



# ANNUAL ACTIVITY REPORT 2012







# EDITORIAL

In 2014, Triangle Génération Humanitaire will celebrate its 20 years of existence. Although this figure is only symbolic, it encourages us to cast a glance over our shoulder to measure progress made.

Many changes have occurred over the past 20 years. The environment in which we conduct our missions has been deeply transformed, and we have to take it into account in all its dimensions.

Geopolitical developments and the changing nature of conflicts undermine the founding principles of humanitarian action and entails new risks for the staff in the field. We continuously have to work on our tools and methods to integrate these new risks and protect our teams.

The economic crisis has not spared our sector and the funding that we receive, essentially consisting of public funds, more and more seldom accept to cover our structural costs, which are inseparable from field action and ensure the quality of the programmes conducted. The growing requirements of our donors combined with a decreasing operating budget constitute a difficult equation to solve. Again, a period of deep refection was necessary, which led us to define a strategy to approach the private sector with a view to diversifying and strengthening our resources.

What has not changed, however, is our commitment to provide support to suffering populations, to deal with emergencies, but above all to develop sustainable solutions. To shape our actions maintaining this guideline requires continuous adaptation to new conditions. The expertise of our technical department has developed, refined and perfected over time. We are able to build better partnerships, thus ensuring the continuity of projects implemented, either directly with programme beneficiaries or with local or national authorities. We have acquired a legitimacy that is now recognized, first by our funders, but also, like for other NGOs, by the French State, through the "Coordination Humanitaire et Développement". This coordination comprises around twenty major French international solidarity associations. It is intended to underline their specificities in the field of development, emergency aid and reconstruction, to promote the coordination of actors in the field and to represent those organizations before public and private partners.

All these experiences, all these reflections that we conduct to adapt to a changing and complex environment fuel our expertise. Ultimately, Triangle G H owes its longevity to its willingness to develop its actions while preserving the foundations on which it was built, constantly adapting to changing circumstances. The association is able to achieve this thanks to the commitment of all those who have accompanied its development.

That is why, this year, rather than limiting ourselves to a list of programmes completed or in progress, we have chosen to discuss in this report all these aspects, which are both our history and our lives.

■ Christian Lombard & Patrick Verbruggen / directors





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# “Actor in a sustainable and shared solidarity”

**Born in 1994 from a desire to develop a cross-disciplinary and sustainable expertise, Triangle G H is an International Solidarity Organization designing and implementing emergency, rehabilitation and development programmes in the field of water, hygiene and sanitation, civil engineering, food security and rural development, social-educational and psychosocial.**

**In 2012, its committed teams operate in 11 countries and run 35 programmes thanks to sustainable public partnerships with major international donors.**

The many programmes implemented in various countries provide direct or indirect support to several hundreds of thousands of people, through interventions characterized by a comprehensive approach of humanitarian aid integrating emergency, rehabilitation, development and environmental concerns.

Based on common values of listening capacity and reactivity, the association, standing for “human-sized”, professionalism and pragmatism, is an area where people live together, express their personal commitment and share their know-how. Triangle G H wishes to preserve and value the concept of association with the meaning of **“people acting together towards the same goal, which is not one of profit sharing”**.

The NGO takes the lead on the programmes it conceives together with local partners through the identification and mobilization of local resources and capacities, in order to provide concrete answers to the unacceptable situations of suffering populations, participate in efforts to combat poverty, and enhance social integration, supporting without discrimination of any kind groups of people affected by conflicts, natural disasters or any sort of situation plunging them into conditions of extreme hardship. This ap-

proach aims at responding as closely as possible to the needs expressed by the beneficiaries and moves towards the autonomy of the people benefiting from these programmes. The association is run by an elected Board and acts totally independently. Its funding is mainly provided by international institutions. The association is frequently submitted to audits carried out by its funding partners, and it proved its capacity to handle the public funds which make its activities sustainable. However, the NGO currently turns towards the active search for private partners (companies, company foundations, etc.). ■





# “ 2012 in a few key words and figures ”

**72 employees** under French law, including 55 expatriates

**488 collaborators** recruited in their country of origin

An **11 million euros** budget

Teams operating in **11 countries**

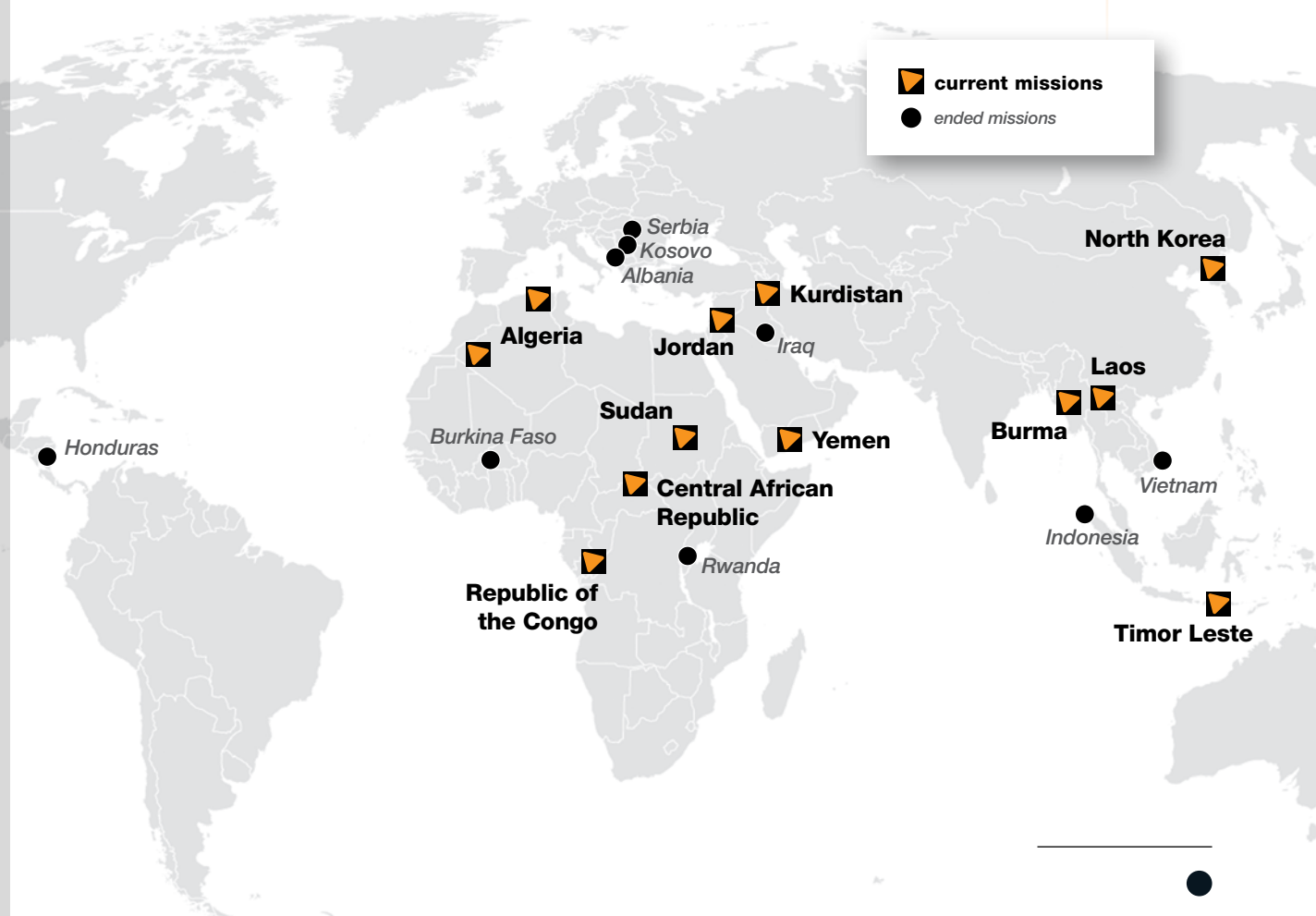
**35 programmes** run simultaneously

**93 %** of the resources allocated directly to actions in the field

**23 donor partners**

and **11 operational partners**

The Association is a member of Coordination Humanitaire et Développement (CHD) and VOICE (Voluntary Organization in Cooperation in Emergencies). It is signatory of the Framework Partnership Agreement with the Humanitarian Aid Department of the European Commission (ECHO) and of the Framework Agreement for Operational Partnership (FAOP) with the United Nations Refugees Agency (UNHCR)







# OUR AREAS OF ACTIVITY, OUR EXPERTISE





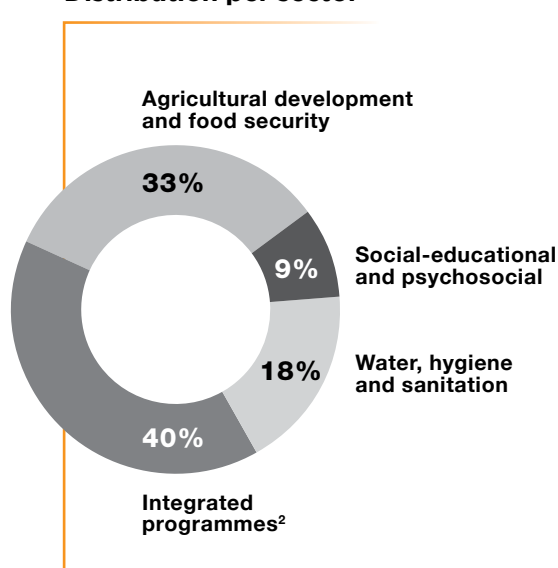
# Technical department

**Triangle Génération Humanaire is an International Solidarity Organization integrating within its programmes specialized responses in situations requiring humanitarian aid, reconstruction or development assistance.**

Its action is based on a professional and highly interactive operating mode including several areas of expertise within a comprehensive approach:

- **Food security and rural development,**
- **Social-educational and psychosocial,**
- **Water, hygiene, and sanitation,**
- **Civil engineering.**

**Distribution per sector<sup>1</sup>**



*The gradual approach “Humanitarian assistance – reconstruction – development” involves the shift from assistance activities after a natural or manmade disaster to a participatory-based guidance towards sustainable development, after passing through an intermediary phase called reconstruction. Direct assistance should therefore be gradually reduced, offset by an increased participation of local actors at all stages of project development. Triangle G H’s main objective is to ensure the continuity or replication of activities by national actors. Thus, they become the protagonists of their own development, come up with ideas and are more proactive. They are able to seek funding to run their structures, to develop and implement programmes, to monitor and improve them, gradually replacing the need for exogenous intervention by strictly endogenous solutions. Triangle G H’s triangle symbolizes this capacity to intervene with the same quality requirements at the different levels of humanitarian response, ranging from acute crisis to situations of economic deficit linked to poor structural development.*

The association has a technical department consisting of 4 technical advisors, each one in charge of one of Triangle Génération Humanaire’s areas of expertise. Its main tasks are:

- **Survey, expertise and assessment,**
- **Strategy and implementation,**
- **Transfer of skills to local actors,**
- **Creation of methodological tools and delivery of training,**
- **Creation and development of an inter-professional network,**
- **Constant updating of technical databases and capitalization of experience.**

<sup>1</sup> • Civil engineering and construction are integrated in agricultural development, food security, water, hygiene and sanitation programmes.

<sup>2</sup> • These programmes include at least two components of the technical department





# FOOD SECURITY & RURAL DEVELOPMENT

## From food assistance to agricultural development

In 2012, food insecurity continues to affect a large number of people: 12.5% of the world population (or 870 million people) are undernourished, and most of them (850 million) live in developing countries. This situation is sometimes due to political instability, sometimes to natural disasters, but most commonly, it is merely the consequence of households' poverty.

In order to meet the precise needs of populations experiencing food insecurity, Triangle G H developed **food assistance** programmes in 2012 (in areas of conflict or during critical times of food shortage), actions to **boost agricultural production** (after a natural disaster or any other one-off shock), or longer-term programmes aiming to **reduce poverty**, enhance **sustainable growth in agricultural production** and improve food security in the long-term for the populations concerned. In order to meet the most urgent food needs, strive towards the autonomy of target populations and ensure the sustainability of improvements made, the activities conducted by Triangle G H have been organized around 4 themes:

- The satisfaction of basic needs through food distributions or interventions on the means of production
- The autonomy of households through support to peasant agriculture

- The management of natural resources through the enhancement of agro-ecological practices
- The valuing of productions through the strengthening of farmers' organizations.

