission statement, developed in 2025 with support on issues of gender, diversity and inclusion, reflects this approach: we aim to support the transformation of the aid sector towards renewed forms of solidarity. This involves actively dismantling neo-colonial dynamics, returning the power to act to local and national actors, and basing our work on the principles of equity, social justice, gender justice, and respect for all living beings.

On the ground, this approach has taken shape in numerous activities. The launch of the new five-year RESILAC 2 project in Chad, Nigeria and Cameroon in April illustrates what co-construction means in practice: research conducted with local community organisations, shared risk governance and continuous learning from the outset. Our work on spontaneous mutual aid among communities in times of crisis culminated in October with the publication of the 'Manifesto for Grassroots Mutual Aid', the first publication to emerge from the project. Further publications on this subject will follow in an effort to drive change in humanitarian practices and risk preparedness policies.

We have supported the European Commission via the INSPIRE+ Consortium (of which we are the lead partner) in developing an integrated approach to fragility and a toolkit for implementing the guidance note on disaster preparedness. We have also disseminated our

work on stabilisation in the Sahel in London, Dakar, Berlin, Brussels, Geneva and Paris, and contributed to the revision of the COMPAS Quality Framework and new training courses on community accountability. This demonstrates our ability to bridge the gap between strategic thinking and concrete action, which is a rare skill.

Furthermore, with a view to accountability and learning, we commissioned an evaluation of the impact of our work and experimented with the impact mapping method to this end. We listened to our partners, hearing how we had helped them move forward and innovate, and how we could improve in future. These results will be published in 2026, but they have already informed our strategic thinking in 2025. In particular, they have encouraged us to invest more strategically in facilitating networks and communities of practice — true laboratories of collective innovation and mutual support for navigating crises and 'shifting the boundaries'.

The vitality of the Humanitarian Environment Network (REH) has been one of the highlights of this year. Its four forums, active working groups, and collective revision of the 'Climate Commitment Declaration', due to be published in January 2026, illustrate the robustness of a dynamic that endures, even amidst crisis. Internally, we have also exceeded our carbon footprint reduction targets. At a time when there are setbacks on climate and environmental issues, we are all the more proud of this achievement.

The other networks supported or led by Groupe URD, namely RepR and the Accountability Group (renamed the Quality and Accountability Group in 2025), have emerged from this period with renewed prospects and an undiminished collective resolve. In 2025, a new network hosted by Groupe URD was formally established: the Altérités collective, which works collectively on mental health issues.

The development of our new multi-year strategy has also been affected by exceptional uncertainty this year. It is challenging to plan ahead in a sector undergoing a major overhaul, with scarce funding and intervention paradigms being challenged from all sides. However, this uncertainty also presents an opportunity to think differently.

Perhaps this is the paradox of 2025: a year of profound crisis which also saw intense mobilisation, solidarity among stakeholders, and collective creativity. It is a year in which the question 'What is the real purpose of international solidarity?' has been posed with rare acuity, and in which Groupe URD has been committed, alongside its partners, to answer it without evasion or naivety.

This annual report reflects this extraordinary year. It showcases a Groupe URD that is mobilised, committed, and determined to maintain its unique position at the intersection of applied research, evaluation, and training within the international solidarity ecosystem.

Peggy Pascal, President of Groupe URD



IN
BRIEF



ORGANISATIONAL SUPPORT **Accompanying change**

Facilitation of networks and communities of practice:

- 🕒 *Humanitarian Environment Network (REH), since 2012*
- 🕒 *Disaster Risk Reduction Network (RepR), since 2018*
- 🕒 *Accountability community of practice, since 2018*
- 🕒 *Collectif Altérités, since 2025*

Organisational support projects (Learning partner role):

- 🕒 *Learning and innovating to improve crisis response (APIC 3), April 2023–March 2026*
- 🕒 *Mutual Aid in Times of Crisis ("Entr'Aide & Crises" project), January 2023 - May 2027*
- 🕒 *RESILAC 2, Economic and socially inclusive recovery in Lake Chad, May 2024–December 2028*
- 🕒 *Phase 2 of the PASFASS project to increase the social empowerment of Chadian women, May 2025 - May 2028*



DEVELOPMENT OF TOOLS AND METHODS **Transforming practices**

- 🕒 *DG ECHO NEAT+ development support, June 2024–April 2025*
- 🕒 *Development of tools for the implementation of the DG ECHO Disaster Preparedness guidance note, June 2024 – March 2026*



STRATEGIC SUPPORT **Providing insight**

- 🕒 *INSPIRE + Consortium, April 2022 - April 2026*
- 🕒 *Analysis of humanitarian access practices and mechanisms for DG ECHO, November 2024 – March 2025*
- 🕒 *Analysis of lessons learned and good practices from EU engagement in fragile and conflict-affected contexts, November 2024 – November 2025*
- 🕒 *Strengthening programme data management for French-speaking international solidarity CSOs, November 2023 - October 2026*
- 🕒 *Technical cartography assistance and database management for the AFD in Chad, March 2025 - March 2026*
- 🕒 *Project management expertise for project leaders in phase 4 of the Hospital Networks and Partnerships Project (PRPH), January 2025 - January 2027*
- 🕒 *Critical review of People in need's greening approach, June 2025 - January 2026*



STUDIES AND RESEARCH **Knowledge for action**

- 🕒 *Research on National Society Preparedness and Response Capacity and its contribution to Localization, May 2024 - June 2025*
- 🕒 *Anticipatory Action Mapping & Study for DG ECHO, September 2024 - June 2025*
- 🕒 *Regional study on the cross-border economy, RESILAC 2, April 2025 - November 2025*
- 🕒 *Diagnosis of reproductive health in Chad and results achieved under PASFASS 1, September 2025 - December 2025*
- 🕒 *Study on the role of men in access to reproductive healthcare and the fight against GBV, September 2025 - December 2025*
- 🕒 *Study of Food Assistance effectiveness and efficiency, October 2025 - June 2026 (Inspire +)*
- 🕒 *Regional Study on Climate Change Adaptation, RESILAC 2, November 2025 - May 2026*



TRAINING

Investing in the future

- New e-learning course on community accountability
- Three introductory sessions for the use of the NEAT+ tool (Nexus Environmental Assessment Tool)
- HumaniTrain Consortium in support of the European Commission (DG ECHO), September 2023 – August 2025
- New MEAL training programme for Expertise France, March 2025 - March 2026
- Training course: 'Evaluating a humanitarian project' (online), September–December 2025



EVALUATION

Evolving through evaluation

- Implementation of a capitalisation system for the "Enfants et jeunes en migration" project, March 2024 - February 2025
- Evaluation of the use of a menstrual hygiene innovation in the context of an acute crisis, March 2024 - March 2026
- Evaluation of the project "Increasing capacities and scale for anticipatory action including through social protection systems", June 2024 - June 2025
- Real-time evaluation of the humanitarian response to the Sudanese crisis in eastern Chad and nexus perspectives, October 2024 - January 2025
- Iterative evaluation of a cross-border program for community rehabilitation and resilience in Burkina Faso and Côte d'Ivoire, January 2025 - February 2026
- Evaluation of the vehicle sharing initiative, February 2025 - April 2025
- Production of capitalisation sheets for Expertise France, March 2025 - February 2029
- Iterative Evaluation with Mini-Seminar (EIMS 1) for the RESILAC 2 project, April 2025 – September 2025



Supporting the transformation of a sector in a deep and unprecedented crisis

In 2025, the international solidarity sector experienced a profound shock, the full extent of which we have yet to grasp. US budget cuts and reductions in ODA in most donor countries have had a severe impact on programmes and organisations. Faced with an unprecedented ethical and financial crisis, the international solidarity sector finds itself at a crossroads, caught between the urgent need for survival, the need for safeguarding, and the necessity for profound transformation. Against this backdrop, from February 2025, Groupe URD joined forces with partners to explore avenues for collaboration to collectively tackle this crisis and support the sector and the organisations affected. This took the form of a partnership with Coordination SUD and VOICE, with whom we met weekly for



several months to organise the conference series: 'Between safeguarding and transformation – the aid sector at a crossroads'. The aim was to provide spaces for collective reflection and work in order to develop a shared assessment, devise strategies together and break out of isolation.

An initial meeting was organised on 30 June 2025 in Paris, bringing together the leaders of French organisations engaged in international solidarity. It provided an opportunity to take stock and step back, in order to develop and launch collective action plans.

The Autumn School on Humanitarian Aid (UAH) then provided an opportunity for in-depth discussion, with NGO leaders invited to continue the discussions initiated in June, alongside other key stakeholders essential to the transformation of the humanitarian and development cooperation ecosystem, such as local partners, foundations, the United Nations, institutional partners and donors, as well as research institutes.

Coordination SUD's Civil Society Day on 27 November 2025 in Paris marked a third step in collectively developing proposals and opening up to other stakeholders.

The Forum Espace humanitaire (FEH), organised by the association Humanitarian Alternatives, took place in January 2026 in Paris and will also continue the discussion on this topic.

