



# KNOWLEDGE MATTERS

Emergency Directorate in Concern –  
Special Issue to coincide with World  
Humanitarian Day 2023

Issue 34 | August 2023

**CONCERN**  
worldwide

ENDING  
EXTREME POVERTY  
WHATEVER  
IT TAKES

If you have any contributions, ideas or topics for future issues of Knowledge Matters please contact the editorial team by email at [knowledgematters@concern.net](mailto:knowledgematters@concern.net).

The views expressed are the authors' and do not necessarily coincide with those of Concern Worldwide or its partners.

## Knowledge Matters basics

Knowledge Matters offers practice-relevant analysis relating to the development and humanitarian work of Concern Worldwide. It provides a forum for staff and partners to exchange ideas and experiences. The publication is committed to encouraging high quality analysis in the understanding of Concern's work. Concern staff and partners document their ideas and experiences through articles. Articles are very short – 500 – 1,500 words. Usually, you only have space to make one or two interesting points. Here are some tips on writing a short feature article:

- Start by imagining your audience – a Concern colleague. Why are they interested – why do they want to read what you have to say? When you identify what your most important point is, say it straight away, in the title or first sentence.
- What can others learn from your story? Focus on this. Remember to back up your story with evidence. This can be taken from evaluations.
- It's easier to get people reading if you start with the human perspective – mentioning real people and real-life events. (You don't have to give names).
- Use short sentences. Use Concern's style guide to help you.
- Keep paragraphs to a maximum of six lines long.
- Use clear language. Many of the readers of Knowledge Matters are non-native English or French speakers, so think carefully about using phrases or colloquial language that might not be easily understood by others.
- Always avoid assuming too high a level of knowledge of the topic you are writing about on the part of the reader.
- Use active sentences ('we held a workshop' not 'a workshop was held by us')
- Use short and clear expressions.
- Keep your title short - no more than eight words.
- Where necessary use photos to accompany the narrative but ensure that you follow the Dóchas Code of Conduct on Images and Messages.

**Cover photo:** Central Kyiv in February, 2023. Photo: Olivia Giovetti/Concern Worldwide

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## From the Issue Editor:

Welcome to the latest edition of Knowledge Matters which we are launching on World Humanitarian Day 2023. Every year on 19th August, we remember all those humanitarians who have lost their lives while providing assistance to people affected by crises. This year, the theme is *The Human Race* with the slogan ‘it takes a village’. This year’s event will be focused on bringing people together from all walks of life to work collectively to ensure the survival, well-being and dignity of people affected by crises.

This edition includes a diverse range of articles on issues that the Emergency Directorate has a responsibility for. The article by Amy Rose McGovern highlights the successes and challenges of the Joint Emergency Response in Ukraine (JERU) with our Alliance2015 partners Welthungerhilfe and Cesvi. Sittna Elawad discusses her role as Security Focal Point (SFP) in Khartoum, which has taken on added importance during the ongoing conflict in Sudan.

A number of articles showcase our Protection and Safeguarding work in DRC, South Sudan and Ethiopia. Richard Bold and Thomas Mayeun focus on community-centred DRR, with a South Sudan example, and Simon Brown from the Supply and Logistics Unit shows how ECO driving can help us to reduce our transport emissions.

I want to thank all those who have made the current issue of Knowledge Matters a reality. I hope you enjoy reading the articles and that they give you a better insight into the work supported by the Emergency Directorate.

**Peter Doyle**, Head of Emergency Technical Unit, Emergency Directorate

# The Joint Emergency Response in Ukraine (JERU)

Written by Amy Rose Mc Govern

In April 2022, shortly after the escalation of the conflict in Ukraine, Concern Worldwide, Welthungerhilfe (WHH) and CESVI came together to establish the Joint Emergency Response in Ukraine (JERU) to support communities affected by conflict and forced displacement, including internally displaced persons, returnees, and host communities. The three founding organisations are members of Alliance2015, a group of leading European humanitarian organisations.

With Welthungerhilfe acting as JERU operational lead, this unique joint response approach brings together the financial and technical resources of all three organisations, to deliver holistic, people-centred, and rights-based programmes while having the structure of a single entity. JERU has emergency response operations active in the east and west of Ukraine spanning eight oblasts (regions), working with seven national partners, and focusing on the provision of multipurpose cash for basic needs, psychosocial support for adults and children, and in-kind assistance such as food, hygiene kits and household items. Support is delivered direct to the Ukrainian people, with support from national partners, and through Collective Centres.

The coordinated nature of JERU means that the response can draw on the expertise of three organisations with long-term operational experience in many crisis-affected countries, while also being more cost efficient - pooling funds and sharing staff to support and drive quality

programming. At present, the Programme Director, the Partnership Adviser, the Protection Adviser and the Programme Quality and Development Coordinator, are all Concern staff, as Concern has taken responsibility for the programme element of the joint approach.