### Humanitarian assistance, reconstruction and development in the Central African Republic

#### Humanitarian assistance in the north-east of the country

*Vakaga is an isolated region of the north-east of the country, traditionally neglected and poorly controlled by the government, subject to strong political and security instability, and whose agricultural production is structurally deficient. Triangle G H provides seeds and tools in order to help gradually overcome this deficit, and distributes basic foodstuffs to the most vulnerable in risky times*

#### Reintegration of Sudanese refugee populations

*Our incapacity to ensure the security of the refugees from the conflict in Darfur, in the north-east of the country, forced us to move the camp to Bambari (in the center of the country). There, Triangle G H strives to stimulate economic and craft activities in order to empower populations.*

#### Agricultural development in villages in Ouaka

*Concurrently to these programmes improving access to water and education, Triangle G H aims to ensure a sustainable improvement of the living conditions of populations through technical training, improvement of the means of production and support to existing collective organizations.*

## PROVIDE FOOD satisfy basic needs

In situations of crisis or post-crisis, meeting basic needs

– first and foremost food needs – is a real challenge. Triangle G H strives to meet this challenge by distributing food directly, or by providing target populations with the means to produce food.



Seed distribution in Vakaga, Central African Republic

In the Darfur Region of **Sudan**, as in the north-east of the **Central African Republic**, in remote areas with a volatile security situation, populations experience difficulty to secure enough food supplies. In this context, the distribution of means of production, seeds, tools and veterinary products is the most effective way to

make food, produced locally by populations themselves, available and accessible. These distributions are complemented by technical support to producer groups and to individual farmers. These activities may be accompanied by food distributions – as it has been the case in 2012 in the Central African Republic – in order to cope with the particularly critical lean period, trade not being sufficient to overcome the local structural deficit in production.

In **Laos**, Typhoon Haima struck the north and the center of the country in July 2011, heavily damaging the means of agricultural production, destroying a large part of the harvest, and affecting the financial means required to return to a normal situation. In this context, it turned out that unconditional cash assistance would best meet the diverse immediate needs of each family (food, repayment of debts incurred as a consequence of the floods, and health or education expenditures), leaving them free to make the best use of it. In addition to this monetary support, the distribution of seeds and poultry supported reconstruction through the boosting of economic activities.

## PRODUCE peasant agriculture and households' autonomy

Peasant families are the first to suffer from hunger. Triangle G H guides them towards better food sovereignty by increasing their production, while limiting their dependency on raw materials, inputs or volatile markets, in order to ensure their independence.

In remote area of the **Central African Republic**, diversification of productions is essential for improving food security. The promotion of market gardening in areas with great potential where this practice is totally unknown allows the quick production of various fruits and vegetables, near watercourses during the dry season, and in home gardens<sup>3</sup> during the rainy season. Support to breeding activities through basic sanitary practices accessible to all also helps significantly increase productivity by reducing losses.

In the **Republic of the Congo**, on the outskirts of Brazzaville, agricultural training provides the basis for engaging in a profitable low-risk economic activity, which ensures a basic balanced diet. On the initiative of a local NGO, FOJEP-Development, a training center mainly focused on the implementation of theoretical input guides the youth towards becoming farmers.

Training courses focus on the autonomy of cropping and breeding systems; on independence from suppliers and from the market; on the diversification of production - in order to produce varied food products but also to limit the risks in the event of a problem with a production -; and on the valorization of by-products (compost, manure), through the integration of agricultural and breeding activities.

Training agro-pastoral site in the Pool Region, in the Republic of the Congo





## **PRESERVE** agro-ecology and natural resources management

**The natural environment is the first factor influencing food production. Triangle G H strives to preserve natural resources such as water, soil and biodiversity through the systematic promotion of agro-ecological practices, the saving of scarce resources and the valuing of abundant resources.**

In **North Korea**, agricultural inputs were mainly provided by the Soviet regime. Since it collapsed, the country has been facing a shortage and the integration of agriculture and breeding activities provides a relevant and effective response, as shown by the two projects implemented by Triangle G H.

In the east of the country, in order to increase the quantity of fish intended to feed the children, Triangle G H



Introduction of multi-species grasslands in crop rotations in a North-Korean milk farm

guides two fish farms towards a production system that integrates the cultivation of maize and soybean and the breeding of pork and poultry in addition to the initially existing ponds. Through the management of the various components (crops, livestock, and ponds) and the better valorization of food and manure, farms value their products and by-products used to feed animals and fish or to fertilize crops. Farms no longer rely on external supply to feed the fish, and production is significantly increased.

The second project aims to increase the availability of dairy products. The maize/soybean cultivation system, cattle's basic food, has been replaced by a system integrating temporary grasslands in the rotations, and manure storage platforms have been built. Organic amendments and long rotations help improve soil fertility and better control weeds<sup>4</sup>, but also improve forage quality. Milk production is increased, while the workload is reduced.

Triangle G H's support also covers the entire chain, by acting on the improvement of storage conditions or on hygiene in the preparation of meals.

4 • Plants considered undesirable at the place where they grow, in a garden or in a field.

## **COOPERATE** farmers' organizations and valorization of productions

**The low level of mechanization of small farms, generally managed by poor households, is one of the main obstacles to economic development. By supporting farmer groups to make the production, transformation or storage equipment profitable, Triangle G H encourages the exchange of knowledge, mutual aid and recognition from these groups.**

In **Sudan** the development of market gardening as a means to diversify food and supplement income is a way to value the water resource of the Atbara River in Gedaref State, or of rivers in West Darfur. Farmers have come together to share motor pumps and develop irrigation during the dry season.

In the **Central African Republic**, market gardening is also performed by small groups. Women from the villages also gather around cassava grinding mills, thus replacing a tiring and time-consuming manual work. The time saved allows the establishment of new economic activities for households.

In **Laos**, the project implemented in 2012 goes back to the activities carried out between 2006 and 2011 (irrigation infrastructures and establishment of water management committees) in order to carry out a study and make recommendations to local authorities. The committees continue to structure their activities, managing water resources (operating of the pumps, recovery of electricity costs, and allocation of water) and maintaining infrastructures. They are becoming an important body in the village for access to irrigable land, favouring access to or the sharing of adapted seeds. And finally, they are currently discussing with the local authorities in charge of the monitoring of infrastructures and of the development of rice production. All these facts call for the promotion of these committees in the recommendations on the rice production strategy. ■



Common use of a motor pump for irrigation by a group of women in the Central African Republic



# SOCIAL-EDUCATIONAL & PSYCHOSOCIAL

## From exclusion to integration

Educational, social and/ or psychosocial programmes have been an integral part of Triangle G H's interventions from its very inception. Its actors are indeed convinced that beyond the material assistance brought to the populations in need, another dimension has to be taken into account. In intervention areas, children,

teenagers and their families need to be guided to be able to cope with the disruption in their lives, with the trauma they have just experienced, with their extreme situation as refugees, displaced people or "returnees" or due to their precarious living conditions. These actions are systematically carried out in consultation with the community's human resources, who, through their involvement, often recover and regain their identity.

### Humanitarian assistance, reconstruction and development

*These different stages are generally part of a psychosocial programme as a whole. The psychosocial support brought to a person is part of a long process, and requires different support methods, depending on that person's situation, what she has been through, and the way she progresses towards reintegration/ rehabilitation.*

**Humanitarian assistance:** meet the basic needs of a person, through the provision of shelter, food aid, hygiene products, medical care, supportive listening, etc., necessary for her survival and dignity.

**Reconstruction:** accompany the marginalized person in her personal reconstruction and social rehabilitation project: psychological and medical care, schooling, literacy activities, vocational training, family reintegration, etc.

**Development:** provide the person with the material and technical means to integrate into her or a community, in order to gain autonomy: technical training; aid for the creation of income-generating activities (supply of tools, inputs, land, etc.).

- **Dealing with the social and psychological problems of particularly vulnerable populations:** children, teenagers, adults, elderly and disabled persons, orphans, abandoned children and/ or suffering from trauma related to war, exile, natural disasters, etc., providing housing, food and material assistance, literacy activities, children schooling, vocational training, aid for the creation of income-generating activities, psychological and medical care, etc.
- **Support to the management of associations and government structures serving social and/ or educational purposes:** networks of associations, day care centers, shelters, care centers, schools, apprenticeship, home care, etc.
- **Training of the various actors active in the social sector:** animators, educators, social workers, teachers, executives, administrative staff.



## DEAL WITH the social and psychological problems of particularly vulnerable populations

The project in favour of street children in Bangui that we have been conducting for more than one year in the Central African Republic particularly illustrates the way we take into account various needs, and the different steps necessary for the reintegration of particularly vulnerable people.



School in the refugee camp in Bambari

This programme, funded by the European Union, UNICEF, Caritas France and the CCFD-Terre Solidaire, aims to **strengthen the capacity of local actors working in favour of street children**. Triangle G H supports the 8 structures that make up the RFERC (Network of NGOs working with Central African street children); together they undertake actions in favour of those children. Each organization maintains its specificity, and gets involved at the appropriate stage of the intervention. Some institutions act directly in the street, and offer day care where children are listened to, and can have a meal, wash themselves, receive care, participate in sport or cultural events, or join literacy activities.

Others provide accommodation in boarding schools or in host families for the smallest weakest children or those who wish so, and provide family mediation to facilitate their reintegration. Young people can also have access to vocational training (agriculture, carpentry, mechanics, etc.) and to material assistance to start an income-generating activity afterwards.

Triangle G H acts towards the capacity building of local NGOs through training improving their administrative and financial management skills and their competences in providing social and educational care for children. Awareness campaigns are also conducted for authorities and the general public.

Triangle G H's programmes for the refugee communities in Algiers or Bambari cover the various aspects necessary for mental reconstruction and the integration of marginalized people.

In Algiers, refugee families are housed, and receive food and material assistance. A social worker guides them

individually through their integration project. The refugees who have experienced trauma before or during their exile can receive psychological support. Children attend school and adults have the opportunity to attend literacy classes or vocational training.



Course in mechanics at the Don Bosco Center, Bangui

In Bambari, in the Central African Republic, UNHCR entrusted Triangle G H with the management of the primary school of the refugee camp, where classes are taught in Arabic to Sudanese children, in order to preserve their culture, and in French, in order to facilitate their integration in this francophone country.

Triangle G H also supports the income-generating activities developed and managed by groups of women, which not only contribute to their financial independence, but also to the restoration of their dignity.

## STRENGTHEN the structures serving social and/ or educational purposes

**Our project in Burma aims to strengthen the capacity of the Eden Center, a Burmese association taking care of people with physical, mental or sensory disabilities and active in promoting their rights.**

This programme, funded by the European Union and the Michelham Foundation, helped train the staff of the association (administrators educators, teachers, and caregivers), in order to improve their skills. New therapeutic activities have been implemented in the day-care center for children, and Community Based Rehabilitation<sup>5</sup> (CBR) programmes have been conducted in the Myang Da Ka and Kalay Regions. Thanks to this project, care has been provided to some 180 children and teenagers in the day-care center, 110 people received home care, 250 persons with reduced mo-



The Eden Center daycare center in Rangoon

bility received devices to improve their mobility, 60 children have been able to attend "regular" school, and 80 adults have been able to benefit from computer courses.

120 persons with disability have joined 7 aid groups aiming to increase their community's awareness on the problems they encounter every day, provide advice, guide and support them, and carry out actions favouring their integration into society and promoting their rights.

The Eden Center daycare center in Rangoon



5 • As defined by the WHO (World Health Organization), Community Based Rehabilitation (CBR) aims to improve the quality of life of persons with disability and their families, by meeting their basic needs and ensuring their participation and inclusion in society. Over the past 30 years, it has grown into a multi-sector strategy aiming to facilitate the access of persons with disability to education, employment, healthcare and social services. Community Based Rehabilitation has been implemented thanks to the joint efforts of persons with disability, their families, organizations and communities, government and non-government services in the areas of health, education and employment.





Groups of women in the refugee camp in Bambari, making and sale of doughnuts

**In the Saharawi refugee camp in southern Algeria, Triangle G H committed to strengthening the means and capacity of the structures designed to improve the living conditions of people with disabilities.**

The construction, implementation, and running of educational centers for children with disability started in 2001. Funded by the HCR, Triangle G H ensures, in coordination with the State Secretariat for Social Affairs, the monitoring of activities, the remuneration and training of the staff, the maintenance of the buildings and equipment, and the supply of teaching materials and furniture.

During the year 2012, within the framework of psychosocial programmes, Triangle G H supported, strengthened and trained 13 institutions serving psychosocial purposes in Congo, in the Central African Republic, in Burma, in Algerian Sahara and in Vietnam.

