

FRONTVIEW

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Évaluation en zone difficiles d’accès

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Concepts

Population et/ou groupe versus zones ?

Approche de centralité de la protection implique d'inclure les populations marginalisées et donc de parler de population et/ou groupe

Definition des population difficile d'accès

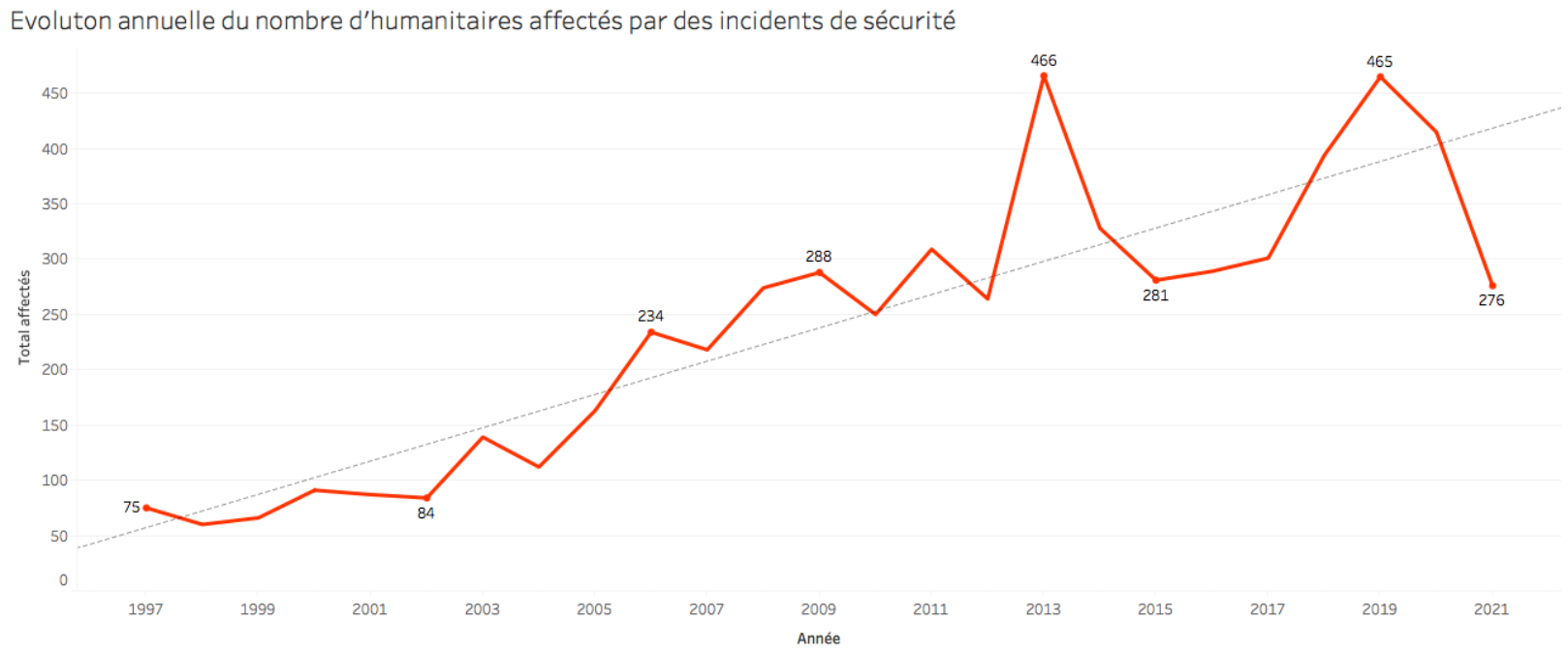
Population particulièrement difficiles à atteindre, pour des raisons de sécurité, des problèmes d'autorisation, de contraintes logistiques ou en raison de leurs caractéristiques particulières, afin d'obtenir des informations sur leur vulnérabilité et pour lesquelles la fourniture d'un service est restreint comme l'évaluation de la qualité de celui-ci.