Groupe URD has also joined other collective initiatives, such as the work led by Coordination SUD on the narrative surrounding international solidarity and the preparation of a media campaign to communicate differently in the face of this crisis of confidence. It has also co-signed a joint opinion piece in *Ouest-France* and spoken at numerous events to contribute its analysis to the transformations currently underway.

The “Collectif Altérités”: a new network of mental health practitioners

The Collectif Altérités is a French-speaking network of practitioners, researchers, and engaged actors working in mental health and psychosocial support (MHPSS) in contexts of crisis, post-crisis, and development. It fosters critical reflection, the sharing of experiences, and the production of situated knowledge. The Collective promotes a holistic, socio-ecological, and ethical approach to mental health – one that is attentive to contexts, individuals, and communities. Hosted and facilitated by Groupe URD, it is based on a model of shared governance.

The situation

Whether responding to climate disasters, supporting displaced populations, or intervening in conflict settings, wherever people face crises – whether acute or prolonged – mental health and psychosocial support actors are confronted with the limits of dominant approaches. Psychological suffering, intensified by crises and structural inequalities, is still too often reduced to standardized, decontextualized, and predominantly biomedical models. These approaches, often rooted in positivist frameworks, leave little room for clinical, ethical, and organizational questioning.



In response, the Collective works to repoliticize mental health, to examine power dynamics and the social and environmental determinants of distress, and to promote a plurality of practices and forms of knowledge.

It also aims to strengthen coordination among actors, support professionals working in challenging environments, and contribute to more just, sustainable, and context-sensitive interventions.

How it works

This network is built around three strategic pillars:

- **Holding together** - Building lasting solidarities among practitioners, reducing professional isolation, and strengthening coordination between NGOs, public institutions, and civil society, both in France and internationally.
- **Questioning dominant frameworks** - Producing and sharing situated knowledge, critically examining dominant standards and training formats, and promoting diverse approaches - community-based, experiential, and decolonial.
- **Opening political horizons** - Advocating collectively with organizations and donors for more contextualized interventions that respect local temporalities and address structural inequalities. Hosted and facilitated by Groupe URD, it is based on shared governance through the 'Agora' and working 'Circles'. It promotes the circulation of knowledge without denying asymmetries, by building bridges between the academic world, NGOs and civil society actors.

The Collective brings together practitioners, researchers, trainers, students, social workers, and members of NGOs, institutions, and grassroots initiatives involved in MHPSS.

Its current members are affiliated with organizations such as Action Against Hunger, Handicap International, Médecins du Monde, Médecins Sans Frontières, Première Urgence Internationale, the French Red Cross, CCOMS, Groupe URD, as well as independent experts.

Groupe URD and Corporate Social Responsibility

The principles of Corporate Social Responsibility form a cornerstone of Groupe URD's activities. Against a backdrop of increasing demands regarding accountability, working conditions and environmental impact, the organisation has structured its approach around several key issues, which it addresses through concrete changes to its internal practices.

GOVERNANCE AND ACCOUNTABILITY



CHALLENGE

Strengthening participatory and transparent governance

ACTIONS

Since 2020, Groupe URD has been transitioning its governance towards a shared model, with the aim of distributing responsibilities more effectively and making decision-making processes more transparent. This structure is based on a clarification of roles and accountabilities, as well as on more collective decision-making processes. It is structured around five thematic "circles" — communication and advocacy, projects, methodology and quality, human resources, and information management — which form the framework for the organisation's main functions. These circles are coordinated by a "general" circle, a forum for convergence that enables cross-cutting and strategic issues to be addressed, in close collaboration with the management and the Board of Directors.

CHALLENGE

Ensuring a safe, ethical and structured working environment

ACTIONS

Groupe URD is committed to developing and strengthening its social dialogue, in particular through active staff representation on the Social and Economic Committee (CSE). This approach is underpinned by recent policies governing the organisation of work, such as the agreement on working hours signed in 2023 and the remote working charter adopted in 2024. This framework is complemented by a set of internal policies covering ethics, the protection of individuals, safety, and the prevention of discrimination and violence, helping to ensure a safe and respectful working environment.

CHALLENGE

Improving the quality of life at work in the long term, thereby supporting staff wellbeing and engagement

ACTIONS

Groupe URD supports this ongoing improvement by incorporating a dedicated role for well-being at work into its shared governance structure. Other measures have been taken to improve the physical conditions of the premises, in particular by redesigning the workspaces.

HUMAN CAPITAL AND SOCIAL PRACTICES



CHALLENGE

Strengthening the integration of gender, diversity and inclusion (GDI)

ACTIONS

In 2024, an internal review identified areas for improvement, followed by a programme to enhance the team's skills through dedicated training and external support to develop practical tools. The GDI Group is supporting the implementation of the recommendations across its operations and projects.

CHALLENGE

Strengthening and adapting teams' skills

ACTIONS

Skills development is subject to a structured monitoring process, based on an annual assessment of training needs. As part of this, the four research officers who joined in 2024 took part in a training course on the evaluation of humanitarian projects. In addition, all staff members received training in public speaking during the team meeting in the summer of 2025.

ENVIRONMENT



CHALLENGE

Reducing the environmental footprint of daily activities

ACTIONS

Groupe URD incorporates sustainable technical solutions at its headquarters (solar power, eco-friendly materials, composting, dry toilets). Within the team, we promote responsible practices in our day-to-day work (waste sorting, car-sharing, vegetarian catering at events).

CHALLENGE

Managing the carbon footprint related to travel

ACTIONS

Groupe URD has been monitoring its carbon footprint every three years since 2012 in order to manage emissions. To meet the targets set out in the Climate Commitment Statement (amended in 2025), the organisation is implementing reduction measures, including capping the budgets allocated to flights within projects. A voluntary carbon offset scheme has been introduced, with a deliberately high internal price per tonne.

Our stance on gender, diversity and inclusion issues, for effective, equitable and responsible aid

A one-year external support programme, funded by Coordination SUD's FRIO, enabled us to carry out an assessment of the integration of gender, diversity and inclusion issues within the organisation, followed by staff training and workshops to design ad hoc tools tailored to Groupe URD's activities and operations.

This resulted in the drafting of a position paper on the subject. This statement is in line with the organisation's values and commitment to effective, equitable and responsible humanitarian aid, which is essential in a crisis context. Here are some extracts:

1. At the heart of Groupe URD's founding principles lies a political understanding of inequalities

Although the organisation has not historically identified as feminist, it has always been a staunch supporter of the principles of equality and equity. Consequently, the lens of inequality and power relations serves as a key framework through which the organisation analyses humanitarian crises. Furthermore, Groupe URD makes a significant contribution to discussions and work on the localisation and decolonisation of aid, which are inextricably linked to issues of inclusion. Humanitarian and development aid still too often relies on dynamics inherited from the past, where actors from the North impose their visions and methods on actors from the South. The recognition and integration of local knowledge, endogenous perspectives and historically marginalised voices are essential for building truly inclusive aid.

2. An influential role

Groupe URD does not limit itself to observation: it plays an active role in shaping the evolution of solidarity practices in crisis situations. Its commitment to recognising and supporting local actors in crisis situations, as well as its long-standing commitment to contextualising approaches and opposing the standardisation of responses, are concrete examples of its dedication to a more inclusive approach that reflects local realities. Taking a stance on issues of gender, diversity and inclusion reinforces this dynamic and extends its strong commitment to ensuring that diversity in all its forms is taken into account in aid programmes during times of crisis.

3. A guarantee of quality and effectiveness

The issues of quality and effectiveness lie at the heart of Groupe URD's work and commitments. An approach that ignores gender and inclusion, and fails to take structural inequalities into account, can lead to biased analyses and ineffective, or even counterproductive, actions. Taking a stand and committing to these issues ensures a rigorous and relevant approach.

4. An ethical imperative and collective responsibility

Adopting an approach that is at the very least sensitive to gender and inclusion is a prerequisite for applying the 'Do No Harm' principle. Ignoring the dynamics of exclusion and discrimination can generate negative effects and perpetuate inequalities. Taking a stand means recognising this responsibility and acting accordingly to limit these impacts.

5. Taking a stance in a changing context

The current context is marked by a profound questioning of official development assistance and humanitarian aid, and by attacks on the principles of gender equality and inclusion. This reactionary offensive is international in scope. Behind these attacks and budget cuts, it is human rights and the values of international solidarity that are at stake.

Groupe URD's stance on issues of gender, diversity and inclusion is therefore more essential than ever if it is to continue contributing to shaping the future of humanitarian action and international solidarity. Taking a firm stand on these issues not only allows us to join a global movement of 'resistance', but also to forge strategic alliances with other organisations that share these values.

Groupe URD's mission statement, updated for 2025

Following this work on gender, diversity and inclusion, recent attacks on our sector's values and challenges to the legitimacy of aid, as well as past work on the decolonisation of aid, Groupe URD has reformulated its mission statement for 2025 to highlight the systemic nature of the changes underway and its commitment to a political analysis of crises and vulnerabilities. Here is the revised version:

« In the face of current crises and the upheavals to come, to support the transformation of the aid sector towards renewed solidarity.