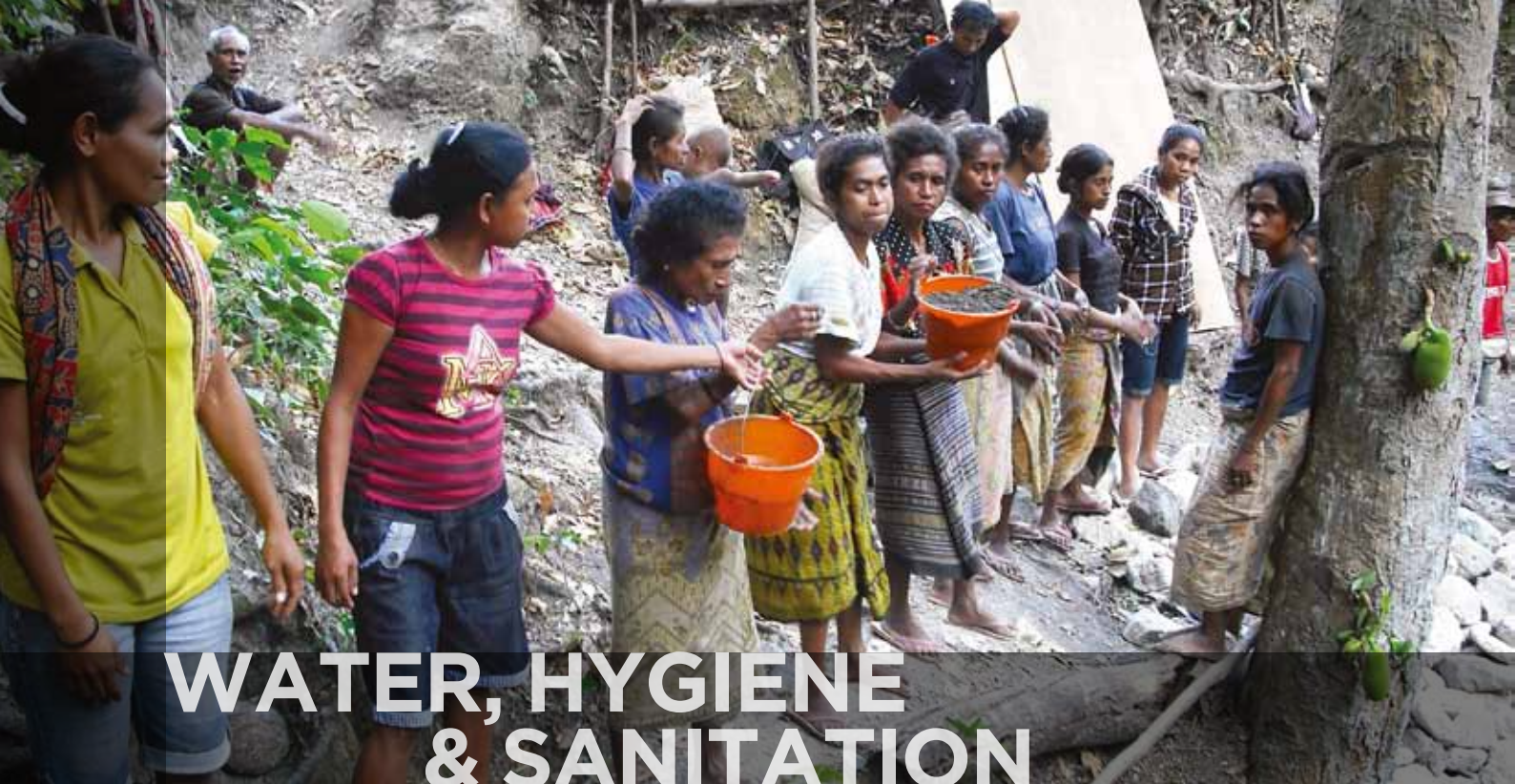
Triangle G H's activities in Sahara are intended for persons with disability registered in the centers of Aousserd (55), Layoun (48), Dakhla (34) and Boujdour (24), as well as for those registered in the centers for the visually impaired of Layoun (10), Aousserd (11), Dakhla (17) and Smara (15). These people are given appropriate education, professional training, educational activities and therapeutic care (psychomotor skills, physiotherapy, speech therapy, etc.).

Triangle G H's community action also targets the most vulnerable persons with disability, who cannot attend the centers because they do not have the capacity or the means to come to the centers. The Ministry's network of social workers, trained and equipped by Triangle G H, provides material support and home care to some 105 persons with cerebral palsy and their families.■



Reception center in Aousserd





# WATER, HYGIENE & SANITATION

## From humanitarian assistance to development, with the same objective in mind: reduce the morbidity and mortality due to waterborne diseases

16

At the end of the first decade of the new millennium, 780 million people still did not have access to improved water points, and 2.5 billion people did not have access to improved sanitation. From 1990 to 2010, figures fell from 24% to 11% and from 51% to 37% of the world population<sup>6</sup>. If the Millennium Develop-

ment Goals target n°7c<sup>7</sup> has already been achieved for water since 2010 (except for Sub-Saharan Africa and Oceania), it will probably not be achieved by end 2015 for sanitation.

Beyond international objectives, Triangle G H' humanitarian values, based on human dignity and on the right to basic services, push us to persevere in our efforts towards the continuous improvement of factors

### Humanitarian assistance, reconstruction, and development

*It is sometimes difficult to distinguish between these three phases, as they overlap and include similar components. The distinction can be made on the basis of speed of execution, involvement of local actors, required durability, and cost.*

**Humanitarian assistance:** Meet basic needs, a prerequisite for life and dignity, by providing drinking water in sufficient quantity, emergency toilet units, hygiene kits, etc.

**Reconstruction:** (re)construction of sustainable water supply systems, construction of latrines by the beneficiaries with Triangle G H's support for the materials, (re)construction of institutional latrines, development of awareness training on improved hygiene, etc.

**Development:** Support to local, state and community actors at financial, technical or managerial levels to improve living conditions, and provision of tools necessary for their own development (technical training and training on the management of water supply systems, provision of tools, possible financial support for the establishment of a working capital fund to make these systems autonomous and funded by the users, use of the CLTS method (\*), etc.).

(\*) Community-Led Total Sanitation consists in encouraging the community to analyze its own situation and practices related to sanitation.



Repair on a drilling, road between Bakala and Bambari, Ouaka Prefecture, Central African Republic - Photo Triangle G H

6 • UNICEF/WHO joint report "Progress on drinking water and sanitation" [http://www.wssinfo.org/fileadmin/user\\_upload/resources/JMPReport\\_French.pdf](http://www.wssinfo.org/fileadmin/user_upload/resources/JMPReport_French.pdf)

7 • Target 7c: By 2015, halve the proportion of people without sustainable access to safe drinking water and basic sanitation.



enhancing improved health and reduced mortality, especially child mortality.

The lack of access to safe drinking water and basic sanitation is due to the lack of financial resources, skills and organization in developing countries. In those countries, disparities are also greater between rural and poor urban areas. Drinking water supply, improved sanitation facilities and improved hygiene practices are three interlinked priorities. For example, trying to protect and improve traditional wells has no sense if they are potentially contaminated by the latrines nearby, or if they undergo post-contamination due to improper handling by the users. The management of water resources is also a major issue, related to the protection of the environment and to food security via rational irrigation, disaster risk reduction, and prevention of climate change. Therefore, on each mission, Triangle G H must identify the contextual elements that help determining the problems to be addressed for each of these aspects, and coordinate

actions in order to provide a coherent and integrated response.

From the outset of the project, the involvement of national structures and local forces must be initiated, in order to ensure the sustainability of facilities.

- Supply of sufficient good quality water to reduce the risk of waterborne diseases and meet the population's basic needs.
- Construction or support to the construction of family or institutional latrines to isolate feces from the environment and, through its protection, improve populations' health, while improving traditional hygiene practices with an approach adapted to the sociocultural context (strengthening the knowledge of populations and local leaders, changing risk behavior, etc.)
- Management of natural underground and surface water resources, through support to the authorities in charge, a disaster risk reduction approach, and the prevention of climatic change.

## SUPPLY DRINKING WATER

address a basic need

**Whatever type of intervention and reasons given, Triangle G H's programmes always apply international standards related to the quality and quantity of water supplied as well as local specificities in all their complexity. Moreover, we always focus on management by the beneficiaries, the sense of ownership being the guiding principle successfully leading to the sustainability of a project.**

Whether in Africa or in Asia, Triangle G H' programmes dedicated to the supply of drinking water rely on technical solutions adapted to the local context, and approved by the beneficiaries themselves. In **East Timor** for example, harnessed water sources supply gravity-fed networks made of PE<sup>8</sup>, as these pipes can be found on local markets and are quite easy to position. Water is then directly distributed in the villages via standposts distributed according to arrangements negotiated taking into account land-holding patterns and convenient for all. The main beneficiaries of this system are women, who have more time for other tasks, and young girls, who have fewer chances to drop-out of the school system early<sup>9</sup>.

In the **Central African Republic** (Ouaka and Vakaga Prefectures), or in **Sudan**, drillings are made in villages where water sources are far from living areas, and where poor water quality often leads to water-



Women and young girls collecting water in the IDP camp of Ryad - El Geneina, Darfur, Sudan

borne diseases. The installation of these water sources at the center of inhabited areas – in addition to saving valuable time and energy by reducing supply distances and insecurity for women and young girls – also benefits the communities in terms of health, having a positive effect on the disability adjusted life year. Whatever the mode of supply selected by Triangle G H

8 • PE – Polyethylene, semi-rigid plastic supplied in rolls, and thus easy to unroll in mountain topography, and offering numerous advantages, owing to its physicochemical characteristics (resistance to the UV, to abrasion, etc.).

9 • According to the latest WHO/ UNICEF (2012) joint report, water collection in sub-Saharan Africa is done by women up to 62% and by young girls, up to 9%.

10 • Disability Adjusted Life Year (DALY) is a way to measure life expectancy in good health.

and the communities, a sustainable management system is defined upstream to allow the monitoring and maintenance of the installations after the programme has ended. A democratic and transparent approach is set-up, and a planning of encounters and training sessions is defined with each community. Representatives are elected by the communities and trained by Triangle G H, to become responsible for communication, maintenance and proper functioning of infrastructures, and for collecting the money needed to achieve the self-financing of the service. When possible, a gender approach, placing women at the center of a social activity for the

benefit of all, helps making these new services more reliable (the risk of corruption is reduced when women are placed in key positions).

In the specific case of **North Korea**, we work in collaboration with local authorities, mainly in urban areas. Confronted with the low support from the State, local authorities have very limited means to manage water and sanitation matters. Therefore, Triangle G H's support focused on project management for the benefit of municipalities, in order to provide drinking water to the inhabitants and to supply standposts.

## IMPROVED SANITATION AND AWARENESS-RAISING ON IMPROVED HYGIENE

an environmental approach reducing the risk of spreading diseases

Diarrheal diseases kill 1.8 million people every year<sup>11</sup>.

They are the direct result of an environment soiled by human presence and by the lack of knowledge on the transmission of waterborne diseases, but also of diseases of aquatic origin or related to water chemistry. Whatever the local problems encountered, Triangle G H helps control outbreaks of those diseases through combined actions.

In Ouaka in the **Central African Republic** or Oecusse in **East Timor**, Triangle G H promotes the Community-Led Total Sanitation approach with its local partners, the Central African association Nourrir and the Timorese association Naroman Timor Foun.

This is a first for Triangle G H; an assessment of the progress and success of this method will thus be prepared and published, providing improvements where necessary, and possibly encouraging replication in other countries where Triangle G H operates. The promising results by end 2012 encourage us to persevere in that direction, and involve families in the construction and maintenance of their own latrines. Concurrently, an awareness programme on improved hygiene practices is conducted, consisting of training on waterborne diseases, risky modes of transmission, and simple steps to avoid transmission. Water transport, conservation or treatment means are also discussed. In **Sudan**, the



Couple in front of their newly built latrine following a CLTS approach – Oecusse Province, East Timor

distribution of emergency latrines continues (especially after the displacement of population or after a natural disaster such as the floods of August 2012 in Bindizi), and actions now focus on supporting the construction of permanent family infrastructures. Latrines with pits strengthened with bricks, whose depth is determined in a way that it does not pollute underlying ground water, are built in partnership with volunteer families.

In parallel to these community programmes, Triangle G H provides its expertise to local authorities for the construction of institutional latrines in schools and healthcare centers. In the **Central African Republic**, double-pit latrines allow the integration of human waste into the composting process, destroying pathogens and allowing the com-



post to return to the carbon cycle when farmers use it on their farms. This cross-cutting approach used in Triangle G H's agronomy projects is applied in **North Korea** in Munchon (north-east of the country), where peasant brigades recover human waste from public latrines or buildings to spread it on fields. There again, programmes include awareness-raising of local actors, and training on the management and use of treated excreta.

Finally, actions related to the environment also include solid waste management, through support to local structures as in Um Dukkhun (**Sudan**), where Triangle G H provides Al Fajir (local structure in charge of waste collection) with carts and horses that will also be used for income-generating activities such as the transport of water, people or goods.

## **PRESERVE** disaster prevention and natural resources management

**As it is the case for Triangle G H's agro-ecological activities, activities related to the environment, natural resources and water management are inclusive. They prepare humans to better take into account their environment, reduce the risks of pollution or the impact of natural disasters.**

In the **Central African Republic** or in **Sudan**, Triangle G H works with local authorities on the sharing of information on groundwater resources, and monitors the changes in water quality and the fluctuations in the water table over time, in conjunction with human activity and seasons. The accumulation of data helps us assess the impact of various actions, and to capitalize information that is useful for decision-making,

especially in case of contamination or depletion of water sources. Similarly in **East Timor**, the sources are measured during the dry and wet seasons, before and after modifying the water catchment system. The collected results allow the mapping of resources that can be integrated into GIS<sup>12</sup> tools in order to define risk areas and priority areas. ■

12 • GIS – Geographic Information System – set of computer tools used to create, organize and display graphically data defined by their geo-spatial co-ordinates and their unique characteristics. These data appear in the form of maps, with legends evolving according to users' requests.