Ligne de front avec ISIS - Bataille Mossoul – Irak, Octobre 2016

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Pourquoi évaluer à distance ?

Augmentation des problèmes de sécurité ?



Source: https://aidworkersecurity.org/incidents/search
Plage de dates: 1997-2021

- Évaluation et gestion de programmes à distance = mode opératoire plus régulier.
- L'évaluateur en première ligne des questions liées aux zones difficiles d'accès = laboratoire de la mesure

L’étude de faisabilité

1. Sécurité: définir le risque

Prise de connaissance du contexte et analyse de conflit

- Profil du conflit
- Causes et déclencheurs
- Acteurs (diviseurs/intermédiaires & connecteurs/stabilisateurs)
- Dynamiques (tendances & opportunités)

Il faut trouver les sources, collecter de l’information et trianguler pour définir le risque.



Analyse de sécurité: anticipation et autorisation

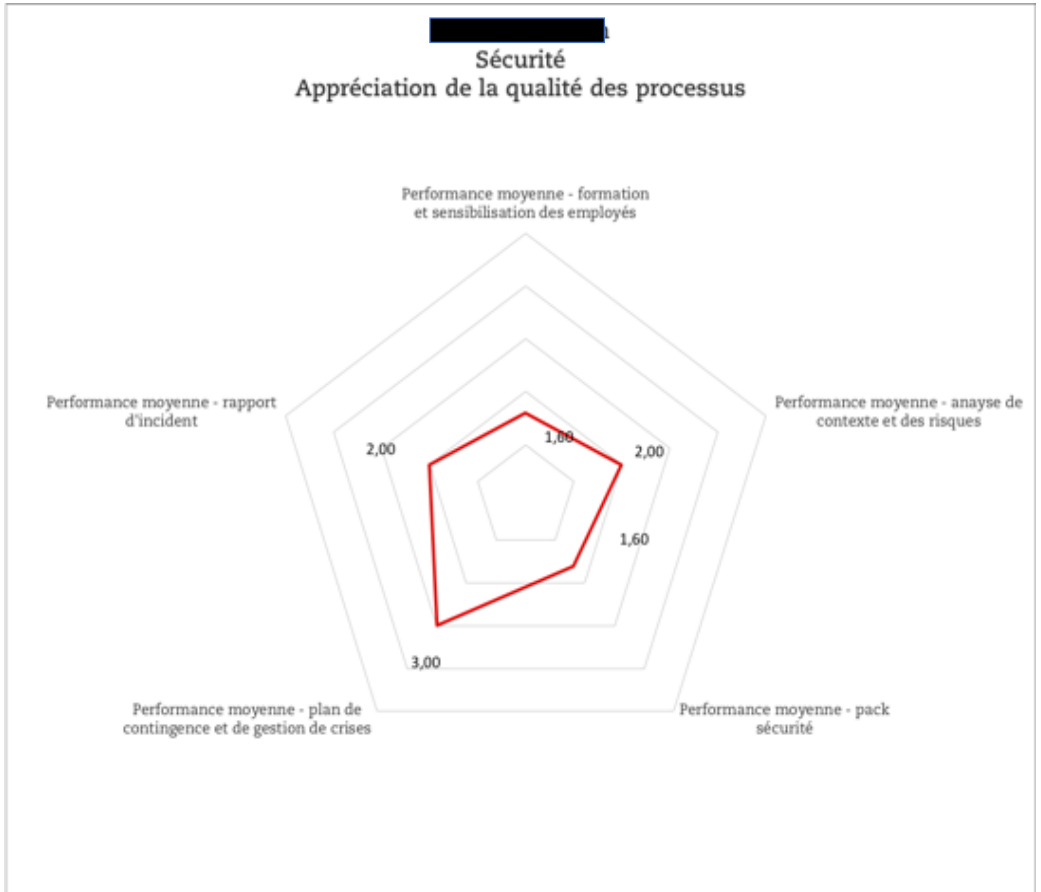
- **Gérer votre propre sécurité**

Il faut respecter des procedures

- Risque / bénéfice positif?
- Faisabilité?
- Les informations collectées seront-elles pertinentes ou y a-t-il des limitations?