This renewed solidarity refers to a profound transformation of aid relationships and practices: dismantling neo-colonial dynamics, shifting the power to act back into the hands of local and national actors, and grounding solidarity in the principles of equity, social justice, gender justice and respect for life.

Groupe URD thus stands out for its unique approach, which is both critical and constructive, informed by a constant dialogue between crisis zones and strategic reflection.

Its position at the crossroads of applied research, action and training enables it to bridge the gap between operational actors, public institutions and policy-makers ».

SHARING KNOWLEDGE MAIN EVENTS

2025

JANUARY

Presentation at the webinar organised on 29 January 2025 by Trust Consultancy and Development on the complementarities between the criteria of the Core Humanitarian Standards (CHS) and those of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC) regarding humanitarian assessment.

MARCH

Launch of a series of webinars on mutual aid in crisis situations, with an initial discussion on 'Strengthening mutual aid in times of crisis through mental health and psychosocial support' on 20 March 2025. Five further webinars followed, analysing specific contexts (Sudan, Valencia in Spain and Japan) and focusing on public policies in this area, as well as gender issues and mutual aid.

MAY

Groupe URD collaborated with Coordination SUD and F3E to organise a discussion and reflection session with around fifteen solidarity sector stakeholders on 'How to uphold quality in a sector in crisis?' on 20 May 2025. Faced with challenges of unprecedented scale and great uncertainty, how can we combine quality approaches, organisational resilience and effective action in a deteriorating context, whilst meeting growing demands for accountability?

JULY

Publication of the article "From international aid to the co-construction of a world fit for shared living" on 4 July 2025 on the Fondation Jean-Jaurès website. In this piece, Peggy Pascal and Véronique de Geoffroy revisited the challenges facing development actors in an era of nationalist withdrawal and budgetary constraints.

SEPTEMBER

Organisation of the 18th edition of the Autumn Schools on Humanitarian Aid on the theme 'Transforming the aid sector to safeguard it. What paths lead to collective resilience?'. This unprecedented 2025 edition, reflecting the context in which it took place, provided an opportunity to deepen the discussion initiated on 30 June 2025 in Paris with leaders of French organisations engaged in international solidarity, and to involve other key stakeholders essential to the transformation of the ecosystem.

NOVEMBER

Groupe URD took part in a discussions entitled 'Different perspectives on crises and transformations in the international solidarity sector', organised by the Delegation for Local Authorities and Civil Society (DGM/DCTCIV) of the French Ministry for Europe and Foreign Affairs on 13 November 2025 in Paris.

FEBRUARY

Signing of a joint open letter led by Coordination SUD, published by *Ouest-France* to mark World NGO Day on 27 February 2025. Groupe URD joined nearly 600 signatories in reiterating that "Official Development Assistance is an indispensable tool in the service of peace".

APRIL

Official launch of the RESILAC 2 project for the inclusive economic and social recovery of Lake Chad. Following an initial phase of needs assessment, team preparation and the development of projects and activities, the RESILAC 2 project was officially launched in April 2025 for a new five-year phase in Chad, Nigeria and Cameroon.

JUNE

Launch of the conference series: "Between preservation and transformation – the aid sector at a crossroads", organised in partnership with Coordination SUD and VOICE, with the first session on 30 June 2025 in Paris, bringing together leaders of French organisations engaged in international solidarity. This day provided an opportunity to jointly develop a shared assessment and take a step back, in order to identify and implement collective courses of action.

AUGUST

First field mission by a team of Groupe URD researchers on the RESILAC 2 project, to launch the regional study on the cross-border economy, which aims to understand how to strengthen and unlock the economic potential of the Lake Chad basin, in close collaboration with the associations, cooperatives and community organisations that are already supporting trade despite the insecurity.

OCTOBER

Participation in the Exploring Mutual Aid Forum: Trying to grasp what should never truly be understood, organised by Local to Global Protection from 30 October to 1 November 2025 in Bangkok. This opportunity for exchange allowed us to explore the nature and importance of mutual aid, as well as how it can, or indeed whether it should, be supported by traditional humanitarian actors, alongside numerous English- and French-speaking researchers and practitioners from all walks of life.

DECEMBER

Participation in a meeting of the Reflection Group on Emergencies and Post-Crisis (GRUPC), which regularly brings together leaders of French NGOs to discuss the evolution of humanitarian action in a rapidly changing international context. Groupe URD facilitated a discussion session on 9 December 2025 on how organisations engaged in international solidarity are adapting to climate change and re-evaluating their intervention models.



IN
DETAIL

News from the Humanitarian Environment Network (REH)

The REH remained very active in 2025, with its membership exceeding 400 by the end of the year, including 40 organisations (38% from Africa and 55% from Europe).

The **Steering Committee**, the REH's decision-making body, was heavily involved in 2025 in analysing the results of the first phase of measuring the decarbonisation commitments of NGOs that have signed the "Statement of Commitment on Climate by Humanitarian Organisations", and in analysing the lessons to be learnt from the trajectories and strategies adopted. Furthermore, the leaders of the NGOs Steering Committee members were specifically brought together in the autumn to uphold institutional commitments, ensure greater mobilisation at a strategic level and remain a united collective.



The **Forum**, which serves as a platform for the exchange of ideas and debate, enabling the sharing of information and experiences among network members, met as usual once a quarter.

The January 2025 Forum focused on the **impact of conflicts on the environment**. How do wars affect natural resources? How can we understand these impacts in a context where little data is available? How can we work to reduce environmental destruction in conflict contexts?

The April 2025 meeting focused on **'Ecological transition: humanitarian or scientists, fighting the same battles?'**. Like the international solidarity sector, the research community is examining the environmental impacts of its activities, its ecological transition and its stance on the global ecological crisis. What links exist between the transition of international solidarity NGOs and that of research organisations? What ethical questions may arise, and what mechanisms can guide this transformation? What practices can be shared?

The July forum then focused on **'Resilience versus Performance'**. Faced with humanitarian crises, ecological crises and now the crisis in international aid funding, what can be done in such an uncertain world? Are NGOs equipped to deal with this chronic, multi-factorial instability? Are they sufficiently agile and adaptable to continue fulfilling their social missions?

Finally, the fourth session was held in October 2025 on **"Climate Change: perceptions and roles of civil society"**. In order to continue fostering collective reflection and working towards a better understanding and consideration of climate and environmental issues, this forum proposed to address the theme through the perceptions of countries in the 'Global South' regarding the effects of climate change, adaptation measures, and also mitigation.

In parallel with this, the **working groups (WGs) worked actively on their respective themes**:

- The **'Sustainable and Responsible Purchasing' WG** worked on updating the database for the tool supporting the implementation of a sustainable procurement strategy (Sustainable Procurement Criteria Database – SPCD) intended for use in the field, in French, English and Spanish, as well as the associated tutorials in the three languages. It also worked on developing a supplier pre-selection checklist incorporating ESG criteria (environmental, social and governance).
- The **'Carbon' Working Group**, meanwhile, was heavily involved in analysing the results of the actions taken by the signatories of the Declaration of Commitment in relation to the objective of reducing their emissions 'by at least 30% by 2025'. This led to the drafting of a knowledge-sharing document on the challenges surrounding the nature of the reduction – in absolute or relative terms – and subsequently to the preparation of a revision of this Declaration, supported by a position paper.

- Members of the **“Waste” WG** shared their current experiences in waste management and collaborated with the Global Logistics Cluster on the international mapping of best practices in the sustainable supply chain. The WG also worked on preparing a **“Best Practices in Maintenance & Waste Management of Solar Equipment”** kit, which is due to be published in early 2026.
- The **“Environmental Assessments” WG**, meanwhile, updated the **“Multisectoral Matrix for Environmental Risk Analysis and Mitigation Measures” (MERA)** that it created in 2024. Mitigation measures for the mental health and psychosocial support sector were reviewed, and a new database of mitigation measures was developed for the health and nutrition sectors. It also carried out a comparative analysis of existing operational tools and procedures for environmental assessments in the humanitarian sector.

The Statement of Commitment: a collective agenda driving environmental progress

In 2020, ten actors in the international aid sector, including Groupe URD, signed the ‘Statement of Commitment on Climate by Humanitarian Organisations’, thereby making five commitments to reduce their environmental footprint and better adapt to climate change; they have since been joined by five new signatories.

In 2025, as the first decarbonisation deadline was reached, significant work was carried out to analyse the progress made by NGOs. The commitment spurred the emergence of a trend towards decarbonisation within many organisations that had not previously addressed the issue and were unaware of their own greenhouse gas emissions levels. However, certain limitations emerged in its implementation. Extensive work by members of the REH Steering Committee and the Carbon Working Group throughout the year enabled these limitations to be analysed, followed by the presentation of possible avenues for development, taking into account the progress made and the weaknesses identified.

The signatory NGOs ultimately decided to place greater emphasis on climate justice, to move away from an approach focused solely on carbon, and to adopt a more holistic view of environmental issues. This has resulted in an amended version of the Statement, due to be published in January 2026, which aims for commitments that are fairer, better contextualised and consistent with the operational realities of the sector.