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*It's a completely different way of structuring a response. It's not a consortium, it's more of a collective. This is probably the future of humanitarian response as the needs grow but the funding shrinks.*

Carly Ziska, JERU Partnership Adviser  
(Concern Worldwide)

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## Initiating the response

Following the escalation of the conflict in parts of the east and southeast of Ukraine in February 2022, refugees started flooding into bordering countries. Concern initially deployed an emergency response and assessment team to Poland, and they were joined by WHH and CESVI. Rapid assessments in neighbouring countries followed. On the Ukrainian border humanitarian partners provided hot meals, hygiene materials, SIM cards, and psychosocial support to people fleeing the violence. Shortly after, the focus of Concern and its partners shifted to the needs inside Ukraine, in Ternopil and Khmelnytskyi in the west, followed later by Kyiv, Poltava, Dnipro, Kharkiv, Zaporizhzhia and Sumy in the east working with local Ukrainian civil society partners to deliver support.

Since its inception, JERU has made impressive progress and scaled up significantly. To date, almost 75,000 individuals have received multi-purpose cash assistance, over 18,000 have received cash for winter preparations, and 11,149 have attended psychosocial support sessions. This has been enabled by the combined financial, technical and human resources leveraged by the three JERU agencies. This is the second time that these three Alliance 2015 partners have collaborated on a joint approach. The previous iteration was in Mozambique in 2019 in the aftermath of Cyclone Idai.

Many of the same personnel that were part of the Cyclone Idai response, were also instrumental in setting up JERU. The challenges and benefits of the earlier joint response in Mozambique were carefully considered in the Ukraine response design phase.

- JERU would use the **operational lead agency's systems and processes** and while it has taken time for staff from Concern and CESVI to familiarise themselves with these new ways of working, it was considered the most efficient solution.
- **Organisational approaches and policies** such response to complaints and safeguarding had to be married. This was a significant exercise to undertake, however because JERU integrated the values of three organisations into each strategic decision, it encouraged different perspectives to be considered to find the most comprehensive combination.
- **A swift humanitarian response was not to be delayed** by individual registrations, so WHH's registration was used by Concern to obtain staff visas, while its own application was in progress.

A key success factor surrounding the JERU programme to date is the degree to which a large amount of financial and non-financial resources have been committed to the programme. Notably this includes the excellent support of personnel from all three head offices in addition to the advantage of combined donor relationships when it came to the mobilisation of funds. But it has not been without its challenges. Collaboration between diverse organisations with different mandates, operational procedures, and organisational cultures can lead to coordination complexities. Inevitably, all policies and procedures will not be easily harmonised, and many conversations were needed to agree reporting timelines, HR approaches, safeguarding standards, and the approach to partnership. JERU team members must also deal with multiple and sometimes parallel reporting channels which can be burdensome at times. A joint management oversight group has been established by the three agencies staffed at regional director level and has been able to address many of these challenges

Another challenge has been working under the brand of a newly established 'joint response' which does not come with the same recognition and trust as a well-established international humanitarian organisation such as Concern. Every conversation with stakeholders must start with the JERU explainer, however, the JERU team is finding that once that visibility hurdle is dealt with, the programme impact speaks for itself. Since its inception, JERU has responded to the most immediate needs of those affected by the conflict with appropriate support and this has been confirmed during post distribution monitoring. The cash transfer modality was chosen not only because the necessary supporting infrastructure is available in Ukraine, but because it works best for the recipients. JERU uses the RedRose platform which provides greater flexibility and control of the cash delivery mechanism and transfers can be completed through providers such as





JERU staff at the Poltava warehouse, load trucks with food and hygiene kits to distribute to flood affected evacuees as a result of the Nova Kakhovka dam collapse. Photo: Concern Worldwide

MoneyGram or Private Bank, according to the recipient's preference regardless of where they are in Ukraine.

The delivery of food kits in the western oblasts was in response to the findings of a needs assessment in 2022 which showed that internally displaced people were typically two to three times more likely to fall into the food insecure category making them more vulnerable to negative coping strategies such as reducing portion sizes, limiting the number of daily meals, or restricting adults' consumption to allow children to eat due to lack of food or money.

Looking ahead, JERU in partnership with Mercy Corps and Helvetas will begin to address the needs related to early economic recovery. Recently secured funding for this work is broadening the list of funding sources JERU boasts which includes public funds from the German Ministry of Development and Economic Cooperation, the German Foreign Office, the UK based Disasters Emergency Committee (DEC), Irish Aid, UN administered pool funding, and other private funds. This access to funding means that to date JERU has mobilised €34.8m for the response, providing much greater reach and scale than could be provided by the three Alliance agencies working individually.

Those involved in JERU will tell you that a lot of time and commitment has been invested to align diverse perspectives and ensure a common strategic direction for the response. Clear and open communication, collaborative planning, and a shared understanding of the overall goals are essential for success, but the overall feeling is that it is an exciting, highly beneficial, and worthwhile venture.