Color code	Level of threat	Context general description	Score	Indicators									
				Violence against people	Armed groups (outside of regular security forces)	Social tensions	Local authorities' representation	Perception of foreign organisations	Conflicts	Political context	Movement of international organisations	Healthcare	Natural Disaster
GREEN	LOW	PEACEFUL SITUATION Normal or non-specific crime rate. State services functioning as normal. Low level of overall violence.	1	Violence against people linked to localised crime in certain specific areas	Absence of dissident armed groups in the entirety of the territory	No perceivable tension	Local authorities' recognition	Positive or neutral perception of foreign organisations	No armed conflict for more than 10 years Causes of previous conflicts normalised	Perennial institutions which function in the whole of the territory	Total freedom of movement	Lack of major risk	No proven risk
YELLOW	MODERATE	TENSE BUT STABLE SITUATION. Institutions are contested and demonstrations organised. Violence remains localised and linked with crime and/or actions of armed groups.	2	Violence against people linked to localised crime in certain areas Actions may result in targeted violence outside of our zones of intervention	Presence of armed groups outside of zones of intervention	Isolated demonstrations of violence	The representativeness of the local authorities is questioned	Foreign organisations are perceived critically but with tolerance	No armed conflict for more than 5 years Peace agreements questioned	Institutions challenged	Freedom of movement restricted in certain areas	Strong presence of malaria and other infectious diseases Access to care centers	Moderate risk Low Impact
ORANGE	HIGH	TENSE AND UNSTABLE, VOLATILE SITUATION Institutions mostly function but some armed opposition groups operate eaccross the territory. Social unrest, regular and sometimes violent demonstrations. Regular violence against people.	3	Violence against people is less and less localised Actions may result in targeted violence in our zones of intervention	Presence of armed groups in the zones of intervention carrying out violent acts against the government and/or institutions	Recurrent demonstrations with sporadic violence (riots, looting)	Local authorities have lost power The identification of representative interlocutors remains possible.	Perception of foreign organisations has deteriorated	Few major confrontations Strained regional relationships but limited impact on our areas	Institutions do not function in certain parts of the territory	Movement with risks of armed incidents Evacuation possible by limited means	Strong presence of malaria and other infectious diseaseas Difficult access to adequate care centers	Moderate risk Major impact. Low preparedness and response capacity of the Government
RED	VERY HIGH	VERY VOLATILE SITUATION. Threats may target some categories of staff. Institutions no longer or hardly function in most of the territory, authorities are losing control. Armed groups target civilians and international organisations. The risk of violence to people is ever-present.	4	Permanent and elevated risk of violence against people which could target humanitarian personnel in particular	Presence of armed groups in the zones of intervention targeting civilians and/or international Contact and dialogue with armed groups still possible	Demonstrations accompanied by systematic violence (riots, looting) Impacts political stability	Fragmented local authorities, limited control in certain areas	Hostile perception of foreign organisations Regular demonstrations of intolerance against organisations	Heavy weapon conflict The conflict has regional effects or several countries are involved. Significant impact in our zones of intervention.	Institutions no longer function in the majority of the territory	Movement difficult, elevated risk of armed incidents Exterior armed help reduces the risks linked to an evacuation	Concentrated level of ongoing epidemic but controlled	Confirmed risk Lack of preparation and response capacity of the Government
BLACK	EXTREME	SITUATION IS OUT OF CONTROL The short or long term context developments are no longer predictable. Central government no longer exercises its functions. Extreme level of violence.	5	Violence against people systematically targets humanitarian personnel	No possible dialogue with armed groups	Coup/civil war	Total instability and unrest, absence of local authorities' control	Active hostility towards foreign organisations	Declared conflict	No institutions, the State no longer exercises it's functions	Evacuation impossible without exterior armed help. Very restricted, movement is high risk.	A generalized level of epidemic not controlled by national authorities	Major risk for our teams

- **Dépendre des autres : examen de sécurité**



Il faut parfois évaluer la capacité de gestion de la sécurité de l'organisme qui l'assure.