The team’s efforts to reduce Groupe URD’s carbon footprint are paying off!

By signing the afore-mentioned Statement of Commitment, Groupe URD has therefore committed to reducing the carbon intensity of its activities by 30% by 2025 and by 50% by 2030 compared to 2019. Through a triennial calculation of its carbon footprint and an annual estimate of greenhouse gas emissions generated by its air travel, Groupe URD monitors the progress of its decarbonisation trajectory. Thanks to significant efforts, Groupe URD has thus succeeded in exceeding its 2025 target and reducing greenhouse gas emissions by 48% in absolute terms and by 41% relative to turnover between 2019 and 2025.

To achieve this target, the main challenge for Groupe URD was to reduce air travel, which accounts for around two-thirds of its carbon footprint. It was therefore collectively decided to cap the budget line for air travel tickets during project planning, setting it at a percentage of the total project budget – a percentage that is itself reduced each year to ensure a downward trajectory. To allow for some flexibility, Groupe URD has also set up a ‘carbon fund’, an internal system enabling the exchange of ‘carbon credits’ between projects.

In 2025, Groupe URD also updated its ‘carbon offset’ policy, replacing the principle of ‘offset’ with that of ‘contribution’. By including a ‘carbon contribution’ budget line in every project proposal, it aims to institutionalise the mechanism and thereby make a financial contribution to the implementation of projects promoting a just ecological transition.

Ecological transition and environmental justice

As part of its involvement in the Humanitarian Environment Network, and following lessons learnt from numerous activities on environmental issues, Groupe URD has begun to take a close interest in and take a stance on issues of environmental justice. After several years of working to achieve their ecological transitions, organisations are now recognising the technical and economic obstacles to their ambitions, as well as the moral tensions they raise. Yet, far from being a dead end, the limitations of NGOs' ecological transition invite organisations to adopt a new, more systemic and political framework. Ultimately, this presents an opportunity to envisage a new path, one that is more transformational and better aligned with today's environmental justice challenges. Aline Hubert explored these issues in detail in the article 'From ecological transition to environmental justice: reflections and dilemmas', published in the journal *Humanitarian Alternatives* in March 2025.

Critical review of People in need's greening approach

As part of the "Learning and innovating to improve crisis response" (APIC) project, Groupe URD has the opportunity to support organisations in the solidarity sector with their internal improvement initiatives relating to environmental issues. In 2025, this work focused on a critical analysis of the greening approach adopted by the NGO People in Need (PIN). Initially conceived as methodological or strategic support, this assignment evolved into an in-depth analysis of a process already well underway, revealing a structured, ambitious and particularly pragmatic ecological transition that undeniably serves as a source of inspiration for the sector. As part of this work, Groupe URD took part in the 'Greening Aid in Practice' webinar, which presented PIN's approach to greening its work.

Evaluation of the Fleet Forum's vehicle sharing initiative

After almost three years of piloting in Lebanon, the Fleet Forum commissioned Groupe URD to evaluate its vehicle sharing initiative, its history, its operation and its results. The aim was to assess the effectiveness of this initiative, analyse the practices and collaborative dynamics it has generated, and make recommendations for the potential expansion and/or renewal of the initiative. This work has highlighted the lessons learned from this innovative and inspiring experience for mobility management in the aid sector.

News from the RePR Network

In January 2025, a technical exchange meeting on nature-based solutions (NBS) was held, bringing together 29 participants from 9 organisations.

The meeting, co-hosted by Groupe URD and IUCN, served to introduce nature-based solutions as an approach aimed at simultaneously addressing agricultural and humanitarian challenges by drawing on ecosystems. In the face of soil degradation, extreme weather events and growing vulnerabilities, NBS appear to be a lever for strengthening resilience, supporting agricultural production and preventing disasters. NBS are based on interventions that integrate social, environmental and economic objectives, with stringent criteria regarding biodiversity, economic viability and inclusive governance. They involve a territory-wide approach and promote cooperation between stakeholders and sectors. The discussions also highlighted significant challenges to their implementation, notably the lack of appropriate funding, the limited duration of projects, the need for technical expertise and capacity building within organisations. Finally, they emphasised the importance of developing monitoring tools, better integrating local stakeholders and strengthening the sharing of experiences to support their roll-out.

Study on the adaptation of the international aid sector to climate change

If current trends continue, the world is on course for a temperature increase of almost +2.9°C by the end of the century, resulting in more frequent and severe climate, humanitarian and social crises. These developments are putting increasing pressure on the capabilities of states, civil societies, and the international aid system in both the Global North and Global South. Against this backdrop, a key question is being asked across the sector: is international aid truly prepared for the profound changes required to adapt to climate change?

It is against this backdrop that Groupe URD carried out an assessment of the initiatives already underway within the French aid sector. This analysis has provided a better understanding of the progress made and the differences between organisations depending on their size, mandate or structure. It has also helped to identify good practices, gaps and needs, at both the operational and organisational levels, in order to inform avenues for collective action. The study highlights three major challenges for international aid in the face of climate change:

- Redefining the role of NGOs, taking into account the limits of adaptation,
- Adopting territorial approaches by empowering local actors,
- Reconciling operational neutrality with a commitment to climate justice.

It concludes that this transformation will be as much political, cultural and ethical as it is technical, and that it will determine the sector's future legitimacy. This study benefited from technical input from RePR members during its design and the finalisation of the recommendations.

Evaluation of the project “Increasing capacities and scale for anticipatory action including through social protection systems”

Groupe URD provided external support to the Monitoring and Evaluation Unit of the Food and Agriculture Organization of the United Nations (FAO) to carry out the final evaluation of a three-year pilot project funded by DG ECHO, which aimed to increase the capacity and scale of anticipatory action, notably through social protection systems. This evaluation examined the project design's suitability for the needs of the target groups, its effectiveness in achieving results, the sustainability of those results, and the quality of the management and partnerships established. Beyond the evaluation exercise, it also contributed to informing strategic thinking on anticipatory action, highlighting avenues for improvement to strengthen accountability and learning.

The lessons learnt first highlight the need to better document and promote the impacts of proactive action, both financially and socially, particularly in relation to national social protection systems, in order to strengthen advocacy for these approaches. They also highlight the importance of earlier government engagement and greater community participation, particularly in identifying beneficiaries, to ensure greater ownership and relevance of interventions.

Furthermore, the evaluation stresses the need to move beyond fragmented approaches centred on one-off projects, in favour of a more structural integration of anticipatory action, better linking humanitarian and development approaches to ensure sustainability and long-term funding. Finally, it highlights the value of further structuring partnerships, notably between the FAO and DG ECHO, through the establishment of joint coordination and decision-making framework, in order to improve strategic coherence, communication and the overall effectiveness of interventions.

Anticipatory Action Mapping & Study for DG ECHO (INSPIRE +)

Groupe URD is supporting DG ECHO in the development of a long-term strategy to scale up its funding of Anticipatory Action (AA), in line with the different commitments taken in this regard by the European Union and within existing legal and administrative frameworks. This work involved assessing the tools and approaches used by DG ECHO to fund this and determining what should be strengthened or scaled up, as well as identifying the tools used by other donors. It also involved analysing the legal and administrative frameworks and formulating recommendations on how DG ECHO could strengthen its support for Anticipatory Action.

Regional study on climate change adaptation, RESILAC 2

This research project, launched in 2025, aims to highlight the potential synergies between local mutual aid dynamics and institutional mechanisms, with a view to developing jointly preparedness and response plans that are more firmly rooted in social and local realities. To this end, the study analyses the preparedness-anticipation-response continuum in disaster risk management, using the cases of floods and droughts in the Lake Chad basin. It thus examines the conditions for shared risk governance, in which the knowledge, priorities and capacities of local populations are recognised and mobilised alongside formal institutional frameworks. Without claiming to be exhaustive, the aim is to highlight existing dynamics that are often under-documented, whilst formulating operational recommendations for institutional, humanitarian and donor actors.

Round table: 'Climate, crises: what happens when we can no longer adapt? The case of developing countries'

As part of the fifth edition of 'L'Univershifté 2025: acting here and now', Groupe URD took part in the round table 'Climate, crises: what happens when we can no longer adapt? The case of developing countries' in Montpellier in June 2025, alongside other members of the RePR network. The discussions highlighted the existence of critical thresholds beyond which populations can no longer adapt. The discussions also highlighted strategic dilemmas, such as the relocation of populations, as well as the significance of intangible losses (culture, social ties). They brought to the fore funding challenges and debates surrounding 'loss and damage' within the context of climate justice. Several avenues for action were identified, including strengthening funding, local capacities, participatory governance and the link between climate and development. Finally, the discussion turned to the capacity of countries such as France to adapt, and to the new forms of solidarity that need to be developed.