# CIVIL ENGINEERING & CONSTRUCTION UNIT

## Transsectorial construction activities in our programmes

The Civil Engineering and Construction Unit was created in June 2010, in order to meet the growing need for expertise in the field of construction. The construction of works is often an essential component in the implementation of the activities carried out in most of Triangle G H's projects, and is closely linked to the objectives to be achieved. Ranging from rehabilitation to the creation of new structures, construction activities cover a great variety of works, both in civil engineering (bridges, roads, etc.) and in the building sector (schools, farm buildings, etc.).

Construction activities often create a link between the various issues tackled in the integrated approach applied by Triangle G H in most of its projects. The aim is to better address the needs of populations and to have a greater impact on actions conducted in our different fields of activity. The boosting of agricultural production via a food security project often goes along

with a programme for the rehabilitation of communication means (roads, bridges, etc.) for the boosting of economic activities, with a sanitation programme for waste management (latrines, distribution networks, etc.) and with a social-educational programme for the training of beneficiaries, requiring for example the construction of training centers.

The great variety of projects implemented by Triangle G H over the years in several countries has given us a rich and varied experience in each of the following areas:

### Support to programmes related to food security and rural development:

- Irrigation works: Reinforced concrete and gabion dams, irrigation canals,
- Rehabilitation and construction of livestock buildings and silos,
- DRR<sup>13</sup> : dikes, flood control structures,
- Rehabilitation, drainage, and construction of roads and tracks,
- Reconstruction and construction of bridges and jetties.

### Support to programmes related to access to water, hygiene and sanitation:

- Construction of storage tanks: reinforced concrete, masonry, ferrocement,
- Treatment and recycling of waste: incinerators, drainage canals, storage and treatment pits for wastewater,
- Construction of public and individual latrines.

### Support to programmes related to psychosocial and social-educational support:

- Construction of schools and training centers.

In 2012, Triangle G H's activities related to the construction of works mainly focused on food security and access to water and sanitation.

### Humanitarian assistance, reconstruction and development

*Of course, these three areas of intervention are related to the other fields in which we operate: food security, rural development, access to water, hygiene and sanitation, and psychosocial and social-educational support, in order to enhance the impact of actions undertaken, in the short, medium and long term.*

**Humanitarian assistance:** Building of temporary structures to address, as fast and well as possible, the needs of affected populations.

**Reconstruction:** Technical and material support for the reconstruction and ownership of the new structures.

**Development:** Improvement of the infrastructures and buildings, applying a participatory approach of the various actors and involving beneficiaries in order to ensure the sustainability and replication of works achieved.



# A PASSIVE SOLAR ENERGY BUILDING

for an integrated use of agricultural resources

It's in Sinhung and Yonggwang, in two fish farms located in the southern Province of Hamgyong in the **Democratic People's Republic of Korea** (North Korea), where Triangle G H works on the establishment of an integrated operation system, that several buildings and infrastructures have been achieved in order to value and improve the management of locally available resources. For example, the construction of a **passive solar energy**<sup>14</sup> barn allowed the improvement of pig breeding, which, together with the construction of pits to recycle wastes, allowed the stocking of fish ponds. In parallel to these construction works, related works have been achieved for the management of the ponds (supply canals "monks"<sup>15</sup>) and for the protection of all the facilities through the reinforcement of the dikes with gabions, as **DRR** component of the project.



14 • Building designed to receive a maximum solar radiations, thanks to its design (shape, orientation, distribution of openings, insulation, thermal inertia, etc.), to the quality of its components (walls, roof, floor, windows and doors, etc.) and to an efficient ventilation system to control the supply of air and humidity.

15 • System used to regulate the water level in the basins, and to empty them.

## FERROCEMENT, an alternative to reinforced concrete



Installation of the metal framework for the construction of a ferrocement tank – Oecusse Province, East Timor

After a first construction project of a **ferrocement**<sup>16</sup> drinking water tank in **the Central African Republic**, it is in East Timor that Triangle G H decided to keep implementing this technology at a larger scale. Storage tanks with a capacity of 10 and 20 m<sup>3</sup> have thus been achieved, in mountainous areas difficult to access, where the technique of ferrocement offers many advantages, as it helps reduce the quantity of materials used (no use of gravel or wooden formwork, and reduced quantities of cement, sand and steel) while remaining structurally sound, even after several years of intensive use. Of course, this technique involves the training of local teams and workers mobilized in village communities, thus ensuring the replication and maintenance of the facilities.

16 • Construction method consisting in spraying cement mortar on a metal structure (steel bars and fine wire mesh) allowing the construction of structures with thin walls and complex shapes.

## BRIDGES to boost the economy

This year, Triangle G H achieved civil engineering works in the **Central African Republic**, in order to **boost the economic activities** along two axes in the Bambari Region. Eight **metal road bridges with a wooden deck** have thus been built or rehabilitated, allowing access to the many villages located on these axes in all seasons. With a capacity of 20 tons, these bridges allow the passage of trucks for both local and regional services. ■







# THE SHARING OF EXPERTISE





# “Project partnerships”

One of the definitions of “partner” in the dictionary is:

**Partner:** *Epicene noun in the singular. A person that is associated with others to organize an action, to carry out a project.*

**Definition by TRIANGLE G H:** *The notion of partnership was first defined through our history as a logical and necessary association between several actors sharing their skills and motivation in order to optimize the impact of programmes implemented in favour of populations in need.*

**Through our experiences, this definition has been complemented by the systematic objective of mutual capacity building.**

**We have developed various partnerships, as diverse as our partners, whether by their status, area of expertise, origin, size, etc.**

Some of our partners are «imposed», as without them, no action could be undertaken: donors, state and local authorities of the countries where we operate, etc.

Others are «chosen». The relationship established with them is the result of a mutual agreement to achieve a common action. It is these partners we want to talk about.

Partnership is above all a human story, living to the rhythm of the people or structures it consists of. It cannot last without the full support of all its members. It always begins with an acquaintance leading to a relationship that sometimes only lasts for a while, and sometimes develops into a great and beautiful story.

**Our first story** dates back to the beginnings of Triangle G H that already sensed the importance of this approach to international solidarity.

In 1995, Triangle G H opened its **second mission** in Iraqi Kurdistan, in partnership with Dia, an NGO from Marseilles, focused on youth and culture. An agreement (partnership agreement defining the objectives, roles and responsibilities of each member) was signed, and the skills and values of each structure organized in the form of a consortium (TDC meaning Triangle Dia Consortium) working with youth, refugees and farm communities on emergency, reconstruction and development projects. This story lasted four years, and ended with the gradual withdrawal of our teams from Kurdistan to give way to local actors.

Triangle G H's **third mission**, in Albania, started with a vocational training project for children in difficulty, in partnership with the association Useful to Albanian Women. For more than three years, we have worked

together on the establishment of this training center, in coordination with local authorities, so that it could be approved by the Ministry of Education, as a guarantee of sustainability for this sort of project. To date, the training center is still under the responsibility of our partner.

In 1998, in Vietnam, we met a partner both imposed and chosen: Delisa (Department of Labour and Social Affairs). Our collaboration, which lasted 12 years, was also in favour of disadvantaged children. Just like any relationship, it has had its ups and downs, friendly agreements and disagreements, but always in the best interests of the children. For more than three years, Delisa has been managing the training center in full autonomy.

In 2007, in Laos, we met MAG (Mines Advisory Group, an English association with expertise in mines and cluster bombs issues) in the fields of a region infested with mines. Quite naturally, we asked them to clear the fields around villages in order to provide security for populations and enable them to use their land. Unfortunately, despite a shared commitment, a too big difference in size and functioning of our two associations did not allow the duplication of this successful collaboration.

In Yemen, in 2009, we have been the catalyst for the formation of an association of agricultural producers, which has been able to develop through this joint project.

Since then, every year, each new mission has resulted in the forging of new partnerships. We had 5 partnerships in 2010, and we have 10 in 2013. ■

## Building a partnership

A partnership is built on an encounter, whether prepared or accidental, on a few exchanges, on a willingness to try an exciting adventure together, in the form of a written proposal with its budget, which is submitted to donors for the funding of this joint project.

When funding has been obtained, the project can start. The «romance» of early exchanges is replaced by daily reality and constraints. Little by little «personalities» are unveiled, and each party needs to accept the other, make some concessions, so that beneficiaries remain at the heart of our action.

Over time, we learn to appreciate each other, we help improve our weaknesses and strengthen our talents. And we introduce our respective friends to each other, etc. Among NGO's «great friends» are donors (such as EuropeAid, the first donor of development aid in the world for European Non-State Actors). Endowed with substantial financial resources, this donor is very demanding (in terms of good practices in the management of public funds, and accountability to taxpayers) before admitting new members into its circle, and it is our duty to help our partners have access to those «friends», i.e. to strengthen their capacity to meet quality requirements.



## Snapshot of the situation in December 2012

We have around forty projects in progress, and work with a dozen partners: institutional or private

partners, from the North, from the South, young, old, big, small, etc.

Our diverse experiences allowed us to develop an approach and tools to formalize as objectively as possible mutual capacities and needs, and adequate and concerted responses.

More than ever, we believe that openness and exchanges between actors from the North and actors from the South is a key to the sustainable optimization of aid and development programmes. Resilience, a concept that is currently receiving much attention, largely depends on our capacity to support civil society actors.

Sometimes we have to deal with universal human foibles, which may lead to a lack of governance or transparency. Nonetheless, it is - almost - always possible to move forward together, because skills are still there, and clarification helps determine priorities. Until now we have never had to end a partnership in «divorce». ■







## “ Two significant examples of ongoing partnerships ”

### ① — In CAR, the number of street children is increasing, and their living conditions are getting worse

We have partnered with a network of 8 local NGOs<sup>1</sup> based in Bangui and working on that issue, a network that is supported by NGOs from the North. Adding to the complexity of the street children issue is that of working with 8 different entities in an unstable and chaotic country. Despite recent events (civil war, attempted coup), the project is still in progress thanks to our common will not to abandon those children.

Interview of **Corinne Chadeaux**, project manager for Triangle G H in Central African Republic

**Corinne Chadeaux was project manager in Central African Republic, working with no less than eight partner organizations, all involved, in one way or another, with street children in Bangui.**

Differences between partners, who are now working together, have been barriers difficult to break down. *“Beginnings are always difficult in this kind of project. Everything is done step by step, usually with reticence at first, as our partners do not always understand our interests and objectives”, Corinne explains.*

*“We must understand that all these organizations have their own fundamentals, especially when religious organizations belonging to different religious groups need to work together... at first, everyone was looking after their own interests!”* said the project manager to whom implementation timelines for such projects are indeed long, but necessary.

*“We must manage to have the notion of partnership accepted, without ever imposing anything, and try to get to the bottom of things. We need to allow enough time for the construction of a qualitative and not quantitative partnership, taking into account collective and individual issues. In other words, it takes some time up front, but saves a lot of time later”,* she sums up.

In countries where corruption is the norm, and where great differences in funding exist between different organizations, playing the role of «matchmaker» and of temporary coordinator also consists in assuming a management role in order to maintain donors' trust.

*“To some extent, our partners can become dependent, as they lose some of their freedom in financial management,*



*since donors support them via Triangle G H. Concerning remuneration and the covering of various costs, we have decided to align with the United Nations' conditions, but this does implies continual negotiation, a subtle game we can only win after having earned the trust of our partners (...). Of course, at first they feel a little bit deprived, but in the end the results are there: today there is a real coordination between the various actors in the field.”*

It is on this basis that Corinne has done everything in her power to be the unique interlocutor, and gain legitimacy by being the link between local organizations and donors.

*“This stability is essential. You need to stay the course, and succeed in gaining acceptance, understanding the other's logic so that he can integrate yours.”*

1 • Network member associations (RFERC): Voix du Cœur Foundation, Saint Gabriel Center, Maison d'accueil des Orphelins Vulnérables de Bimbo (children center), Action pour la Compassion en Centrafrique, Demain la vie, Caritas, Don Bosco Center, Albert Burkhardt Foundation.



**2 — In Burma, after two years of partnership, our partner ECDC** (main center for disabled children in Burma, stemming from civil society under the junta, working without legal recognition or support from the state) **now became a «friend» of EuropeAid**

**Already independent before our encounter, it is especially true today, as it has developed the capacity to carry out its mission with disabled children following European standards, whether at administrative, financial or operational level, and consequently managed to obtain direct funding from EuropeAid.**

Interview of **Valentina Di Grazia**, projet manager for Triangle G H in Burma

#### **Develop local partnerships: hindsight, dialogue and pedagogy:**

*“It took some time for our partners to understand our intentions. And above all, to make them understand that we were not acting in our own interest”,* explains Valentina Di Grazia, project manager for Triangle G H in Burma.