2. Identifier vos partenaires

- **OSC/ONG versus acteurs privés, avantages et inconvénients**
- **Evaluer vos partenaires (audit préalable)**

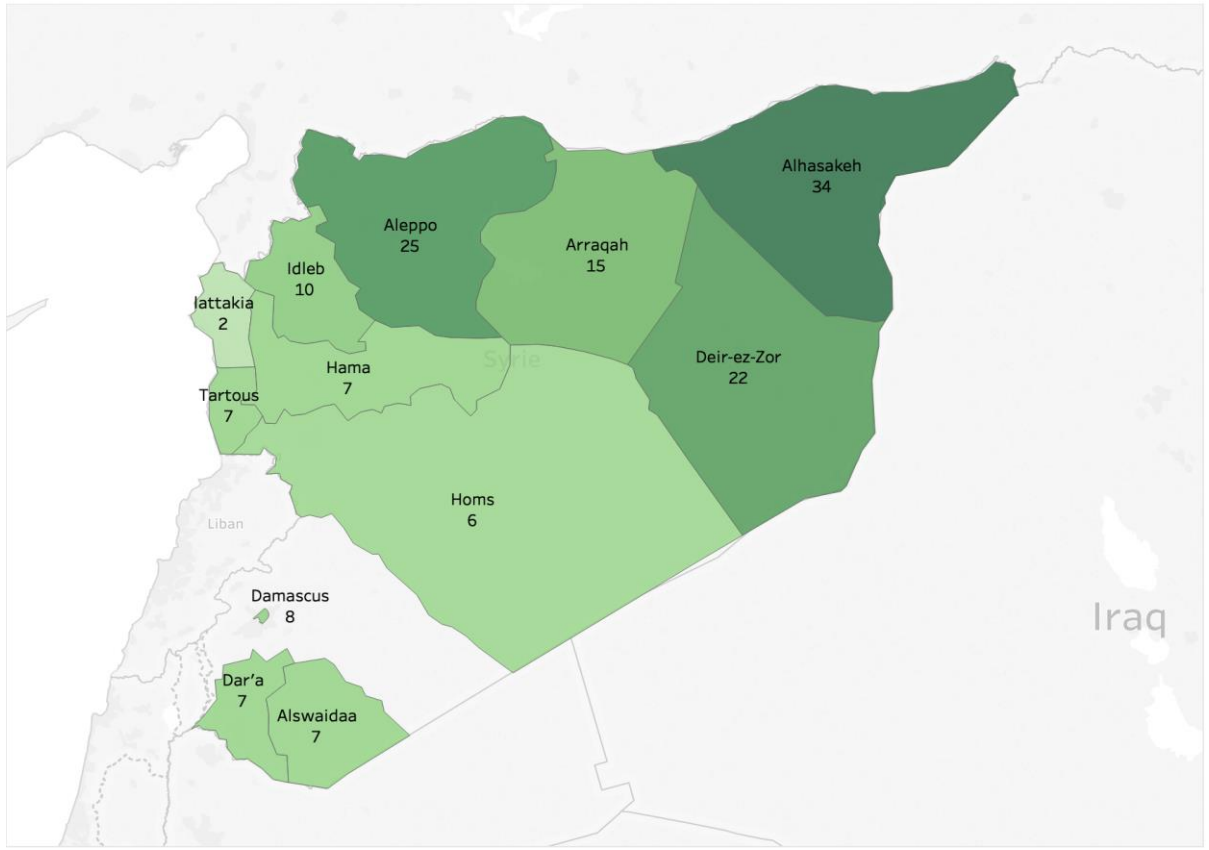


PILLARS / CHECK-LIST	Acquired	In the process of acquisition	To review	Not acquired
GOVERNANCE AND INTERNAL CONTROL				
Governance				
Description of legal status, registration and process of board's election				
Fraud, bribery, corruption, and money building				
Policy available				
Plan for how a suspected fraud must be investigated				
Internal control				
Has appropriate segregation of duties (eg.IT/ Finance/HR/Ops/Procurement)				
Risk management				
Formal whistle blowing policy etc.				
Safeguards				
Formal policy for archiving documents				
Transparency				
Legal documents and annual report (operationnal and financial) at HQ & website				
Ethics				
Code of conducts regarding ethics, conflicts or interests				
ABILITY TO DELIVER				
Past performance				
Number of projets implemented				
Areas implemented				
Staff capacity and capability (expatriate and national)				
Problems recruiting qualified local staff				
Programme management				
Procedure to involve local populationin the indentification of vulnerable groups				
FINANCIAL STABILITY				
Financial viability				
Frequency of formal cash flow projection				
Financial management				
Budgetary process and control across the entire organization				
Strenght of audits				
Other donor organisations carried out financial audits of the organisation in the last year / The main findings of donor audits / Implemented recommendations				
Value for money				
Analytical accounting system (project code, budgetary lines)				
Policies, procedures and systems				