"Mots croisés" podcast: 'Ecological issues and humanitarian aid: the different facets of a (proven) interdependence'

On 5 June 2025, to mark World Environment Day, Groupe URD launched 'Mots croisés', a new podcast series in partnership with Humanitarian Alternatives, following on from the conference co-organised by the two organisations in June 2024 on the aid sector's adaptation to the effects of climate change. This first episode explored various aspects of the interactions between the environment and humanitarian action, with Chloé Orland, an ecologist at Action Against Hunger; Davide Ziveri, an Environmental Health Specialist at Humanité & Inclusion (Handicap International); and Aline Hubert, 'Environment' referent at Groupe URD.

IX Kharkiv International Legal Forum

Groupe URD took part in the Kharkiv Legal Forum organised by Yurosalva Moundry University in Kharkiv in September 2025. It spoke on 'Climate change in war-torn Ukraine: the challenges of today and tomorrow'. In 2024, it had participated in the previous edition and presented its work on the environmental impact of the war.

Training on the use of the NEAT+ tool

This training course provides an introduction to using the NEAT+ (Nexus Environmental Assessment Tool) to assess the environmental risks of projects. Three sessions took place during the first quarter of 2025, in French and English, aimed at participants from different regions according to language and time zones. This training was organised by Groupe URD in collaboration with the UNEP/OCHA Joint Environment Unit, with the support of DG ECHO as part of the INSPIRE+ project.

LOCALISATION & MUTUAL AID

IN TIME OF CRISIS

21

Mutual Aid in Times of Crisis: 'Entr'Aide & Crises' project

Strengthen people's ability and willingness to help each other in times of crisis through raising awareness, experimentation and understanding of spontaneous mutual aid phenomena and ways to support them for the various stakeholders and residents of the regions.

In 2025, Groupe URD focused on mutual aid among residents, a widespread yet largely unrecognized phenomenon. This is neither a marginal behaviour nor an additional act of solidarity reserved for a few altruistic individuals, but rather a set of spontaneous, rapid and formative practices that emerge almost systematically in the first few hours following a crisis. These include Chadian villagers welcoming thousands of Central African refugees even before the arrival of humanitarian organisations; residents from across Lebanon converging on Beirut after the port explosion to clear debris, distribute meals or provide shelter for families; hundreds of young Spaniards organising, via instant messaging, the clean-up of entire neighbourhoods in Valencia following the DANA of 2024; or informal networks in Ukraine setting up evacuation, accommodation and care networks within a matter of hours.



This reality has been documented in scientific literature for over sixty years. Yet it is clear that very few practitioners are aware of or draw upon this academic knowledge. Mutual aid often remains invisible, relegated to the background or interpreted as a peripheral phenomenon, even though it constitutes a key determinant of societies' actual response capacities. The aim of this project, led by Groupe URD in partnership with Pablo Servigne, is therefore to refine our understanding of mutual aid in times of crisis, in order to better recognise its dynamics, mechanisms and limitations, and to make it a fully-fledged pillar of crisis management policies.

A wide range of activities were carried out in this regard in 2025:

- The finalisation and dissemination of **six country case studies**: this enabled the analysis and documentation of mutual aid mechanisms according to the type of crisis, the social and political contexts in which they occur, and taking into account the timing of the crisis or disaster (before, during and after). The contexts studied were: Briançon (reception of migrants), the Roya Valley (exceptional storm), Réunion Island (hurricanes), Ukraine (armed conflict), Chad (floods) and Australia (mega-fires and mega-floods).
- The organisation of a series of **six webinars** to broaden the discussion on certain themes (gender, mental health and public policy) and contexts (Sudan, Japan and Spain). These were aimed at first responders, practitioners/caregivers and researchers, with the aim of sharing initial research findings, discussing them, broadening the scope to include new themes and gathering feedback to further the analysis.
- The publication of a book entitled "**Manifeste pour une entraide populaire**", published in October 2025 by *Les Liens qui Libèrent*, in collaboration with the *Réseau des Tempêtes*, an initiative founded in 2023 by Pablo Servigne.
- Participation in a **simulation exercise** organised by the "La Rochelle Urban Community and the Charente-Maritime Prefecture".
- **Participation in several events** to present the project, its progress and the messages it conveys: in France (Strasbourg, Chambéry, Grenoble, Albi, Agen, Nantes, Aix-en-Provence, Saint-Sauveur-de-Montagut, Bourges, Lyon, Périgueux, Laval, Montpellier, Romainville, Lille, Boulogne-sur-Mer and Saint-Étienne), as well as in Bangkok, and via webinars, such as the one organised in partnership with the Local to Global Protection initiative during HNPW 2025 or the one organised by MakeSense on resilient communities.

LOCALISATION & MUTUAL AID

IN TIME OF CRISIS

Research on National Society Preparedness and Response Capacity and its contribution to Localization

Numerous experiences of local capacity-building demonstrate how institutional and community preparedness help to create a dynamic of support for localisation, by strengthening the confidence of donors and international actors in the need to change the traditional humanitarian dynamic. In this regard, the International Federation of Red Cross and Red Crescent Societies' (IFRC) approach recognises that local leadership begins at the community level with National Society (NS) branches and well-prepared volunteers, supported by equally well-prepared local institutions (local government, civil protection, disaster management offices, National Societies, etc.). This research aims to draw lessons from successful initiatives, propose recommendations and outline how these practices can be scaled up to support a coordinated approach to strengthening response capacity at the local level. Case studies provide compelling examples of how NSs are able to take a leading role in the field of humanitarian aid, the paths they have followed to develop their expertise and capacities, the lessons learnt, and their recommendations for scaling up this approach.

NEXUS HUMANITARIAN, DEVELOPMENT & PEACE

Real-time evaluation of the humanitarian response to the Sudanese crisis in eastern Chad and nexus perspectives

Building on the experience gained in the Kanem and Bar-El-Ghazel regions, concerned by the unprecedented scale of the Sudanese crisis and wishing to gain an overview, the AT / Nexus – a group of donors and institutional actors working on the application of the Nexus approach in Chad – asked Groupe URD to produce an analysis of the situation in eastern Chad. The aim of this work was to present an initial assessment of the situation regarding the humanitarian response and development actions linked to the massive population displacements; and, on this basis, to propose a strategic analysis of the 'Nexus' perspectives, opportunities and risks.



Sharing lessons learnt from the study on humanitarian and stabilisation action in the Central Sahel for the FCDO

Over the past two years, at the request of the Foreign, Commonwealth and Development Office (the UK's Foreign Office), Groupe URD has conducted a study on stabilisation strategies in the Sahel and the potential impact of these strategies – whether positive or negative – on humanitarian operations and civilian populations. The aim was to facilitate dialogue and communication between all actors, both civilian and military, by building a shared understanding of the different perspectives within

the same context. This study was finalised at the end of 2024 and Groupe URD has been in the process of disseminating the main findings this year. The aim was to share the research findings with a wider audience and to use this dissemination to improve stabilisation strategies. To this end, Groupe URD has participated in several events in London, Dakar, Berlin, Brussels, Geneva and Paris, and is planning to publish the book *Stabilisation in the Sahel* in early 2026 (in French).

Technical cartography assistance and database management for the AFD in Chad

Groupe URD supported the AFD team in Chad to improve its communication, accountability and programming tools through more precise mapping and visualisation of its interventions. The context of volatile but very real insecurity in several regions of Chad imposes constraints, or even limitations, on project monitoring by the various stakeholders, for which the AFD is seeking to equip itself (updating databases, producing national maps incorporating sectoral and contextual data, data collection, project management and analytical tools to support decision-making, particularly in fragile areas).



Phase 2 of the PASFASS project for the social empowerment of Chadian women (2025–2028)

The displacement crisis in Chad since 2023 is one of the most complex and dynamic in the region. It has unfolded in already fragile areas, marked by chronic underdevelopment, structural poverty and climate pressures, at the heart of the issues addressed by the Nexus approach and the need for better coordination of humanitarian and development actions. This second phase of PASFASS builds on and consolidates the results of Phase 1 (2019–2024) and has the overall objective of reducing gender inequalities by improving sexual and reproductive health and rights in Chad. This project is managed by a consortium comprising the NGOs CARE, the Bureau d'Appui Santé et Environnement (BASE) and Groupe URD, which is responsible for supporting monitoring and evaluation, accountability and learning, as well as conducting several studies to inform the work.

Groupe URD's activities began in 2025 with an assessment of reproductive health and a review of the results achieved and the context 18 months after the closure of PASFASS 1, particularly with regard to the consequences of the decline in Official Development Assistance (ODA) and the risks this could entail. A study has also been launched to analyse the role of men in access to reproductive healthcare and their role in efforts to combat gender-based violence.

Iterative evaluation of a cross-border program for community recovery and resilience in Burkina Faso and Côte d'Ivoire

Groupe URD has carried out two iterative evaluations of "YêRETALI", a cross-border program supporting recovery and community resilience implemented by Action Against Hunger in Burkina Faso and Côte d'Ivoire. Crisis response, recovery and resilience projects, such as the Yeretali project, operate in complex and rapidly changing environments. It is therefore important to have sufficient data to adapt the project in line with changes in the context, risks, needs, progress made and identified objectives. This is the very purpose of these evaluations, which have provided strategic information to guide the management of the project and enhance its positive impact on beneficiary communities in both countries.