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*Existing collaborations and mutual knowledge and trust make it possible to plan and implement a humanitarian response as if it were implemented by a single actor, composed by individual strengths of each single organization, merged into a broader picture that allows a bigger impact.*

Daniela Balin CESVI

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JOINT EMERGENCY RESPONSE IN  
**UKRAINE**

Alliance 2015

# Safe Programming: An Integrated Approach to Protection, Gender, Safeguarding and Accountability in the Fragile Humanitarian Context of South Sudan

Written by Abdul Ghaffar

South Sudan, the world's youngest nation continues to face endemic violence, conflict, climate shocks, economic crises and, most recently, the impact of the Sudan crisis on trade. Due to on-going violence and flooding, more than two million people are internally displaced and 2.3 million South Sudanese refugees are in neighbouring countries. The ongoing conflict in Sudan meanwhile continues to force people to escape and flee to South Sudan. Returnees, refugees and host communities are struggling to meet basic needs and face increased risks of sexual and gender-based violence (GBV), child protection and family separation, and intercommunal mistrust and violence.

Concern implements multi-sector integrated programmes in some of the most vulnerable parts of the country, providing food security, nutrition, WASH, health, shelter assistance whilst integrating key crosscutting approaches throughout the programme cycle. Safe Programming is an essential consideration across all our interventions and approaches. This article provides insight into the South Sudan team's efforts to ensure that we do no harm. More so, it reflects our approach to drive Safe Programming for all programme participants through the resourcing, integration, and analysis of Gender, Protection, Safeguarding and Complaints and Feedback Response Mechanisms (CFRM).



Gender and CFRM staff conduct an awareness session for the community in Aweil County, South Sudan, on Gender, Safeguarding and CFRM; July 2023; Photo by Concern Staff

## Resourcing and supporting our teams

Concern aims to: *“further strengthen its capacity to be a Safe Organisation, delivering Safe Programmes by adopting a deliberate, coherent, proactive and holistic ‘do no harm’ approach to Protection and Safeguarding.”*

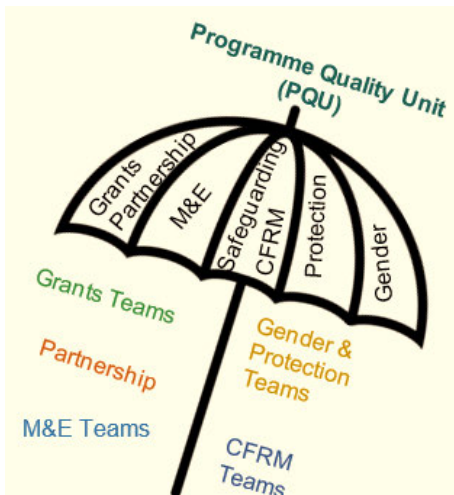
- the Protection and Safeguarding Strategic Framework (available in [English](#) and [French](#))

The South Sudan team’s focus on Safe Programming starts with its people. Our internal programme reviews indicate that assigning additional responsibilities for Gender or CFRM to an existing staff member often does not work well; especially in a context like South Sudan with extensive programme coverage in remote areas, high protection risks and weak communications infrastructure. Since 2021, the Country Management Team renewed its commitment to Safe Programming, including the hiring of dedicated staff to ensure meaningful implementation. This resulted in the formation of the Programme Quality

Unit (PQU) and the recruitment of specialist roles, including a Gender and Protection Coordinator based in the Country office in Juba, and Gender and Protection Officers and CFRM Assistants. Leading on programme cycle management (PCM), the formation of the PQU was essential to bring accountability closer to programme implementation. This approach facilitates greater understanding of challenges faced, and enables us to actively identify and manage associated risks, not least those related to Gender, Protection, and/or Safeguarding.

Training of our personnel is central to enhancing our expertise. This ranges from Designated Safeguarding Focal Points (DSFPs) training, to staff induction and training on Gender and Safeguarding, regardless of function and office location. For over a year, the team has been sharing “60 Second Key Messages” on Safeguarding during Monday morning staff stand-up meetings to maintain an internal dialogue on these issues.

Safe Programming remains a key agenda item in various internal meetings including programme reviews, monthly staff meetings, and Country Management Team meetings. External expertise is also drawn upon. An invitation was extended to Humanity & Inclusion to provide training on disability inclusion and safe access to services. Sonke’s Gender Transformative Training has helped us to reflect on and address staff members’ own entrenched beliefs, attitudes and differences as we engage with the wider community. Training on the GBV pocket guide for our health and nutrition centre staff provides guidance on dealing with disclosures of GBV, and how to better support and inform survivors. It is by holding the broader perspective of Safe Programming in mind that we more easily see the connections between Safeguarding, Protection, Gender and CFRM, and the value of their integration.