Procurement - General rules for procurement				
DOWNSTREAM (BRANCH) ACTIVITY				
Number of HQ operational staff visits				
Number of HQ financial staff visits				

Description of risk	Probability (Certain / Likely / Moderate / Unlikely / Rare)	Significance & Mitigation (H= High/ M=Medium / L= Low risk)
1. Key programmatic documents are lost/missing/unavailable	To be determined with ___ and ___	M | Check for availability or references in secondary data sources
1. Stakeholders may provide inaccurate/conflicting inputs	To be determined with ___ and ___	M | Strong focus on triangulation of evidence from multiple sources
1. Visit to ___ office in ___ is not possible due to political or security reasons	To be determined with ___ and ___	L | To be determined
1. Etc…		

- **Evaluez leurs capacités**

researchers geographical coverage (5th February 2020)



Researchers per governorate, gender and data collection method experiences

		Experience in Data Collection Method			
Gender	Governorate	Qualitative	Quantitative	Quant&Qual	Total
Female	Aleppo	2	6	4	12
	Alhasakeh	4	4	6	14
	Alswaidaa			5	5
	Arraqah	1	1	3	5
	Damascus		1	2	3
	Dar'a	1	2		3
	Deir-ez-Zor	5	2	4	11
	Hama			3	3
	Homs	1	1	1	3
	Idleb	1		3	4
	lattakia			1	1
	Tartous	1	3		4
Male	Aleppo	3	4	6	13
	Alhasakeh	8	4	8	20
	Alswaidaa		2		2
	Arraqah	3	5	2	10
	Damascus	3	1	1	5
	Dar'a	2		2	4
	Deir-ez-Zor	2	2	7	11
	Hama	1	1	2	4
	Homs	2		1	3
	Idleb	3	1	2	6
	lattakia			1	1
	Tartous		1	2	3
Total		43	41	66	150

- **Déterminez les implications en sensibilité au conflit**

Souvent dans les zones difficiles à atteindre, seules les personnes faisant partie de la communauté ont un accès.

Questions sur l'identité des chercheurs locaux:

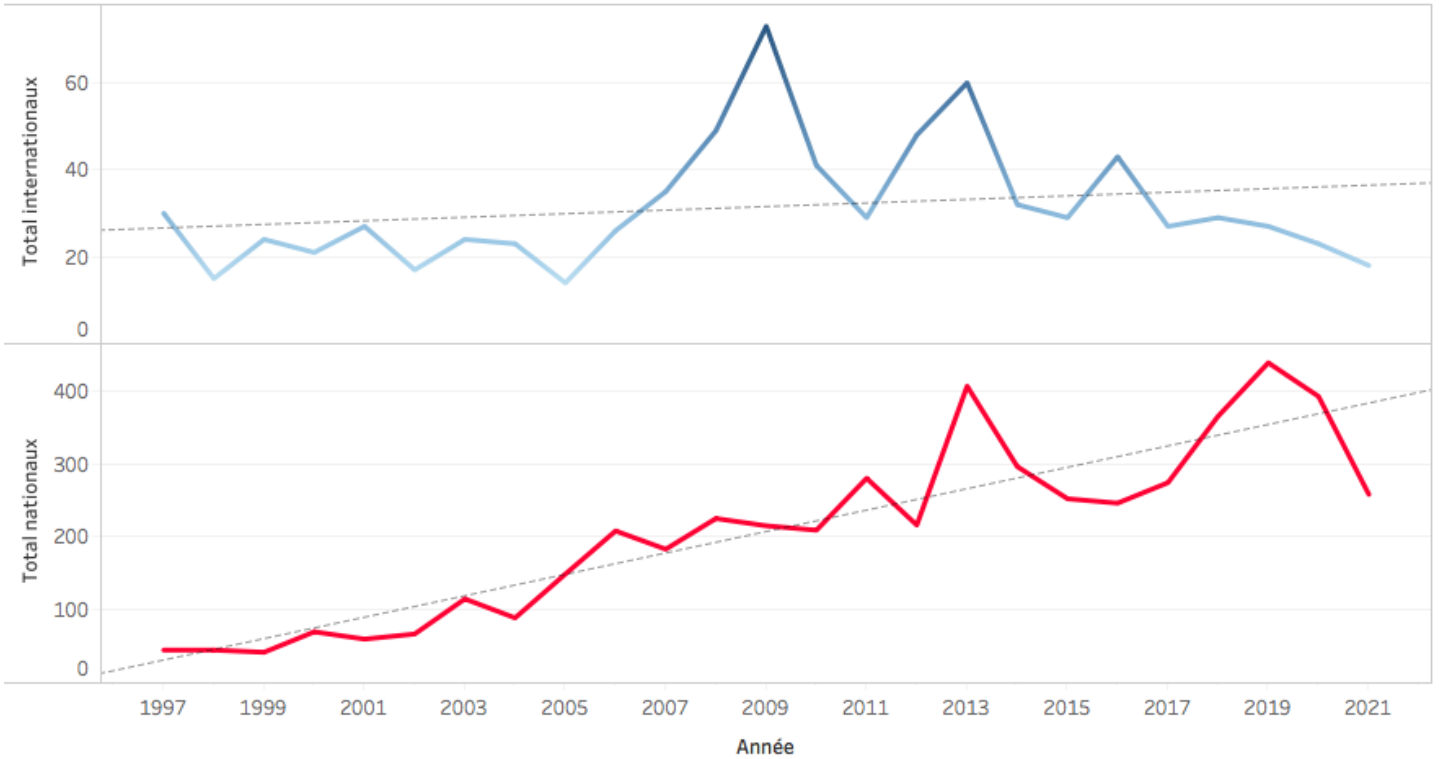
- Quelles sont leurs caractéristiques (ethnie, religion, sexe, etc.)?
- Quels sont leurs relations et intérêts avec les autorités locales, le tissu économique local et les entreprises, les groupes armés?
- Sont-ils soumis à des pressions ou harcèlements spécifiques?
- Quels sont les problèmes de sécurité auxquels ils doivent faire face?
- - Etc.

BESOIN DE MESURES D'ATTÉNUATION: triangulation, combinaison de techniques de collecte de données, etc.

NE PAS OUBLIER QUE LES PARTENAIRES PRENNENT DES RISQUES

Il y a un transfert de risque de l'international au local qui a souvent des procédures de sécurité plus faibles et une acceptation de l'insécurité plus élevée.

Evoluton annuelle du nombre d'humanitaires affectés par des incidents de sécurité par catégories d'employés



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