Regional study on the cross-border economy in the Lake Chad Basin (RESILAC 2)

The Lake Chad region has been facing a major security crisis and recurring climate shocks for several years. The RESILAC project is based on a territorial approach and agile management, in order to adapt as effectively as possible to the challenges posed by this unstable and fluctuating context, which lies at the heart of the Nexus issues. Economic recovery and the promotion of cross-border trade are among the three main components of this project. This study therefore examined the requirements and barriers to cross-border trade in the Lake Chad Basin, the promising economic sectors in this region, as well as the cooperation and planning arrangements needed to facilitate cross-border trade between the RESILAC programme countries (Cameroon, Nigeria and Chad).

Launch of the revision of the COMPAS Quality

Groupe URD is one of the authors of the Core Humanitarian Standard on Quality and Accountability (CHS) and the COMPAS Quality and Accountability guide. COMPAS is a methodological guide published in 2018 that helps organisations translate the CHS into concrete actions throughout the project cycle. Following on from the revision of the CHS in 2024, it was therefore necessary to update COMPAS to align with these changes, with the aim of:

- Clarify the operational use of the CHS;
- Illustrate the implementation of the CHS through real-life examples and case studies;
- Facilitate access to the CHS for small organisations;
- Strengthen quality and accountability practices in the international cooperation and solidarity sector.

This work was initiated in 2025 and will be finalised through the publication of a new Quality and Accountability COMPAS in a Wiki format (based on the same model as the IM Handbook developed by NRC), from June 2026. The new format will draw on contributions from members of the French Quality & Accountability Group.

New training modules on community accountability

In 2024, the organisations of the French Quality & Accountability Group identified the need to strengthen their staff's capacities in community accountability. This led to the idea of designing an online training programme aimed at all specialists in the field of international solidarity, whether project teams, support teams, technical teams or SERA teams. To create this training course, all the organisations within the Group pooled their expertise, tools, resources and examples of good practice. This



course, designed to introduce learners to the key concepts of community accountability through four modules, was made available in June 2025 on the Groupe URD e-learning platform.

Monitoring of the study on effects and impact (APIC project 2016–2026)

The 'Learning and innovating to improve crisis response' (APIC) project was designed and implemented by Groupe URD to support the French and Francophone voluntary sector, through three successive phases between 2016 and 2026. It aims to strengthen the capacities, practices and collaborative dynamics of organisations involved in responding to crises and situations of vulnerability, both in France and internationally. In 2025, an external evaluation took the form of an "effects and impact study", co-funded by the F3E, which enabled the analysis and documentation of the project's progress, the coherence of its approach, and, above all, the contributions made to the sector. It focused on the direct effects of the activities carried out, but also on the indirect effects, the dynamics of deeper change and the systemic impacts to which the project has contributed. Groupe URD actively supported this process. The results of this work will be widely disseminated in 2026 to serve as a source of collective learning.

Evaluation of the use of a menstrual hygiene innovation in the context of an acute crisis

This initiative, designed by Reemi, aimed to improve menstrual hygiene management in emergency situations by offering a sustainable, discreet solution adapted to local culture in contexts where access to disposable products and safe hygiene facilities is very limited. To examine the relevance and feasibility of its adoption in rapidly evolving crises with a view to scaling up, Elrha commissioned two associated research and learning partners, including Groupe URD, to assess the performance, feasibility and comparative value of the solution developed by Reemi, as well as the effectiveness of the adoption approaches used by Oxfam and its partners. The final deliverables will be published at the end of the first half of 2026.

Iterative Evaluation with Mini-Seminar (EIMS 1) of the RESILAC 2 project



The EIMS is an iterative reflection and evaluation method that forms part of an approach to supporting continuous learning, enabling operational teams to regularly take a 'reflective step back' from their daily activities and learn collectively. Three EIMS are planned within the RESILAC 2 framework to carry out this critical analysis exercise at specific points in time, focusing on a few key questions (unresolved issues), in order to inform decisions and implementation approaches for certain activities. The first, conducted in 2025, helped to foster internal learning. It focused on lessons from the launch phase and enabled operational recommendations to be shared with the regional office and the three countries of intervention to strengthen ownership of the project and ensure the successful implementation of activities thereafter.

New MEAL training cycle for Expertise France

Groupe URD has launched a new training project to support the continued roll-out of Expertise France's Monitoring, Evaluation, Accountability & Learning (MEAL) policy. This work follows from the training courses launched in July 2020 on these same topics. This tailor-made training for Expertise France staff combines face-to-face sessions in Paris with virtual classroom sessions via Groupe URD's learning platform. These cover the MEAL policy and certain tools, such as logical frameworks and theories of change.

Strengthening programme data management for French-speaking international solidarity CSOs

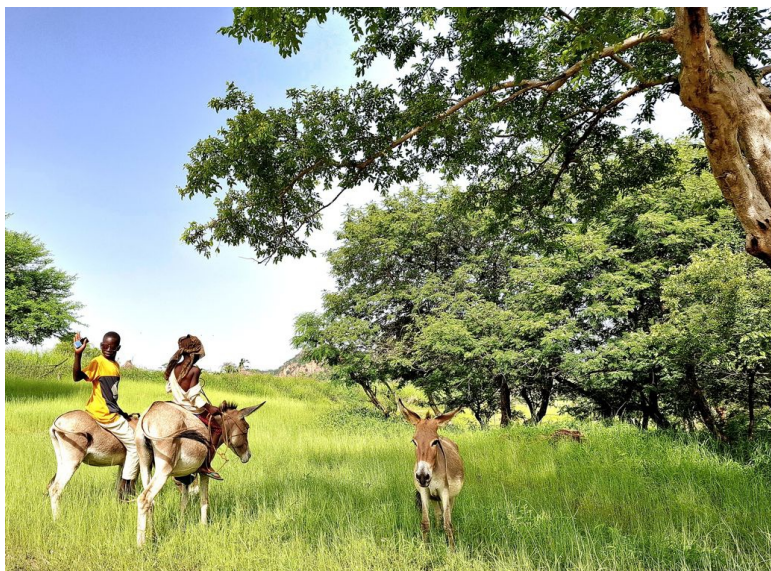
Alongside Bioforce and MapAction, Groupe URD has been participating since 2024 in the project led by CartONG entitled 'Strengthening programme data management practices in French-speaking organisations engaged in international solidarity, funded by AFD. It thus complements CartONG's approach in areas relating to monitoring and evaluation and international solidarity policies. For example, Groupe URD was asked to help develop the project's monitoring framework and to support strategic discussions; it also provides support and a critical perspective on the project's outputs and the methodologies of the studies carried out.

Production of knowledge-sharing reports for Expertise France

Expertise France's volume of activity has increased significantly since its creation in 2015, driven in particular by a strengthened partnership with the European Union and the agency's integration into the AFD Group. In 2023, the Agency was implementing around 350 projects in 147 countries and 27 territories. Since 2020, Expertise France has also adopted a Monitoring and Evaluation policy, and the current challenge lies in rolling out the 'Learning' component of this policy. As part of this initiative, the agency aims to carry out knowledge capture exercises on 50% of the projects it implements, exercises in which Groupe URD is involved for five years, until 2029. The first knowledge capture exercise was carried out in 2025 and focused on a large-scale multi-year programme implemented in the Caribbean.

The French Quality and Accountability Group

The French Quality & Accountability Group, facilitated by Groupe URD, was established in 2017 with the aim of bringing together representatives from French-speaking organisations engaged in international solidarity to discuss issues of accountability to local communities. Since early 2025, the drastic cut in USAID funding has had a significant impact on NGOs, in France as elsewhere, and particularly on Quality departments, which have seen their staff numbers considerably reduced. This has put the Group's activities on hold to some extent, as the priority for NGOs has been to reorganise in the face of this situation. Two meetings were nevertheless organised during the second half of the year to take stock of the current crisis amongst members, collectively reflect on the priority areas to be addressed in 2026, and reorient the group. Among the strategic reorientations considered, it was decided to broaden the topics covered to include Quality and Accountability (hence the group's name change) and to extend participation to new stakeholders, in order to strengthen opportunities for peer-to-peer support and initiatives for sharing and pooling resources.



Support for the 'Hospital Networks and Partnerships Project' (PRPH)

In 2009, the Hospital Partnerships Fund was transferred to the French Development Agency by the Ministry for Europe and Foreign Affairs to form the "Hospital Networks and Partnerships Project" (PRPH). Between 2009 and 2024, the PRPH funded more than sixty projects in low- and middle-income countries, as well as international hospital cooperation events. It aims to improve the quality, safety and efficiency of hospital care, and to promote the exchange of good practices in governance and the provision of quality care. Since 2024, the project has been led by Expertise France and has entered its fourth phase. In this context, Groupe URD acts as a specialist in project management, monitoring and evaluation, and learning, supporting Expertise France and the project leaders funded by the PRPH mechanism. In this capacity, Groupe URD's experts were called upon in 2025 to assess needs, develop training tools and content, and train project leaders in project management. In 2026, the project's activities will focus more on knowledge capture and learning.