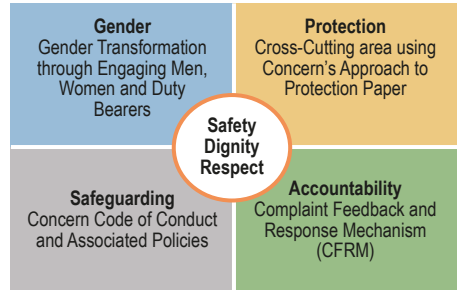


*“Safeguarding is everyone’s responsibility; therefore, the staff trainings and regular refreshers are critical to remind ourselves of our roles to make our working environment safe and to ensure that the most vulnerable are protected from any harm by our staff or operations” Suku Charity, Gender and Protection Coordinator.*

## An integrated approach to Safe Programming

Concern South Sudan uses an integrated approach to Gender, Protection, Safeguarding and Accountability in order to mitigate risks of violence, discrimination and exclusion, while ensuring the dignity, safety and well-being of all programme participants. Gender and Protection Officers and CFRM Assistants work together with monitoring and evaluation staff in programme locations, and Programme Managers to ensure that the key elements of safe programming are integrated across all interventions.

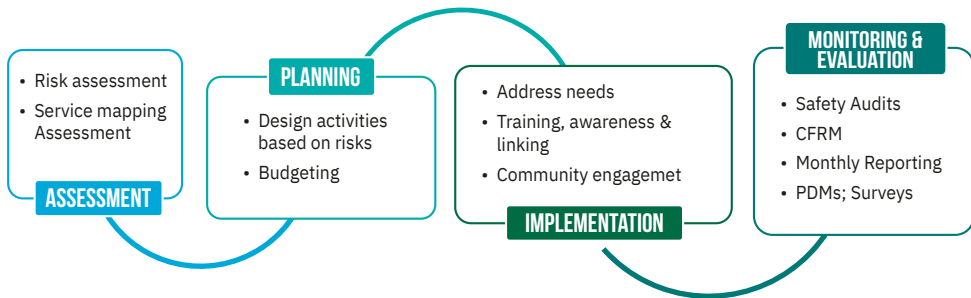
The gender transformative approach used across our programmes promotes inclusion and positive gender norms amongst all programme participants, as well as GBV risk mitigation. Mainstreaming of protection across interventions strengthens safety and dignity, meaningful access, accountability, participation and empowerment. Concern’s safeguarding policies (Code of Conduct and



associated policies) promotes appropriate use of perceived power entrusted to our staff or anyone engaged by Concern. It minimises potential for abuse or sexual exploitation in exchange of assistance; dignity and respect of all programme participants is integral. The CFRM strengthens accountability by ensuring that programme participants are aware of their rights to complain and receive feedback about the services we provide, our staff and operations, as well as about any protection and safeguarding issues or risks.



Concern staff in Bentiu attend a safeguarding training facilitated by our Gender and Protection Officer. June, 2023. Photo by Concern Staff.



Programme Director (PD), Friday Mwaba said: *“Using Safeguarding in the PCM has enabled us to identify the risks and practices that may cause various forms of abuse, conflict, exploitation or exclusion of vulnerable groups. It also help us to look at opportunities in terms of resources including capacities required for the safe programming.”*

Safe Programming is thus integrated throughout PCM. This is reflected in specific outputs, indicators and, critically, budget for Protection, CFRM, Safeguarding, and Gender-related activities in all major proposals. This degree of dialogue with programme participants, and insight from them, helps to strengthen acceptance and engagement, whilst giving us clear direction in how to deliver Safe Programmes.

## Using analysis to drive Safe Programming

Concern’s Protection, Safeguarding and Gender Risk assessment tool provides a useful guide to identify risks, collect the evidence, develop mitigation plans and engage with the community to discuss and strengthen the safety of programme participants, at all stages of programme design. It is a process that can engage a wide variety of stakeholders, from our own staff to communities we work with, and both local and national authorities - including the

South Sudan State Ministry of Gender, Child and Social Work. The findings from this tool feed into programme design and budgeting, refining more general approaches to target those most in need and hardest to reach.



Group work during risk assessment workshop in Bentiu. Nov, 2022. Photo by Concern Staff

Concern Gender Officer, Veronica Nyajani who led the risk assessment exercise in Leer County in November 2022 said: *“It was a great experience to engage with the local leaders, authorities and youth to share their own experiences about the risks and barriers they face in accessing humanitarian assistance; such activities empowers the community to participate in project decisions, and build confidence with the target community as they were so glad being part of this assessment”*

Such analysis has also proved fruitful throughout programme implementation. Gender and Protection staff, supported

by CFRM, conduct quarterly safeguarding assessments at health and nutrition facilities, adopting safety audit tools from the Nutrition Cluster, to evaluate Safeguarding, Protection Risks, Gender and CFRM. This collection of observation techniques (such as reviewing waiting times and information signage), focus group discussions (FGDs) and key informant interviews (KIIs) provide an important opportunity to give and receive information – inherently communicating Concern’s commitment to Safe Programming; as does the integration Gender, GBV, and CFRM messaging in training sessions. Critically, these assessments feed into programme decision-making as, when discussed at programme development and review meetings, they provide a rich source of information and insight.