After two years of partnership with a local NGO helping disabled children, she looks back over the building of this relationship.

She analyzes the building of this relationship primarily as a challenge to convince and adapt to the culture of our partners, who were unaccustomed to international programme management standards.

*“It was difficult for them to understand all these complex procedures that we wanted to implement, and which were our unique guarantee to convince donors”,* explains Valentina, who has had to adapt to an *“environment that was not really flexible, difficult to standardize, and which permanently obliged us to take distance and revise our working methods”*.

Indeed, donors such as the European Union or the United Nations have standard protocols that must be strictly respected in order to stand a chance to gain their support. Before even starting any kind of project, Valentina had to assume the role of pedagogue...

In countries where work culture is completely different from that of expatriates, the partnership between an NGO and local organizations is often subject to constant negotiations, in which Valentina had to prove her worth: *“It’s quite normal; partners wait to see what you are able to do before they trust you”*.



She has had to understand and overcome methodological barriers, but also cultural barriers.

*“The cultural barrier proved to be stronger than what I had initially assumed. For example, it was very difficult to talk openly with people, who, often out of politeness, are reluctant to speak frankly when it comes to criticizing or discussing your ideas. Our partners seldom openly express themselves when they disagree with something”,* explains Valentina, to whom the understanding of the culture of the country is a prerequisite for the success of a programme.

*“Sometimes, even among themselves, they do not understand each other, especially when several ethnic groups have to work together, and I must admit that it was a challenge for me to understand and get acquainted with all these aspects”*. ■

**A new project has just started in the Province of Chin State (access to which had been closed until now) with AYO (a Burmese NGO born out of the strong mobilization of the population faced with the damage caused by cyclone Nargis in 2007). The intermingling of cultures and experiences promises to be rich, since AYO, although it is a young Burmese association, has gained significant partnership experience with Anglo-Saxon organizations and with our more “Latin” approach.**





# THE SECURITY OF AID WORKERS







### How are the security conditions of aid workers evolving worldwide?

We have witnessed in recent years profound geopolitical changes that have led to a deterioration in the security conditions of aid workers.

We may bemoan the increasing number of people being kidnapped, killed or injured, the number of evacuations from certain working areas (Central African Republic, Yemen, Sudan, Pakistan, etc.), and the abuses that totally affects the work of humanitarian organizations in the field.

Increasingly covered by the media, the security issue in international solidarity has become an integral part of the factors to be taken into account in the implementation of humanitarian programmes. All the media report that "humanitarian space is becoming more and more limited" and that the founding principles (acceptance<sup>1</sup>, neutrality, independence, transparency) are challenged by new international strategic approaches.

The American and Canadian 3D approach<sup>2</sup>, civil-military actions<sup>3</sup>, private companies and the cross-border and international structuring of mafia, criminal and radical groups, as well as climate change are some of the major strategic issues for modern humanitarian action.

The risk for NGOs to be manipulated and used has never been so high.

### Is acceptance no longer a guarantee of security in the field?

Acceptance is challenged in many countries. Over the past decade, Afghanistan has seen the emergence of new terrorist groups led by young people in their twenties on average, who are often unpredictable, volatile and dangerous interlocutors. Therefore, today, Acceptance is not anymore a security factor in this country. These developments should alarm us.

### What type of incidents do NGOs face today?

Kidnappings, evacuations (preventive and/or reactive) and direct attacks are the three most common incidents that humanitarian workers and NGOs are facing today.

#### Kidnappings

Since 2009, the profile of people kidnapped has changed. The French nationality now ranks among the 10 most kidnapped nationalities in the world. Since 2012, kidnapping – which is both interesting as a propaganda tool and in financial terms – became a major issue for governments that are challenged by perpetrators using social networks and the media in a sneaky way. (First kidnapping in 2012: Kenneth Robin Dale alias Khalil Rhasjed Dale was kidnapped on January 27, 2012, and his lifeless body was found on the side of a road in Pakistan).

#### Evacuations

The worsening of security conditions in many areas where humanitarian workers operate (CAR, Yemen, Afghanistan, Sahara region, etc.) forced many NGOs to evacuate their aid workers in the field. Acceptance, the cornerstone of humanitarian action, is no longer guaranteed and no longer stands for security.

#### Direct attacks

Since 2012, statistical and qualitative analyses have shown an increase in the number of attacks against aid workers with firearms. This is worrying, and calls into question the application of the founding principles of international solidarity. In addition, the proliferation of mafia and criminal groups as well as the global organizing of radical groups cause a steady increase in the risk of injury and death due to attacks.

Besides, just like companies, NGOs are facing accidents at work, psychosocial risks, harassment (sexual or moral), etc. These risks are even more threatening that aid workers are more vulnerable as they are far from their normal living environment and from adequate medical structures.



1 • A complex principle by which an NGO helps the various actors (government, civil society, beneficiaries, etc.) understand and respect the NGO's activities in a country or area.

2 • • Diplomacy, Defence, Development •: Dogmatic North American and Canadian approach aiming to help States, focusing aid on these 3 specific areas ([http://www.ccic.ca/\\_files/tr/archives/002\\_policy\\_2005-11\\_3ds\\_stand\\_ctee\\_dva.pdf](http://www.ccic.ca/_files/tr/archives/002_policy_2005-11_3ds_stand_ctee_dva.pdf)).

3 • Humanitarian activities undertaken by military forces e.g. GIACM is the French military body conducting civil-military operations.



## What elements have been implemented by NGOs to guarantee the security of aid workers and equipment?

*In order to address such constraints, NGOs are professionalizing, and security becomes predominant for the teams in the elaboration of international humanitarian programmes.*

*At the international level, security in international solidarity is relatively ill-received, and sometimes not apprehended. Common principles exist, but to date there is no clear consensus on the concept of "humanitarian security", which is different from corporate security and military security. We can approve the increasing number of research papers on humanitarian security in various universities which contribute greatly to the overall thinking and to the convergence of concepts on the subject (French, Anglo-Saxon, etc. approaches).*

*The tools and methods implemented in approximately thirty humanitarian organizations all focus on the "pillars of security": acceptance, identification, information, safety rules, personality/behaviour, telecommunication, protective measures and training. NGOs also take into account facts and figures (statistics, qualitative data, reports), action philosophy (ethics, perceptions, approaches), individual attitude (self-management skills), theoretical and practical knowledge (the "know-how": understanding the "concept of security", organizing and regulating, human resources management, survival skills, crisis management), communication and advocacy and the changes in our societies (geopolitical, environmental, etc.). Remote-management has been used for several years – first non-avowed, and more recently in a formal way – by most humanitarian organizations. This method is implemented when risks are too high for international aid workers.*

## What are the limits of remote management?

*Few studies have been conducted on that aspect, even though it is more and more common. The analysis of NGOs feedback shows that on the medium/long term, some factors must be taken into account: the need to have quality communication tools that are expensive and to establish specific follow-up tools requiring some training and qualified local aid workers; the transferring of risks from international workers to local workers; monitoring difficulties; compliance with the principle of financial transparency; access to the beneficiaries; and limited advocacy, etc.*

*The mortality ratio between local aid workers and international aid workers is of 7 to 1<sup>4</sup>. The question of the ethics of such practices must therefore be raised, as it ultimately exposes local aid workers to significant risks. What should be done if remote management fails?*

## How did Triangle G H take part in this initiative?

*Several years ago, Triangle G H has conducted in-depth thinking to proactively integrate security management in the programme elaboration process resulting in a set of «head-quarters and field» tools and methods that help preventing and managing risks: a multilingual safety and security intranet gathering all the tools and methods, systematic security audits of the projects, technical and cultural briefings and systematic training of the teams ("know-how and self-management skills"), geopolitical and strategic watch, crisis unit and crisis management procedures, etc.*

*The concept of remote audits followed by training and specific mentoring tailored to each person is essential. The nature of Triangle G H projects involves working in collaboration with local staff and partners, and Triangle G H gives itself the means to match its ambitions.*

*Thanks to its flexibility, Triangle G H was able to adapt to a constantly changing world, by implementing tools and methods allowing the NGO access beneficiaries in spite of many risks and constraints. Reflection added to an innovative approach respecting the founding principles of humanitarian action and to the development of tools and training sessions all helped Triangle G H reduce risks and protect its international and local teams.*

## Apart from NGOs, which actors would be likely to intervene in order to improve the security of aid workers?

*Donors could allocate substantial dedicated resources to allow NGOs establish an adequate and professional security management policy (passive and active security, training, etc.).*

*More generally, it seems important to continue to have an in-depth reflection on the security issue in humanitarian action, in partnership with all the actors involved (universities, private societies, civil-military and government forces, the media, etc.) in order to ensure that humanitarian space is respected, and to prevent confusion between the various actors and their different mandates. ■*



French soldiers in Birao – December 2007

# PROGRAMMES IN PROGRESS IN 2012

## ALGERIA SAHARAWI REFUGEES

### IMPROVING THE HYGIENE CONDITIONS OF SAHARAWI WOMEN, AND DISABLED OR ELDERLY PEOPLE IN SAHARAWI CAMPS SOUTH OF TINDOUF IN ALGERIA

**Beneficiaries:** 39, 843 people (38, 450 women,  
1, 393 disabled people, and 1, 000 women educated by the project)

**Budget:** €600, 000

**Duration:** 14 months (January 2011 to February 2012)

**Funding:** Humanitarian Aid Department of the European Commission (ECHO)

**Partners:** Saharawi Ministry of Equipment – Saharawi Ministry of Information –  
State Secretariat for Social Assistance and Advancement of Women –  
Saharawi Red Crescent

### SUPPORTING SAHARAWI REFUGEE POPULATIONS

**Beneficiaries:** 125, 000 people, the most vulnerable among refugees.

**Budget:** €1, 923, 284

**Duration:** 12 months (January 2012 to December 2012)

**Funding:** United Nations Refugee Agency (UNHCR)

**Partners:** Saharawi Ministry of Equipment - Saharawi Ministry of Information –  
State Secretariat for Social Assistance and Advancement of Women –  
Saharawi Red Crescent

## ALGERIA

### ASSISTANCE PROGRAMME TO REFUGEES IN ALGIERS

**Beneficiaries:** 136 refugees

**Budget:** €313, 665

**Duration:** 12 months (January 2012 to December 2012)

**Funding:** United Nations Refugee Agency (UNHCR)

**Partners:** Algerian League for the Defense of Human Rights (LADDH) –  
Algerian Network for the Defense of Children's Rights (NADA) - CARITAS Algeria







## BURMA

### IMPROVING SOCIAL SERVICES PROVIDED BY LOCAL ASSOCIATIONS TO DISABLED PEOPLE IN MYANMAR

**Beneficiaries:** 3, 600 people

**Budget:** €525, 561

**Duration:** 27 months (January 2011 to April 2013)

**Funding:** Co-operation Office of the European Commission (EuropeAid) - Lord Michelham of Hellingly Foundation

**Partner:** Burmese NGO EDEN Center

### SUPPORTING DISPLACED PEOPLE AND HOST COMMUNITIES IN DALA AND SEIKYI KHANAUNGDO TOWNSHIPS BY IMPROVING HEALTH, WATER AND SANITATION SERVICES AND ECONOMIC CONDITIONS

**Beneficiaries:** 176, 600 people (1, 408 of Triangle G H's action)

**Budget:** €541, 000

**Duration:** 30 months (January 2011 to June 2013)

**Funding:** Co-operation Office of the European Commission (EuropeAid)

**Partners:** Première Urgence Aide Médicale Internationale (PU\_AMI)

### IMPROVING FOOD SECURITY IN RURAL AREAS IN CHIN STATE

**Beneficiaries:** 4, 614 people

**Budget:** €300, 000

**Duration:** 13 months (October 2012 to October 2013)

**Funding:** French Ministry of Foreign and European Affairs

**Partner:** Burmese NGO AYO



## NORTH KOREA (DPRK)

### IMPROVING AND DIVERSIFYING THE MEALS SERVED TO CHILDREN IN SOCIAL INSTITUTIONS

**Beneficiaries:** 19, 109 people

**Budget:** €1, 025, 989

**Duration:** 46 months (January 2010 to October 2013)

**Funding:** Co-operation Office of the European Commission (EuropeAid) - French Ministry of Foreign and European Affairs

**Partners:** Aquaculture Department (within the North Korean Ministry of Fisheries) – People's Committees of Hamhung and Sinhung – North Korean fish farms – French association for fish farming and rural development in humid tropical Africa (APDRA)

### SUPPORTING FOOD SECURITY IN CHILDREN INSTITUTIONS BY STRENGTHENING AND SECURING FISH FARMS' PRODUCTION IN SINHUNG AND YONGGWANG IN THE DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA

**Beneficiaries:** 16, 088 people

**Budget:** €150, 000

**Duration:** 10 months (April 2011 to January 2012)

**Funding:** French Ministry of Foreign and European Affairs

**Partner:** Aquaculture Department (within the North Korean Ministry of Fisheries)



## IMPROVING THE CONSUMPTION OF MILK AND DAIRY PRODUCTS IN CHILDREN INSTITUTIONS

**Beneficiaries:** 16, 911 people

**Budget:** €1, 389, 894

**Duration:** 34 months (November 2010 to August 2013)

**Funding:** Co-operation Office of the European Commission (EuropeAid) -  
French Ministry of Foreign and European Affairs

**Partner:** North Korean Department of Livestock

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## SUPPORTING FOOD SECURITY IN CHILDREN INSTITUTIONS DEPENDING ON THE FARMS OF SARIWON AND DAEANE IN DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA

**Beneficiaries:** 14, 543 children, 1 932 employees in 129 institutions and 436 farm employee

**Budget:** €100, 000

**Duration:** 9 months (August 2011 to May 2012)

**Funding:** French Ministry of Foreign and European Affairs

**Partner:** North Korean Department of Livestock

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## IMPROVING AND DIVERSIFYING THE MEALS SERVED TO CHILDREN IN SOCIAL INSTITUTIONS IN DAEANE AND SARIWON

**Beneficiaries:** 14, 543 children in 129 institutions

**Budget:** €140, 000

**Duration:** 10 months (August 2012 to June 2013)

**Funding:** French Ministry of Foreign and European Affairs (Programmed Food Aid - AAP)

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## SUPPORTING FOOD SECURITY IN CHILDREN INSTITUTIONS RELYING ON MILK AND FISH FARMS IN THE DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA

**Beneficiaries:** 29, 474 children in 257 institutions

**Budget:** €200, 000

**Duration:** 10 months (April 2012 to February 2013)

**Funding:** French Ministry of Foreign and European Affairs

**Partner:** North Korean Ministry of Fisheries and Agriculture

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## REHABILITATION OF THE DRINKING WATERWORKS DAMAGED BY TYPHOONS IN KANGWON PROVINCE IN THE DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA

**Beneficiaries:** 51, 000 people

**Budget:** €62, 000

**Duration:** 3 months (September 2012 to December 2012)

**Funding:** French Ministry of Foreign and European Affairs (Crisis Center - CDC)

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## REHABILITATION OF THE TRANSMISSION LINE OF THE DRINKING WATER NETWORK IN THE CITY OF MUNCHON AFTER THE FLOODS IN 2012

**Beneficiaries:** 42, 000 people

**Budget:** €9, 074

**Duration:** 5 months (September 2012 to February 2013)

**Funding:** Polish Embassy in DPRK

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## IMPROVING ACCESS TO DRINKING WATER AND SANITATION FACILITIES FOR THE INHABITANTS OF THE CITY OF SOHUNG

**Beneficiaries:** 30, 551 people (inhabitants of Sohung)

**Budget:** €450, 000

**Duration:** 24 months (November 2012 to October 2013)

**Funding:** Swedish International Development and Cooperation Agency (SIDA)

**Partners:** North Korean Ministry of City Management (MOCM) –  
North Korean Institute of Materials and Constructions

## LAOS

### CAPACITY BUILDING OF LOCAL AUTHORITIES FOR THE DEFINITION AND IMPLEMENTATION OF A STRATEGY FOR AGRICULTURAL IRRIGATION IN KHAMMOUANE PROVINCE

**Beneficiaries:** The total population of the Province

**Budget:** €146, 490

**Duration:** 18 months (November 2011 to April 2013)

**Funding:** French Rhône-Alpes Region - Triangle G H

**Partners:** Lao Agriculture and Forestry Office at Province level (PAFO)  
and at District level (DAFO)

### ASSISTANCE PROGRAMME FOR VULNERABLE POPULATIONS AFFECTED BY TYPHOON HAIMA

**Beneficiaries:** 8, 323 people

**Budget:** €250, 000

**Duration:** 11 months (May 2012 to March 2013)

**Funding:** Humanitarian Aid Department of the European Commission (ECHO)

**Partner:** Laotian Agricultural Service in Khammouane Province and Hinboun District

## CENTRAL AFRICAN REPUBLIC

### TOWARDS CAPACITY BUILDING OF LOCAL ACTORS IN FAVOUR OF STREET CHILDREN

**Beneficiaries:** 3, 000 people

**Budget:** €457, 228

**Duration:** 37 months (November 2011 to November 2014)

**Funding:** Co-operation Office of the European Commission (EuropeAid) – United Nations  
Children's Fund (UNICEF) – Catholic Committee against Hunger and for Development  
(CCFD) - Secours Catholique

**Partner:** Network of NGOs working with Central African street children (RFERC)

### EMERGENCY SUPPORT TO POPULATIONS WHO ARE VICTIM OF VIOLENCE IN NORTHEASTERN THE CENTRAL AFRICAN REPUBLIC

**Beneficiaries:** 17, 100 people

**Budget:** €150, 000

**Duration:** 12 months (April 2011 to March 2012)

**Funding:** French Ministry of Foreign and European Affairs



## **TOWARDS SUSTAINABLE IMPROVEMENT OF LIVING CONDITIONS FOR THE MOST VULNERABLE FARMING POPULATIONS OF THE OUAKA**

**Beneficiaries:** 9, 055 people (22 villages)

**Budget:** €924, 000

**Duration:** 36 months (January 2011 to December 2013)

**Funding:** Co-operation Office of the European Commission (EuropeAid) - Orange Foundation - United Nations Refugee Agency (UNHCR)

**Partners:** Central African Agency for Agricultural Development – National Livestock Development Agency

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## **TOWARDS THE ORGANIZATIONAL AND STRUCTURAL REINFORCEMENT OF PARENTS' ASSOCIATIONS, FOR THE BETTER MANAGEMENT OF SCHOOLS IN THE CENTRAL AFRICAN REPUBLIC**

**Beneficiaries:** 47, 200 people

**Budget:** €700, 000

**Duration:** 42 months (January 2011 to June 2014)

**Funding:** Co-operation Office of the European Commission (EuropeAid)

**Partner:** National Federation of Parents and Students of CAR (FNAPEC)

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## **TOWARDS LASTING ACCESS TO DRINKING WATER AND TO AN IMPROVED SANITARY ENVIRONMENT FOR VULNERABLE POPULATIONS OF THE OUAKA, CENTRAL AFRICAN REPUBLIC**

**Beneficiaries:** 9, 725 people

**Budget:** €2, 000, 000

**Duration:** 44 months (May 2011 to December 2014)

**Funding:** Co-operation Office of the European Commission (EuropeAid) – French Development Agency (AFD) – World Water Forum – United Nations Children's Fund (UNICEF)

**Partners:** National Agency for Water and Sanitation in the Central African Republic (ANEA) – Central African NGO Nourrir – General Directorate of Hydraulics (DGH)

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## **MEETING THE URGENT NEEDS OF POPULATIONS THREATENED BY FAMINE IN NORTH-EASTERN CENTRAL AFRICAN REPUBLIC**

**Beneficiaries:** 11, 000 people

**Budget:** €27, 010

**Duration:** 3 months (August 2012 to October 2012)

**Funding:** World Food Programme (WFP)

**Partner:** Central African NGO NDA

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## **MEETING THE URGENT NEEDS OF POPULATIONS IN NORTH-EASTERN CENTRAL AFRICAN REPUBLIC**

**Beneficiaries:** 7, 397 people

**Budget:** €272, 000

**Duration:** 10 months (May 2012 to February 2013)

**Funding:** Humanitarian Aid Department of the European Commission (ECHO)

**Partner:** Central African NGO NDA

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## **IMPROVING FOOD SECURITY AND STRENGTHENING AGRICULTURAL PRODUCTION IN AREAS AFFECTED BY CONFLICTS IN NORTHEASTERN THE CENTRAL AFRICAN REPUBLIC**

**Beneficiaries:** 54, 575 people (10 915 ménages)

**Budget:** €300, 000

**Duration:** 13 months (February 2012 to February 2013)

**Funding:** French Ministry of Foreign and European Affairs (Interministerial Committee for Food Aid - CIAA)

**Partner:** Central African NGO NDA

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## **SUPPORTING THE GRADUAL EMPOWERMENT OF SUDANESE REFUGEES IN THEIR NEW SITE OF PLADAMA OUAKA**

**Beneficiaries:** 2, 100 people

**Budget:** €224, 088

**Duration:** 12 months (January 2012 to December 2012)

**Funding:** United Nations Refugee Agency (UNHCR)



## **REPUBLIC OF THE CONGO**

### **TOWARDS LOCAL ECONOMIC DEVELOPMENT FOR THE PRESERVATION OF THE ENVIRONMENT**

**Beneficiaries:** 9, 500 people

**Budget:** €268, 656

**Duration:** 36 months (December 2011 to November 2014)

**Funding:** Co-operation Office of the European Commission (EuropeAid), French Ministry of the Interior, Overseas Territories, Territorial Communities and Immigration

**Partner:** Congolese NGO FOJEP Development and private donor

### **SUPPORTING NON-STATE ACTORS CONTRIBUTING TO POVERTY REDUCTION**

**Beneficiaries:** 16, 000 people

**Budget:** €721, 000

**Duration:** 48 months (December 2012 to November 2016)

**Funding:** Co-operation Office of the European Commission (EuropeAid) - Secours Catholique

**Partner:** Caritas Congo



## **SUDAN**

### **SUPPORTING THE DIVERSIFICATION OF RURAL POPULATIONS FOOD PRODUCTION IN GEDAREF STATE**

**Beneficiaries:** 36, 000 people

**Budget:** €250, 368

**Duration:** 7 months (November 2011 to May 2012)

**Funding:** French Ministry of Foreign and European Affairs (Interministerial Committee for Food Aid - CIAA)

**Partner:** Department of Horticulture of the Ministry of Agriculture in Gedaref State

### **CONTRIBUTING TO MAINTAINING A DIRECT RESPONSE TO THE BASIC NEEDS OF VULNERABLE POPULATIONS, WHILE INCREASING THE INVOLVEMENT OF LOCAL POPULATIONS AND ACTORS**

**Beneficiaries:** 126, 687 people

**Budget:** €1, 530, 000

**Duration:** 12 months (May 2011 to April 2012)

**Funding:** Humanitarian Aid Department of the European Commission (ECHO) – United Nations Common Humanitarian Fund (CHF)

**Partners:** Humanitarian Aid Commission, Sudan (HAC) –

Sudanese Ministry of Environment (WES) –

Sudanese NGO Al Shorooq – United Nations Joint Logistics Centre (UNJLC)

## EMERGENCY ASSISTANCE TO VULNERABLE POPULATIONS

**Beneficiaries:** 126, 687 people, (including 20, 415 vulnerable people suffering from physical handicap, mental disability, extreme poverty or isolation) – 158 local staff

**Budget:** €1, 030, 581

**Duration:** 12 months (May 2012 to April 2013)

**Funding:** Humanitarian Aid Department of the European Commission (ECHO)

**Partners:** Humanitarian Aid Commission, Sudan (HAC) –

Sudanese Ministry of Environment (WES) – United Nations Children's Fund (UNICEF) –

United Nations Office for Project Services (UNOPS) – Sudanese NGO Al Shoroog

## SUPPORTING FOOD SECURITY AND RESILIENCE CAPACITY OF POPULATIONS AFFECTED BY THE CONFLICT IN DARFUR

**Beneficiaries:** 180, 000 people

**Budget:** €866, 566

**Duration:** 12 months (January 2012 to December 2012)

**Funding:** French Ministry of Foreign and European Affairs

(Interministerial Committee for Food Aid - CIAA) - United Nations Refugee Agency (UNHCR)

## TIMOR LESTE

### IMPROVING WATER AND SANITATION IN RURAL AREAS OF TIMOR-LESTE

**Budget:** €1, 793, 000

**Duration:** 36 months (May 2011 to April 2014)

**Funding:** Co-operation Office of the European Commission (EuropeAid) –

French Development Agency (ADF) - Sogelink Foundation - Caritas

**Partners:** Naroman Timor Foun (NTF) – National and Regional Directorate of Water and Sanitation Services in Timor

## VIETNAM

### CONTRIBUTING TO IMPROVING THE SANITARY ENVIRONMENT OF DISTRICT 8

**Beneficiaries:** 408, 000 people

**Budget:** €272, 170

**Duration:** 24 months (January 2011 to May 2012)

**Funding:** French Rhône-Alpes Region

**Partner:** People's Committee of the district

## YEMEN

### INTEGRATED FOOD SECURITY PROGRAMME - AL RAWDAH AND JARDAN DISTRICTS - SHABWAH GOVERNORATE

**Beneficiaries:** 26, 500 people

**Budget:** €1, 655, 469

**Duration:** 36 months (May 2011 to April 2014)

**Funding:** Yemen Liquefied Natural Gas

**Partner:** Yemen Ministry of Agriculture and Irrigation



# “ Highlights of 2012 ”

Algeria: the security situation has deteriorated in 2012, with the kidnapping (end of 2011) of three expatriate aid workers in Rabouni, fortunately released in July 2012. This event, and the adverse developments in the region, especially in Mali, has led to changes in the operating procedures of all humanitarian actors present in Saharawi camps, to reduced expatriate presence, and to the implementation of an appropriate management system (short expert missions, training of local staff, monitoring from Algiers).