Reflection Group: 'How can we uphold quality in a sector in crisis?'

The context in 2025 was one of profound changes in the international solidarity sector, which had significantly shaken organisations to their core. Faced with challenges of unprecedented scale and a high degree of uncertainty, the central question was how to combine quality initiatives, organisational resilience and the effectiveness of actions within a deteriorating environment, whilst meeting growing demands for accountability. To discuss this turbulent period, gain a better understanding of the realities faced by CSOs and their teams, and explore possible responses to these challenges, a meeting was organised in June 2025 by Coordination SUD and F3E. Fourteen people, including the Groupe URD's Quality Officer, were invited to take part in this session of discussion and reflection.

Webinar: 'CHS in Evaluation, Exploring the Complementarities with DAC'

Groupe URD contributed to the webinar organised by Trust Consultancy and Development on 29 January 2025 on the complementarities between the criteria of the Core Humanitarian Standards (CHS) and those of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD) regarding humanitarian evaluation.

Webinar: 'Understanding and Prioritising Needs: Do Communities Have a Say?'

How can needs be effectively identified and prioritised in such a situation? How can we give communities a legitimate voice in deciding what their priority needs are and how to respond to them appropriately? To attempt to answer these questions, various practitioners from the sector and specialists in monitoring and evaluation took part in this webinar organised by members of the French Accountability Group as part of HNPW 2025 on 18 March 2025, alongside Groupe URD.

The INSPIRE+ Consortium supporting the European Commission



INSPIRE+
DEVELOPMENT INITIATIVES, FAIREPROD
GROUPE URD, IECAH & ODI

As part of the INSPIRE+ Consortium, Groupe URD provides support for the development and improvement of the European Commission's humanitarian policies. This involves various types of activities and methodological support, aimed at improving the quality of humanitarian action by supporting and advising the main aid donor.

Several support initiatives were carried out in 2025:

Analysis of humanitarian access practices and mechanisms

The European Union strongly advocates for rapid, meaningful and sustainable humanitarian access without hindrance, emphasising respect for international humanitarian law (IHL), aware that this remains a major challenge in areas that are still highly unstable. Nevertheless, at the operational level, the EU's humanitarian aid implementation plans consistently identify humanitarian access as a major constraint. Groupe URD therefore supported the European Union (DG ECHO) in analysing its practices in this area to identify opportunities to strengthen its policy framework and provide more effective guidance to its teams.

Study of Food Assistance effectiveness and efficiency

In recent years, food insecurity has reached alarming levels. At the same time, global funding for emergency food aid has stagnated, if not declined. Against this backdrop, Groupe URD's work has helped to analyse and improve the effectiveness and efficiency of DG ECHO's interventions in this area, drawing on ten case studies to be representative of different humanitarian contexts.

Development of tools for the implementation of the DG ECHO Disaster Preparedness Guidance Note

Disaster preparedness is of crucial importance for the quality and timeliness of response operations, the ability to save lives, reduce suffering and anticipate or reduce humanitarian needs. To support the most effective possible implementation of the guidance note on this subject, DG ECHO sought to develop a toolkit to guide its funding and programming decisions regarding disaster preparedness, and to support the monitoring and evaluation of the impact of its actions, a task for which it sought the support of Groupe URD.

Support to DG ECHO for the improvement of the NEAT+ tool

Whilst there are many environmental assessment tools, the most comprehensive and best suited to humanitarian contexts to date is the Nexus Environmental Assessment Tool (NEAT+). However, improvements and updates are needed to facilitate wider adoption across the sector. The objective of this assignment entrusted to Groupe URD was therefore to improve and streamline the tool's content (its questions, results and recommendations), and to strengthen organisations' capacity to use it and integrate mitigation measures at project level.

Analysis of lessons learned and good practices from EU engagement in fragile and conflict-affected contexts

Numerous challenges highlight the importance of a comprehensive EU approach to fragility, one that identifies and addresses its root causes and mitigates its regional and global repercussions. A study conducted by ODI Global with the support of Groupe URD reviewed the EU's current engagement and the use of existing tools in contexts of fragility, whether in humanitarian, development or peacebuilding interventions. It analysed the EU's toolkit, policy options and framework for interventions, and provided analytical insights for strategic decision-making as well as concrete recommendations.

The INSPIRE+ consortium comprises four partners (ODI, IECAH, FAIREPROD and Groupe URD as lead partner).



IN
FIGURES

30 KEY FIGURES

A MESSAGE FROM THE TREASURER, CLAIRE ETIEN

The year 2025 saw a stable turnover of €1.9 million. Activity remained strong, with new contracts and renewals signed in 2025 (Expertise France capitalisation and SERA training, PASFASS2).

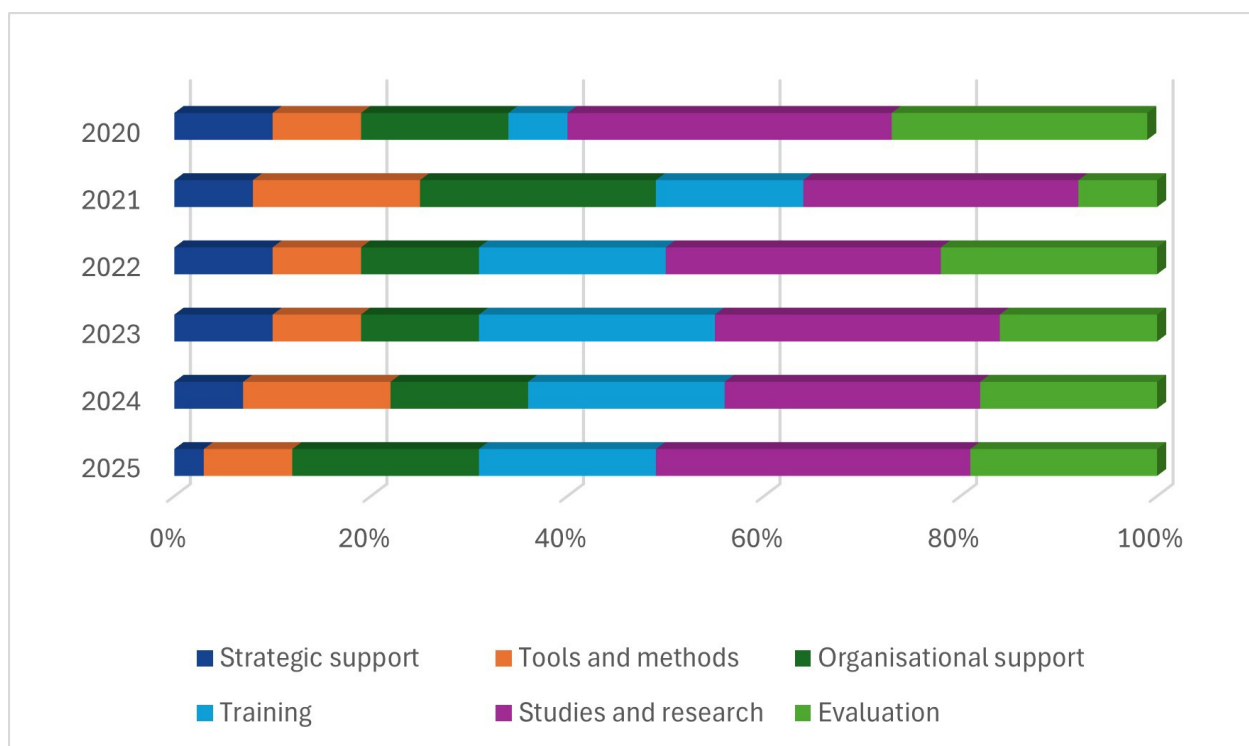
The year was marked by the move to new premises with a new lease, and fitting-out and equipment costs were financed by a loan.

Following the departures in 2024, the team was refreshed with the arrival of four researchers and the replacement of the expatriate in Chad.