Collectively, a multi-layered approach ensures that Concern South Sudan delivers Safe Programming. We do this through fully resourcing specialists, applying an integrated approach, and using analysis and insight to drive decision-making. In this way, the team navigates a hugely complex and challenging context in a way that strongly communicates our commitment to be a Safe Organisation.

*For more information regarding Safe Programming, please either contact a member of the Protection and Safeguarding Unit, or participate in our communities of practice via Teams and Yammer.*

# A Day in the Life of a Security Focal Point (SFP)

Written by Sittna Elawad

I joined Concern in April 2021 as a Senior Administration and Security Officer and have been the Security Focal Point (SFP) for Khartoum since June of that year.

Sudan is not a quiet place, every day brings new changes. This is especially so from the time protests began in 2018. Since then there have been a number of coups and changes of government. Demonstrations were taking place twice a week in Khartoum. My role involved communicating with my fellow Security Focal Group (SFG) members to gather information on the protests.

The SFP / SFG mechanism is very important and beneficial. A lot of it is about sharing information and we always ensure that the SFG is made up of different people with different backgrounds and from different areas. This helps us get good information for analysis and the analysis is better when the group is diverse and includes people from different departments. Having SFG members from across the organisation also makes security more accessible for all staff.

I would organise and facilitate an SFG meeting online every evening before a demonstration was due. The Country Director (CD) and/or the Systems Director (SD) would also be part of these meetings. We would start to gather information earlier that day and would take a decision on working arrangements for staff – would they come to the office or work from home. We also had to carry out a more in-depth analysis of the situation, looking at trends and trying to anticipate changes in the context. I would send advisories out after

the meetings to inform staff of our plans and share this analysis. Some staff were not affected in their areas so they could keep working. If this decision came from their colleagues and peers then it was more acceptable to them.

Then the mornings of each demonstration I would again contact the SFG members. I used to do this very early in the morning, as I would need to inform all staff of the situation as early as possible. Before they left their homes even. Which roads are closed? Which bridges are blocked? We started an SFG WhatsApp group to share this information between ourselves. We then shared the relevant information with the wider staff group via SMS. The messages were in English and Arabic so that all staff could understand.

The time of the coups in 2019 and 2021 were very difficult. We were worried that water would be cut off for international staff. We tried to get them more supplies like propane gas. We were also responsible for hibernation kits. The SFG worked on securing these supplies.

I reported many incidents in Concern's Security Incident Reporting Tool (SIRT). Either myself or the SD would upload them. On a monthly basis I would prepare a report on the incidents and the general situation. I also carried out security briefings and inductions for all staff.

In addition to overseeing Khartoum, I had responsibility for areas where Concern did not have presence. So, for instance, if



Sittna Elawaad participating in a Concern regional security risk management workshop in Nairobi, May 2022

international staff wanted to travel outside of the city for recreation then I would carry out a risk analysis which would then be reviewed by the SD, who could approve the movements based on my recommendations.

In May 2022 I attended a five-day regional security management workshop in Nairobi facilitated by the Emergency Directorate. This was really useful in terms of giving me a deeper understanding of Concern's approach to Security Risk Management, and in particular the role of an SFP.

## Current Context

The current conflict which broke out in April 2023 has been particularly challenging for my role. While our security risk analysis had identified the threat of attacks in Khartoum, we considered it a low likelihood. Nevertheless, we had put in place all the necessary hibernation kits. However, I really did not expect that the war would start in Khartoum as there was no recent history of armed conflict there.

When the conflict started, our CD was visiting the US embassy. The driver called me to tell me that something abnormal was going on. I asked him to bring the CD back immediately. I then asked all staff to come back to the office or go to their residences. I contacted the SD regarding what further actions to take. Staff were scared about what was happening so we also provided them with some emotional support. I was doing headcounts of staff every night, sharing advisories and trying to support them. But I was also scared and did not know what was going to happen. It was hard to get reliable information. Just one month before the conflict, I had myself moved to Khartoum 2 which was one of the hot areas of this conflict and I could see armed men from my window who were looting businesses and residences.

I drove my own car to evacuate myself and my husband. There was a WhatsApp group for my neighbourhood, when somebody left Khartoum they would give information to the rest of us about what routes to take and what was happening on the road.



Women were being treated better than men when travelling, I was stopped at two checkpoints but they did not even check our identification. When I got outside the city it was quiet and we were able to travel to my family home which was in a safe area.