## Algeria



## Burma

Since 2011, signs of democratic opening have been increasing in the country (the legislative elections in 2012 allowed the entry into Parliament of Aung San Suu Kyi, the release of political prisoners and greater freedom of the press and of demonstration). Consequently, the diplomatic relations with the United States and the EU improved, and international sanctions have been softened. However, the ongoing democratization process is far from complete; international donors still remain cautious in this changing context, and they are adjusting their strategy before launching ambitious assistance and cooperation programmes. Besides, this opening is accompanied by a significant economic liberalization, raising concerns over high inflation and increasing social disparity. Triangle G H has to adapt its programmes to this changing context, both in Yangon and in the provinces.

## Republic of the Congo

Our projects have entered a new dynamic phase, with a major programme funded by the Co-operation Office of the European Commission (EuropeAid) and Caritas France. The aim is to support Agricultural Interest Groups (GIA) and optimize the use of existing resources (land, markets, local opportunities and institutional support, etc.) in order to improve the living conditions of rural communities and contribute to eradicate extreme poverty. Affirming its willingness to promote actors in the South, Triangle G H has chosen Caritas Congo as official project leader.

In addition, two study missions have been conducted, one related to child protection, in partnership with the Congolese association REIPER (Network of NGOs dealing with street children), and the other for an agropastoral development programme with the PPOL's County Council in the south of the country. We hope that these missions will lead to the implementation of new programmes in the course of 2013.



After typhoon Haima struck Khammouane Province, where Triangle G H has been operating since 2006, the NGO implemented a programme for the benefit of populations affected, with the support of DG ECHO. This programme, aiming to boost farming and breeding activities also includes the allocation of lump sums in cash in order to enable the populations living in these remote areas to meet their essential food needs. This methodology should be renewed in 2013 for other missions.

## Laos

Rebels from the Seleka, a movement consisting of four Central African groups, have taken control over 80% of the country before being stopped by the ECCAS Chadian forces (Economic Community of Central African States). Informed in advance of the advance of the rebel movement, we evacuated our teams located in Bambari to Bangui, the capital city of the Central African Republic, on December 12, and we were forced to suspend most of our activities in the country (access to drinking water, food security and support to refugees).

## Central African Republic



## Sudan

A government decision abruptly ended the activities conducted by seven humanitarian organizations in East Sudan, including those conducted by Triangle G H in Gedaref State. The Forum of international NGOs in Sudan regretted this decision, underlining that the organizations impacted were providing assistance to more than 600, 000 people. We have not definitively renounced to intervene in Gedaref State, but we will need to obtain again the necessary authorizations from the Sudanese government, and also convince our funding partners, alarmed by the sudden stop of ongoing programmes in June 2012, to join in that action again.



## Vietnam

Triangle G H withdrew from the country after 11 years of work with disadvantage youth in Ho Chi Minh City, and transferred to the Vietnamese Ministry of Social Affairs the management of the catering school dedicated to their training, thus ensuring its sustainability. With an investment of nearly one million euros in 11 years, 550 out of the 950 youth who entered the school finished their training, and the job placement rate is close to 100%. The Rhone-Alpes Region played an important role in this success, as it has shared our belief that the development of a project needs time and perseverance, and has constantly and generously supported this project from the start and for over ten years.



## “the team in Lyon, the national headquarters of the association”

### MANAGERS

Christian Lombard,  
Patrick Verbruggen

### DEPUTY MANAGER

Jean-Luc Jouhaneau

### PROGRAMME MANAGER

Mounir Attallah

### PROGRAMME OFFICER

Arnaud Loutoby

### DESK OFFICERS

Ivan Deret (Africa)  
Anne Tréhondart (Asia)

### DEPUTY DESK OFFICERS

Olivier Corbet (Africa)  
Guillaume Mongelaz (Asia)

### TECHNICAL DEPARTMENT

Gilles Groizeleau  
*in charge of the area Social-educational  
and psychosocial*

Eric Martin  
*in charge of the area Civil  
engineering and construction*

Lionel Roux  
*in charge of the area Food  
security and rural development*

Joël Terville  
*in charge of the area Water,  
hygiene and sanitation*

### HUMAN RESOURCES MANAGER

Alexandra Bourdekas

### HUMAN RESOURCES OFFICER

Laurence Lelièvre

### PRIVATE PARTNERSHIPS MANAGER

Félicie Monneret

### ACCOUNTING

Sylvie Houel

### ADMINISTRATIVE ASSISTANT

Jacqueline Bonnet  
Sophie Dreyer

### GENERAL SERVICES ASSISTANT

Melissa Grosset

### PROGRAMME ASSISTANT

Jean Karol Lecat

### CLEANING AGENT

Saliha Djemai

*In the field, the composition  
of the teams varies depending  
on the ongoing activities.*

*They usually consist of a head of mission,  
an administrator and project managers.*

*In 2012, 72 expatriate employees  
took part in the association's activities,  
as well as 488 collaborators recruited  
in their country of origin.*

## “the association's Board of Directors at December 31, 2012”

*The members of the Board of Directors are elected for 3 years  
(renewable) by the General Assembly.*

*They perform their duties as volunteers. The Board meets at least  
once a quarter. Each Board meeting is preceded by a Committee  
meeting (President, Treasurer and Secretary) to prepare the Board  
meetings, together with the association's managers.*

### PRESIDENT

Stéphane Mercado  
*Employee - Decaux*

### VICE-PRESIDENT

Véronique Valt  
*Communication consultant*

### TREASURER

Victor Bérard  
*Former chartered accountant and auditor*

### ASSISTANT TREASURER

Christophe Cloarec  
*Computer specialist*

### SECRETARY

Bertrand Quinet  
*Training Manager  
Bioforce Institute*

### MEMBERS

Olivier Brachet – *Vice-president of the urban community of Lyon*

Cédric Bréda – *Electrician*

Didier Dematons – *Filmmaker (audiovisual)*

Patrice Houel – *Sales manager – KSB Services*

Yves le Sergent – *Administrator - The Lyon Biennale*

Philippe Merchez – *Photographer and teacher*

Monique Montel – *Former manager in the medical-social area*

Bernard Mourenas – *IT consultant*

*Three joint committees, consisting of employees  
and Board members, meet regularly in order to prepare  
the issues that will be presented for debate  
and/or submitted to the Board's vote.*

*These “technical” committees (overall strategy, planning,  
and communication) have no decision-making role.*

*They also have – together with the Committee members  
(President, Treasurer and Secretary) – a function  
of internal control and risk prevention.*

# “Prospects 2013 Assistance to Syrian refugees in Jordan and Iraqi Kurdistan”

Over the past two years, the war waged by the regime of Bashar el-Assad against his own civilian population led to a severe humanitarian crisis and caused the Syrians affected by the conflict to flee to neighbouring countries where most of them stay in local communities.

Since the beginning of 2013, Jordan and Iraqi Kurdistan have had to face an influx of Syrian refugees. Study missions were conducted in February and later in March 2013 in both countries.

Triangle G H plans to work mainly with urban refugees and host populations, with the following objectives:

- The rehabilitation/maintenance of housings,
- The provision of psychosocial assistance (adults and children),
- The distribution of foodstuffs,
- The provision of specific support to disabled persons.



## March 15, 2013 marked the two years of the Syrian revolution

From popular uprisings inspired by the revolutions in Tunisia and Egypt, the movement quickly turned into an armed conflict between Syrian government forces and the Free Syrian Army (FSA), an opposition group to the regime of Bashar el-Assad, composed of Syrian military deserters.

According to the United Nations, more than 70,000 people have been killed, tens of thousands of people have been injured, disappeared or have been imprisoned.

Given the extent of violence, 4 million<sup>1</sup> Syrians have been displaced within the country, and hundreds of thousands of them were forced to seek refuge in neighbouring countries<sup>2</sup>.

This mass exodus has been steadily increasing since the beginning of 2013, exceeding the projections of humanitarian actors. In December 2012, the United Nations High Commissioner for Refugees (UNHCR) published its action plan covering the period from January to June 2013. As early as February, the forecasted figures for Iraq and Lebanon have been reached.

On March 5, 2013, the total number of refugees registered with UNHCR reached a million people, half of whom are children.

1 •  
December 2012 –  
United Nations

2 •  
February 21, 2012  
– United Nations:  
Lebanon (305, 753),  
Jordan (285, 856),  
Turkey (182, 621), Iraq  
(96, 270) and Egypt  
(16, 150)



# Situation in Jordan

## Camp of Za'atari - Jordan

The United Nations predicted that the number of refugees would reach 300, 000 people by June 2013. This figure was revised upwards in recent weeks. The Jordanian government, which maintains its commitment to keep its borders open, estimates that the number of refugees will reach one million by the end of 2013. The direct cost of dealing with those refugees should reach 1 billion dollars this year, or the equivalent to half the budget deficit of Jordan.



In February 2013, 51% of the refugees registered with UNHCR lived in urban areas, mainly in Amman, in the north of the country, and to a lesser extent in the south. However, it can be assumed that the figures are higher: the refugees do not systematically register with UNHCR<sup>3</sup> because of lack of information, of fear to have to reveal their identity, or because they left the camp of Za'atari illegally (approximately 300 people per day).

# Situation in Iraqi Kurdistan

The eastern part of the Syrian territory, mainly populated by Kurds and Bedouins, has belatedly been affected by violence, the existing Kurdish parties having taken the decision to support the regime of Bashar el-Assad against the acquisition of Syrian citizenship for some hundred thousand undocumented migrants. However, as early as 2012, the Kurdish youth started to take part in popular protests, severely repressed by the regime. As early as May 2012, the fighting between the Free

Syrian Army and the government forces in the city of Deir Ezzor and its surroundings caused thousands of Syrians (mostly Kurds) to flee to Iraqi Kurdistan. This exodus became massive at the beginning of 2013: in early March, 105, 326 Syrians were registered with UNHCR, with approximately a thousand arrivals per day. In February alone, 20, 000 new people have officially been registered. ■



# “ Achieve greater impact of action by sharing our values ”

If the private economic sector has often been defined as “in crisis” in recent years, it is also undergoing significant changes with the broadening and dissemination of the concept of Corporate Social Responsibility (CSR). Companies consult their stakeholders, integrate the consequences of their activities in their business model, and refine their understanding of their natural, social and historical environment.



The sincere search for the improvement of practices and the reduction of the social and environmental impact of companies' activities pave the way for joint work between non-profit organizations such as Triangle G H and companies. Sponsorship, more classic but better known, remains an important space for collaboration where Triangle G H solicits funding from private foundations and/or directly from companies.

In 2011 and 2012 Triangle G H has worked with the consulting firm Be-linked<sup>1</sup> to develop an offer for companies whose technical field or workplace are close to those of the association.

## **The following strategy has been defined:**

**Triangle G H is open to all the companies interested in joining its rehabilitation and development activities. It chooses to focus its search for partners on four main objectives:**

- Co-finance projects recognized to be of public interest by its institutional partners;
- Develop its capacity for innovation and foresight (new fields and new methods of intervention);
- Fund projects independently;
- Assess projects on the long-term and capitalize on know-how based on the strategic lines of the association.

**Triangle G H will favour partnerships with the private sector following three levels of approach:**

- Search of meaningful sponsorship experiences, response to calls for proposals and expression of interest from companies and foundations;



- *Interaction with multinational corporations and interest groups with which the association can contribute to improving the consideration of social, environmental and economic dimensions in their value chain;*
- *Awareness-raising and cooperation with dynamic and innovative Groups of the Rhône-Alpes Region, the Region where Triangle G H has its roots, through the Club "Impact & Innovation".*

**The capitalization and exchange of experiences will form the basis of innovative partnerships to build value on issues about the future of development jobs.**

Triangle G H decided to create a full-time position dedicated to developing partnerships with the private sector. Several possible profiles have been considered for this position, and the association ultimately opted for an internal recruitment<sup>2</sup>, field experience and a good knowledge of our programmes

being essential for the building of these new partnerships. It is indeed by speaking accurately about its work, specificities and intervention areas that the association hopes to convince companies to support its projects. These will find with Triangle G H collaboration arrangements adapted to their research and addressing the essential needs of beneficiary populations, who remain at the heart of all our partnerships.

The association is already supported by several companies. It is now necessary to find new partners and to foster collaboration with other actors. In the last quarter of 2012, we met several companies and corporate foundations, from the Rhône-Alpes Region or not. The challenge is firstly to increase the number of contacts in order to strengthen Triangle G H network, in order to base these new supports on synergies that will also benefit our partners who wish to get involved in the business club that the association intends to create in 2013. ■

1 • Be-Linked  
– Business & Community Intelligence is a consulting firm in strategy and management, totally dedicated to the company-NGO relationship. [www.be-linked.net](http://www.be-linked.net)

2 • Félicie Monneret has been Desk officer for 5 years for Triangle G H, and she has been working in the humanitarian sector for 7 years.