The result shows a surplus of €141,958. This surplus for 2025 will be allocated to reserves in order to strengthen the association's equity. In-depth reflection on the business model is bearing fruit and enables the association to start 2026 with confidence amidst a severe funding crisis

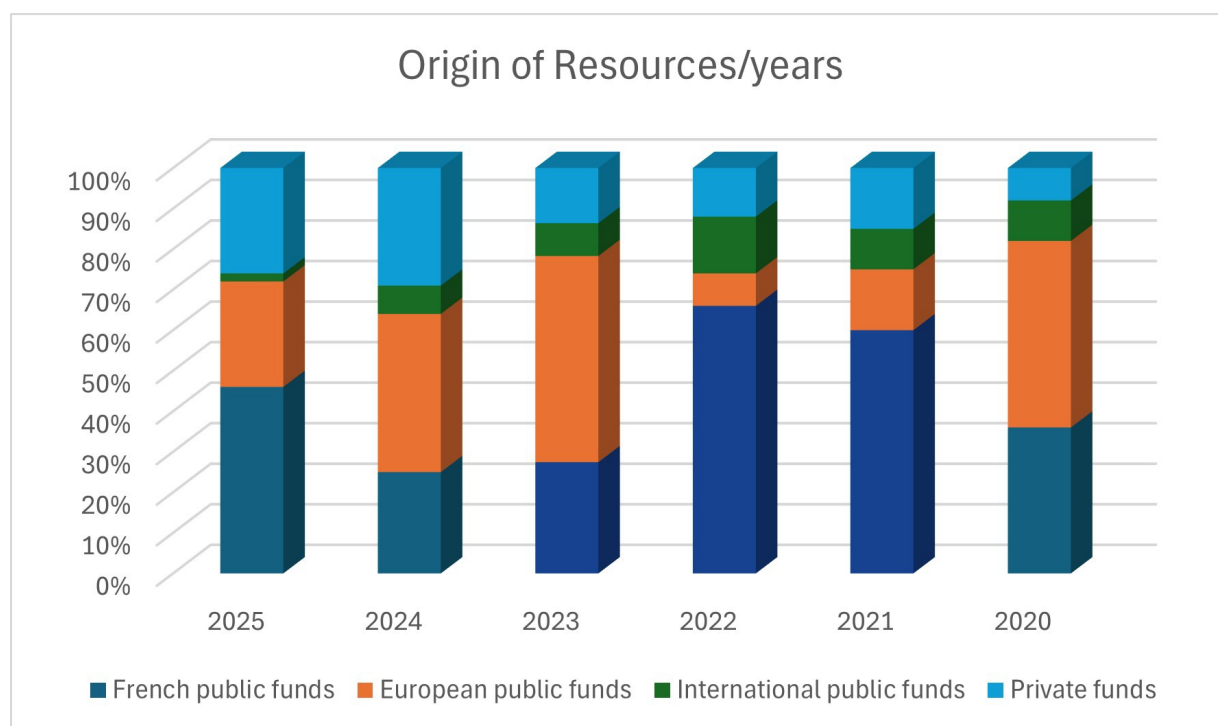
Our full annual financial statements for the 2025 accounting year, compiled by our management assistant and certified by our auditor, are available to partners and donors; please do not hesitate to contact us to receive a copy.

Groupe URD carried out 25 projects in 2025. Its main area of activity remains Studies & Research (32%).



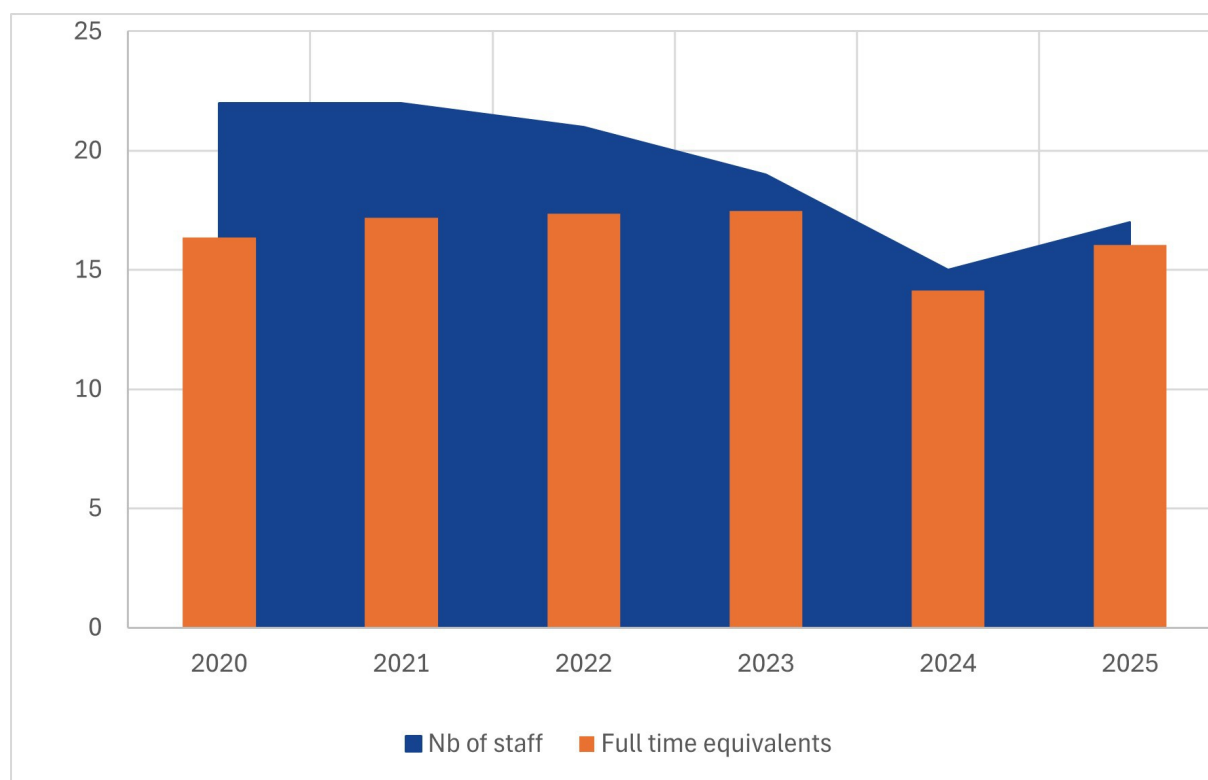
The cash flow statement provides an overview of all the URD Groupe's cash flows. It reflects a broad range of its financial activities: the income statement, balance sheet-related cash flows and revenue from members. The URD Groupe's resources come from public and private funds, funds paid to consortium partners and revenue from members.

RESOURCES	INCOME STATEMENT	BALANCE SHEET FLOWS	OFF-BALANCE SHEET FLOWS	TOTAL
French public funds	916 672			916 672
European public funds	512 672	632 479		1 145 151
International public funds	34 457			34 457
Private funds	493 121		82 500	575 621
Total RESOURCES	1 956 922	632 479	82 500	2 671 901
EXPENSES				
External purchasing	- 173 610			- 173 610
Consultancy studies	- 553 904	- 632 479		- 1 186 383
Gross margin	1 229 408	-	82 500	1 311 908
Payroll costs	- 966 679			- 966 679
Overheads	- 120 578			- 120 578
Valuation and other flows	- 193		- 82 500	- 82 693
Accounting result	141 958	-	-	141 958



The two main contributors to our budget are the AFD (44%) and DG ECHO (26%).

The year 2025 saw the recruitment of new research and evaluation officers. 2% of the total payroll is allocated to training.



As at 31 December 2025, the workforce stood at 17 employees (16 FTE).

10 ♀ - 7 ♂

It is important to note that volunteer involvement remains as strong as ever, particularly in the delivery of activities, the conduct of research, organisational support and the coordination of networks (REH, RePr, the Accountability Group).

AA	Anticipatory Action
AFD	<i>Agence française de développement</i> / French Development Agency
APIC	<i>Apprendre et innover face aux crises</i> / Learning and innovating to improve crisis response
CHS	Core Humanitarian Standard
CSO	Civil society organizations
DAC	Development Assistance Committee
DANA	<i>Dépression isolée en haute altitude</i> / Isolated low-pressure system at high altitude
ECHO	European Community Humanitarian Office
EIMS	<i>Évaluation itérative avec Mini séminaire</i> / Iterative evaluations with mini-seminars
ESG	Environmental, social and governance
EU	European Union
FAO	Food Aid organisation
FCDO	Foreign, Commonwealth and Development Office
FRIO	<i>Fonds de renforcement institutionnel et organisationnel</i> / Institutional and Organisational Strengthening Fund
FTE	Full-time equivalent
GDI	Gender, diversity and inclusion
GHG	Greenhouse gas
GRUPC	Humanitarian Accountability Partnership
HNPW	Humanitarian Networks and Partnerships Week
IECAH	Instituto de Estudios Sobre Conflictos y Acción Humanitaria
IFRC	International Federation of Red Cross and Red Crescent Societies
IHL	International humanitarian law
MEAL	Monitoring, Evaluation, Accountability & Learning
MERA	Multi-sectoral Environmental Risks Analysis
MHPSS	Mental health and psychosocial support
NBS	Nature-based solutions
NEAT	Nexus Environmental Assessment Tool
NGO	Non-governmental organization
NS	National Society
OCHA	Office of Coordination of Humanitarian Affairs
ODA	Official development assistance
ODI	Overseas Development Institute
OECD	Organisation for Economic Co-operation and Development
PIN	People in need
PRPH	Hospital Networks and Partnerships Project
REH	<i>Réseau environnement humanitaire</i> / The Humanitarian Environment Network
RepR	<i>Réseau pour la réduction des risques de catastrophes</i> / Disaster Risk Reduction Network
UAH	<i>Universités d'automne de l'humanitaire</i> / Autumn School on Humanitarian Aid
VOICE	Voluntary Organisations in Cooperation in Emergencies
WG	Working group

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GROUPE URD A THINK-TANK FOR HUMANITARIAN ACTION



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



URGENCE . REHABILITATION . DÉVELOPPEMENT

1406 chemin de La Fontaine des Marins
26170 Plaisians – France
Tel : +33 (0)4 75 28 29 35



contact@urd.org

www.urd.org

Coordination:
Jeanne Taisson

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