I then worked with one of the drivers and the SFG members to try and find a way to evacuate the international staff. First, we moved them from Khartoum 2 to a safer place in the south of Khartoum. The second step of the evacuation was to send them to Port Sudan (800 km from Khartoum). I was responsible for finding a bus for this long trip, which was not easy due to the lack of fuel and insecurity. In the end, we managed to get all of them to Port Sudan along with international staff from other organisations who we offered seats to in our rental bus, as they were also struggling to find transport. I kept in contact with our staff members until they reached Port Sudan, from where they were able to leave the country.

I have also been looking after the contracts for all of our guards throughout Sudan. The guards had not been paid during all of this time. They work for a private security company and some of their employees have been arrested. If our guards were not paid then there was a risk that they would leave their posts unattended, which would increase the likelihood of looting. I worked with the SD to find a solution to pay them.

Since I left Khartoum I had been working online from my hometown, but in July 2023 I volunteered to go to Port Sudan. We are being hosted along with other INGOs by our Alliance2015 partner, Welthungerhilfe. We have carried out security assessments together.

## Lessons Learned

- The main lesson that I have learned from my time as SFP during the conflict is that although we had identified the threats in our risk analysis, we did not pay enough attention to the evacuation plan. We have since updated our Security Management Plan (SMP) to ensure that we have this in place. While it was previously considered a low likelihood, we still need to have all the measures in place. We had supplies and hibernation kits but the evacuation plan has to be good.
- Another lesson that I learned was to ensure that our guards have access to the hibernation kits. The guards could not change shifts and were stuck in the office, but did not have access to our emergency supplies. I was living close by and used to cook for them and supply them with some items, but it was still not easy for the guards to get to me or me to them.
- The SFG is a very important mechanism and you need a good, solid group. If one of the members is not active, do not be afraid to replace them. Sometimes you need new blood. For junior staff like drivers and cleaners, if they feel that they have a space to talk they will become more interested to share information so as to ensure collective security.
- My advice to other SFPs is to get good connections and contacts that you can reach out to for security information. Try to improve your sense of anticipation, look into abnormal things and monitor the indicators of change. Get more information on security incidents and how and why they happened. This analysis will help you put in place measures to reduce your vulnerability and the likelihood of being impacted by such threats.

*Sittna Elawad is Administration and Security Coordinator in Sudan, as well as the SFP for Khartoum.*

# SAFER protection pilot programme, DRC

Written by Mathilde Bouchacourt and Clare Louise Bathgate

## Background context

In June 2023, after months of incessant violence between armed groups and growing humanitarian needs, the United Nations intensified humanitarian operations in the east of the Democratic Republic of Congo (DRC)<sup>1</sup>. Since March 2022, 2.8 million people have been forced to flee their homes in the provinces of North Kivu, South Kivu and Ituri, with close to one million affected in North Kivu alone<sup>2</sup>. According to UNHCR and UNICEF, in and around Goma, more than 600,000 displaced people, including approximately 240,000 recently displaced children, are sheltering in makeshift structures<sup>3</sup>.

**Protection risks** are widespread in the Internally Displaced People (IDP) sites, reflecting the broader protection crisis in DRC. Many displaced children have limited access to education, and adolescents and pre-adolescents are exposed to heightened risk such as child marriage and recruitment to armed groups, with many resorting to survival strategies including early marriage and survival sex. Lack of livelihood opportunities and an overall lack of security has contributed to an increase in Gender-based violence (GBV) with over 31,000 cases recorded in the first quarter of 2023 in DRC.

1. <https://drcongo.un.org/fr/237136-les-nations-unies-tirent-lalarme-face-%C3%A0-la-violence-galopante-et-aux-besoins-humanitaires>

2. <https://news.un.org/en/story/2023/06/1138107>

3. <https://www.unhcr.org/news/press-releases/unhcr-calls-urgent-support-6-2-million-people-forcibly-displaced-conflict-dr>



Protection team travelling to SAFER implementation sites, North Kivu, June 2023

### Protection situation in North Kivu

- Massive population displacements are leading to an increase in cases of GBV (On roads to access fields, to collect firewood, towards Virunga National Park).
- Lack of access to livelihood opportunities, food needs for household survival -> negative survival mechanisms, particularly survival sex/transactional sex for women and girls. Boys are more at risk of forced recruitment.
- Lack of access to primary and secondary education for children, with the same negative survival mechanisms, plus child marriage.

During a Focus Group Discussion (FGD) held by Concern in Bulengo IDP site in Goma, 8 out of 12 women stated that they had to resort to transactional or survival sex to earn money or goods to feed their family.

Whilst protection needs are extensive, protection services are extremely limited in many of the areas where IDPs have fled to in search of safety.

## SAFER programme with a protection pilot

Established in November 2019, the **Strategic Assistance for Emergency Response (SAFER)** consortium brings together Mercy Corps, the Norwegian Refugee Council (NRC), ACTED, Solidarités International (SI), and Concern Worldwide to provide an effective emergency rapid response mechanism to displaced populations affected by conflict in the DRC. In its first two years, SAFER reached more than 1.8 million people with life-saving multi-sectoral cash, voucher and in-kind assistance, and emergency WASH assistance.