## Consultation between the State and NGOs

The report by Alain Boinet and Benoît Miribel, entitled "Analysis and proposals on emergency humanitarian action in crisis and post-crisis situations", resulted in the National Conference on Humanitarian Action held on November 16, 2011, after which the Minister of State, Alain Juppé, asked to all his staff to develop a French humanitarian strategy, in consultation with humanitarian actors and NGOs.

*The "humanitarian strategy of the French Republic" was adopted in July 2012.*

*The obvious urgency for humanitarian NGOs to ensure more coherence, effectiveness and influence of humanitarian action with public authorities, the European Union and civil society, led the various think-tanks involved in the process of developing this strategy to introduce the idea of a consultation group, which became known as "Coordination Humanitaire et Développement".*

*The Minister of State Laurent Fabius received humanitarian organization leaders on Thursday October 4, 2012, and recognized "Coordination Humanitaire et Développement" as a privileged interlocutor, in regular consultation with the Crises Center and public authorities, in order to define priority actions and draw up the agenda of future meetings, while stressing the potential of organizations, their representativeness, experience and expertise. In fact, this association should not be a hindrance to the expression of different positions and points of view, organizations remaining sovereign, and acting totally independently to serve impartiality of assistance based solely on the vital needs of populations at risk, in accordance with the Humanitarian Consensus on Humanitarian Aid.*

*Two consultation meetings have been held since then, at the Crisis Center of the Ministry of Foreign and European Affairs, with the actors involved in "Coordination Humanitaire et Développement". During these meetings, the proposals emanating from humanitarian NGOs have been taken into serious consideration.*

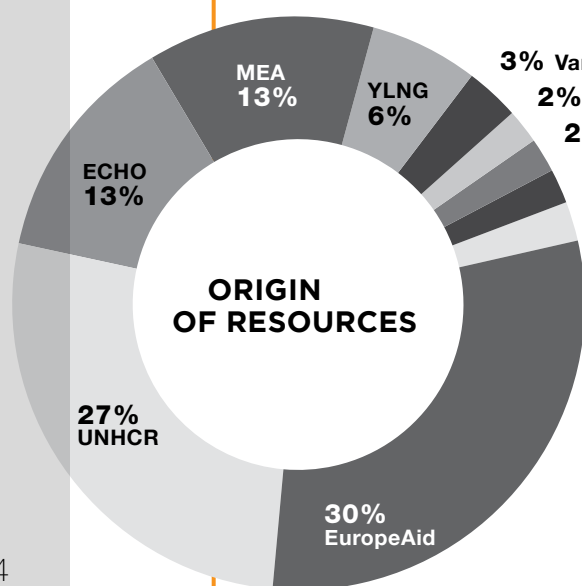
*The consultation between the State and NGOs – to the extent that each party sticks to its role and responsibilities – is a major achievement, which should lead to concrete improvements in international solidarity.*

*On Monday May 6, 2013, "Coordination Humanitaire et Développement" was established as an association under the French law of 1901. All its members are international solidarity and development organizations. ■*

# ORIGIN AND ALLOCATION OF RESOURCES

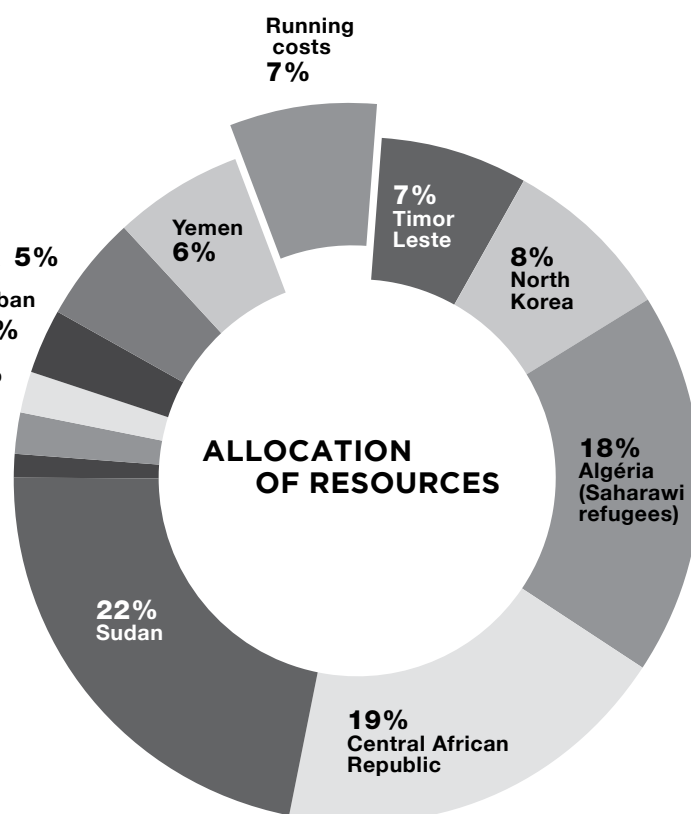
**ANNUAL BUDGET 2012 : 11 121 K€**

**K€ 216 DONATION IN KIND (VALUATION)**



3% Various United Nations  
2% Donations in kind (valuation)  
2% Donations, contributions, sales and financial products  
2% Rhône-Alpes Region  
2% Other products

Burma 5%  
Algeria (urban refugees) 3%  
Laos 2%  
Congo Brazzaville 2%  
Vietnam 1%



■ **EuropeAid:** Co-operation Office of the European Commission ■ **UNHCR:** United Nations Refugee Agency ■ **ECHO:** Humanitarian Aid Department of the European Commission ■ **MEA:** Ministry of Foreign and European Affairs ■ **YLNG:** Yémen LNG Company<sup>1</sup>  
■ **Various United Nations:** UNDP - United Nations Development Programme, UNICEF - United Nations Children's Fund), WFP - World Food Programme, FAO - United Nations Food and Agriculture Organisation. ■ **Donations in kind (valuation):** UNICEF - United Nations Children's Fund), UNOPS - United Nations Office for Project Services and contributions of local communities ■ **Other products:** Lord Michelham of Hellingly Foundation, Sogelink Foundation, Swedish International Development Cooperation Agency, Norwegian Refugee Council, Polish embassy in North Korea, Orange Foundation, CCFD - Terre Solidaire: Catholic committee against hunger and for development, British Embassy in North Korea, AFD - French development agency.



ASSETS	12/31/2012			12/31/2011
	GROSS	DEPRECIATION & PROV.	NET	NET
<b>FIXED ASSETS</b>				
<b>Intangible assets</b>				
Concessions, patents, licenses, softwares & similar rights	1 075	1 075	-	-
<b>Tangible fixed assets</b>				
Constructions	220 000	66 774	153 226	167 893
Other tangible fixed assets	641 715	480 512	161 203	202 864
<b>Financial assets</b>				
Other financial assets	5 782	-	5 782	5 782
<b>TOTAL (I)</b>	<b>868 573</b>	<b>548 362</b>	<b>320 211</b>	<b>376 539</b>
<b>Liaison accounts</b>				
<b>CURRENT ASSETS</b>				
<b>Inventories and works in progress</b>				
Goods	6 123	-	6 123	3 685
<b>Operating receivables</b>				
Accounts receivable and other receivables				
Other receivables	5 471 491	33 291	5 438 200	9 579 891
Marketable securities	460 339		460 339	19
Cash and cash equivalents	1 258 428		1 258 428	582 358
Prepaid expenses	11 244		11 244	2 527
<b>TOTAL (II)</b>	<b>7 207 625</b>	<b>33 291</b>	<b>7 174 334</b>	<b>10 168 480</b>
<b>GRAND TOTAL (I TO V)</b>	<b>8 076 198</b>	<b>581 653</b>	<b>7 494 545</b>	<b>10 545 019</b>

LIABILITIES	12/31/2012	12/31/2011
	NET	NET
<b>ASSOCIATION FUNDS</b>		
<b>Equity</b>		
Retained earnings	1 022 130	745 476
<b>PROFIT OR LOSS FOR THE FINANCIAL YEAR</b>	<b>-37 226</b>	<b>276 654</b>
<b>Other association funds</b>		
Investment subsidies for non-renewables	31 562	35 897
<b>TOTAL (I)</b>	<b>1 016 466</b>	<b>1 058 027</b>
Liaison accounts (II)		
<b>PROVISIONS FOR LIABILITIES AND CHARGES</b>		
Provisions for liabilities	32 356	72 518
<b>TOTAL (III)</b>	<b>32 356</b>	<b>72 518</b>
<b>PAYABLES (I)</b>		
Overdraft facility Crédit Coopératif	200 000	-
Loans and borrowings from credit institutions	224 058	254 223
Loans and miscellaneous financial debts	929	1 007
Debts to suppliers and related accounts	235 528	384 843
Tax and social security	221 078	310 937
Deferred income	5 564 130	8 463 463
<b>TOTAL (V)</b>	<b>6 445 723</b>	<b>9 414 474</b>
<b>GRAND TOTAL (I TO VI)</b>	<b>7 494 545</b>	<b>10 545 019</b>

PROFIT AND LOSS ACCOUNT	12/31/2012	12/31/2011
	TOTAL	TOTAL
<b>OPERATING REVENUES</b>		
Sales of goods	1 325	-
<b>NET AMOUNT OF OPERATING REVENUES</b>	<b>1 325</b>	<b>-</b>
Operating subsidies	10 718 614	11 902 826
Reversals of provisions and depreciation, transfers of expenses	65 586	132 201
Fund raising	11 268	10 584
Subscription fees	420	300
Other revenues	7 373	9 592
<b>TOTAL OPERATING REVENUES (I) (I)</b>	<b>10 804 586</b>	<b>12 055 504</b>
<b>OPERATING COSTS</b>		
Purchases of goods	3 795	25
Change in stocks	-2 438	-211
Other purchases and external charges	8 636 054	9 508 305
Taxes, duties and similar payments	70 402	102 746
Wages and salaries	1 421 274	1 522 912
Social security	542 456	571 776
Depreciation charges on fixed assets	109 069	118 108
Provisions for impairment of current assets	-	61 214
Provisions for risks and charges	24 052	-
Other costs	7 763	93 359
<b>TOTAL OPERATING COSTS (3) (II)</b>	<b>10 812 428</b>	<b>11 978 233</b>
<b>1 - OPERATING RESULT (I-II)</b>	<b>-7 842</b>	<b>77 271</b>
<b>FINANCIAL INCOMES</b>		
Other interest received and similar income	38 640	107 401
Positive exchange differences	57 471	154 113
Net income from sales of marketable securities	246	3 159
<b>TOTAL FINANCIAL INCOMES (V)</b>	<b>96 356</b>	<b>264 672</b>
<b>FINANCIAL CHARGES</b>		
Interests paid and similar costs	30 863	18 806
Negative exchange differences	98 189	70 671
<b>TOTAL FINANCIAL CHARGES (VI)</b>	<b>129 052</b>	<b>89 477</b>
<b>2 - FINANCIAL RESULT (V-VI)</b>	<b>-32 696</b>	<b>175 195</b>
<b>3 - PRE TAX CURRENT RESULT (I-II+III-IV+V-VI)</b>	<b>-40 538</b>	<b>252 466</b>
<b>EXCEPTIONAL INCOME</b>		
On management operations	4 137	25 739
<b>TOTAL EXCEPTIONAL INCOME (VII)</b>	<b>4 137</b>	<b>25 739</b>
<b>EXCEPTIONAL COSTS</b>		
On management operations	825	1 552
<b>TOTAL EXCEPTIONAL COSTS (VIII)</b>	<b>825</b>	<b>1 552</b>
<b>4 - EXCEPTIONAL RESULT (VII-VIII)</b>	<b>3 312</b>	<b>24 187</b>
<b>TOTAL INCOME (I+III+V+VII)</b>	<b>10 905 080</b>	<b>12 345 916</b>
<b>TOTAL COSTS (II+IV+VI+VIII+IX)</b>	<b>10 942 306</b>	<b>12 069 262</b>
<b>5 - INTERMEDIATE BALANCE</b>	<b>-37 226</b>	<b>276 654</b>
+ Past financial years non-used resources		
- Projected use of allocated resources		
<b>6 - SURPLUS OR DEFICIT</b>	<b>-37 226</b>	<b>276 654</b>
<b>ESTIMATE OF VOLUNTARY CONTRIBUTIONS IN KIND</b>		
Revenues		
Donations in kind	216 000	393 149
<b>TOTAL</b>	<b>216 000</b>	<b>393 149</b>
Costs		
Volunteers	216 000	393 149
<b>TOTAL</b>	<b>216 000</b>	<b>393 149</b>





# OUR MAIN PARTNERS AND DONORS IN 2012



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to the works council of TEFAL, to all our donors and volunteers.



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