The SAFER emergency project intervenes in areas where large numbers of people have moved to in order to flee conflict. Often these areas lack protection services and do not have a comprehensive care package for survivors of violence. In instances where some services do exist, they are often located far away in larger towns, and people are unable to access them through a lack of knowledge of the services and/or lack of resources.



CRM officers manning the complaints desk at SAFER emergency cash distribution site, North Kivu

To bridge the significant gap between protection needs and service provision, the current SAFER programme (2022 – 2024) includes a protection pilot response tailored to the specific nature of rapid response, and is led by Concern Worldwide. A mobile protection team has been trained, and deploy alongside the emergency response team to conduct a rapid protection analysis to inform protection programming responses.

The team identifies potential protection cases during the emergency response and refers them to specialised protection partners where available. The project provides cash for transport to ensure referral services can be accessed, as well as Individual Protection Assistance (IPA) to address protection needs. The team conduct awareness sessions on rights and types of GBV, and how to access response services. There is a focus on community-based protection, establishing community protection focal points, identification of protection cases, and safe referral to services as required.

### **Mathilde (Gender and Protection Advisor), can you tell us a little bit about the reasons behind the design of the pilot protection response?**

In addition to the issues outlined above, there is a lack of people at community level to raise awareness of children’s rights and GBV prevention, and inform people about possible referral services. These risks and violations of children’s rights increase with displacement and so it is crucial to address. There is a need for community-led social cohesion activities between the displaced and host populations, as relations are sometimes difficult. The pilot programme is responding to this with community-based protection, using community protection focal points and supporting a community protection plan.

In the vast majority of the intervention sites and in North Kivu in general, there is a lack of actors involved in the socio-economic reintegration of survivors of GBV. IPA provided by the protection pilot is a good way of covering this gap and providing GBV survivors with assistance that allows them to start up a small income-generating activity and mitigate the protection risks previously associated with harmful survival strategies.

### How is it going?

The pilot project is going well, and in the first year of the project (June 2022-June 2023) we have already reached more than half of our targets for IPA (153 referrals made out of 250 total, and 317 individual protection assistance provided out of 500 total). It is a two-year project, but at this rate we will achieve the target before the last intervention of the project. This high uptake of services shows that the need for these services is there. These results of the pilot protection programmes provide a strong evidence base to include a protection component in future versions of the SAFER programme, and inform the programme design.

The mobile protection team has received positive feedback from people who benefited from referral support and/or IPA. Of the IPA beneficiaries surveyed by the team, 98% felt that the assistance provided had a strong impact on improving their situation and addressing their protection risks.

### What are some challenges you have faced?

Maintaining confidentiality while providing IPA has been challenging, leading to assistance sometimes being provided outside of villages to avoid stigmatisation. The project's initial design limited IPA to in-kind support, making it difficult to cover urgent medical treatments for protection cases such as GBV survivors, survivors of torture, and caesarean delivery in life-



Clare Louise Bathgate & Mathilde Bouchacourt boarding a UNHAS helicopter in Beni to Kanyabayonga, North Kivu

threatening cases. Concern is currently advocating with donors and the Consortium to be able to respond to these cases. Concern recently obtained donor approval to provide IPAs in cash, which means that cash can now be given to people who need medical treatment to address their protection concerns.

### What technical support did you need to set up the protection pilot?

At the beginning of the project, we needed technical support from HQ to develop training modules on safe identification and referrals of GBV and Child Protection (CP) cases, as well as guidelines and tools for IPA and referral forms.

The Humanitarian Protection Advisor completed a technical visit in country to support with training in Psychological First Aid and CP activities, and to evaluate how the protection pilot is going.

### What are the major lessons learned from the protection pilot?

- Coordinate with the Protection Cluster for staff capacity building needs. They are able to support numerous training sessions. Report lack of protection actors in an area for advocacy, inform about our presence in an area.

- Flexibility in project design to provide cash or in-kind IPA depending on the individual case.
- Close follow-up with the protection team to verify that IPA given is responding to an urgent need for protection and is addressing the protection concern. Conduct field visits to ensure cases are being handled according to best practices and principles.



Safeguarding focal points being trained on Image Boxes on Types of Violence and GBV, North Kivu

### What top 3 tips do you have for other country teams thinking about starting protection work?

1. It is essential to have a Protection Advisor / Coordinator role to train the team at the inception phase, especially if it is the first protection project in your country programme.
2. Provide budget line for referrals, for example, cash for transport to referral services. Train the team on safe identification, service mapping, referral forms and the protection of sensitive data.
3. Start with small steps, and when you are comfortable with the basics then you can add more components. Liaise with the Humanitarian Protection Advisor at HQ when designing new components, and make sure key technical staff are budgeted to oversee their implementation.

## Success Story

Women and girls are at high risk of violence in the fields surrounding the Kanyaruchinya IDP site and near Virunga Park. After fleeing the clashes between the M23 and the FARDC in her home town in Rutshuru territory, in October 2022 Riziki\* and her family arrived at an IDP site in Kanyaruchinya, Nyaragongo territory, North Kivu. Having no source of income – Riziki was a seamstress and her husband a farmer – life was extremely hard for the family.

While searching for dry wood on the outskirts of the IDP camp, Riziki was raped. Physically and emotionally traumatised, she sought medical and psychosocial care from Heal Africa, whose staff helped her start to heal. Through Concern’s partnership with Heal Africa, she was also referred to Concern for individual protection assistance to support the family’s immediate and medium-term financial needs. Concern provided Riziki with a sewing machine and basic sewing materials to enable her to generate an income for her family and reduce her exposure to protection risks.

*“Thanks to Concern, I have received a new sewing machine which will make a huge difference to my living conditions here. I will sew clothes for the other women, and I will earn money without needing the support of anyone else. I will no longer go to the park to look for dead wood, as this activity is too risky for women and brings me back to bad situations in my life.”*

Riziki, displaced woman in Kanyaruchinya.

\*name changed for security reasons



Emergency cash distribution, SAFER programme, Naorth Kivu



# Understanding Resilience through Community-Centred DRR

Written by Richard Bold & Thomas Mayuen



Distribution of Mango, Guava and Lemon tree saplings as part of a nature-based solution for the community in Abyei Chock

Concern has long held that resilience is the outcome of good Disaster Risk Reduction (DRR)<sup>1</sup>. This article illustrates how DRR can build resilience, drawing on examples from Concern's implementation of the Zurich-Funded pre-event resilience programme in Abyei Chock community, South Sudan<sup>2</sup>.

Resilience can be understood as *“the ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform, and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management”*<sup>3</sup>.

It is important to recognise that resilience is not an end point, rather it continually evolves in accordance with the nature of risks faced.

## Resilience Continuum Concept

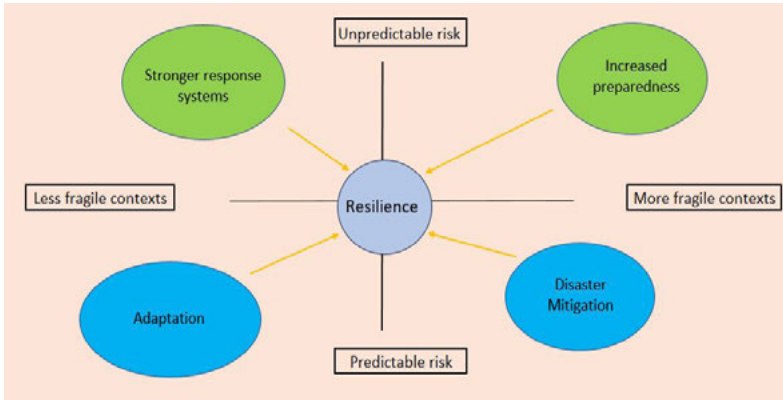
DRR methods can strengthen resilient outcomes for communities. To navigate situations where projects attempt to do too much too quickly, the resilience continuum concept is proposed to better configure DRR in accordance with the needs of the community. Under this approach, three aspects of DRR are considered. First, **disaster risk management** deals with the impacts of a risk; then, **disaster risk reduction** addresses the causes of risk; finally, **disaster risk transformation** strives to change the nature of the risk that the community encounters.

1. Concern Approaches to DRR paper (2016) found [Emergency Technical Unit - Disaster Risk Reduction - All Documents \(sharepoint.com\)](#)

2. See reference [Flood Resilience Measurement for Communities \(FRMC\) - Flood Resilience Portal](#)

3. [Resilience | UNDRR](#)

Figure 1 DRR Positioning Tool



In deciding what aspects of DRR are most suitable for a community, context is an important consideration. In very fragile locations, a risk management approach is more appropriate; for the less fragile, more secure contexts, a wider array of DRR actions are achievable. Even the nature of the risk is significant. It is easier to plan and prepare for a predictable risk, such as a flood, than an unpredictable one, such as an earthquake. These factors are core components of the **DRR positioning tool** (Figure 1), which is used to guide the focus of DRR in a given context. The tool focuses on the level of predictability of risks and the degree of fragility of the location. If an unpredictable risk occurs in a very fragile context, the focus for DRR lies more on increased household preparedness. For a predictable risk in a less fragile context, household adaptation to risks may be more appropriate.

## Four Layers of Resilience (4R)

A second innovation to Concern's DRR approach is applying the 4R system in this context. The 4R was a concept introduced to Concern through the Zurich funded pre-event flood Alliance<sup>4</sup>.

The innovation is using this concept across the DRR approach of Concern, due to its accessibility and simplicity. All of the country programmes in the Zurich funded project use this approach.

The 4Rs are as follows:

1. **Redundancy** is about having enough spare capacity in a system to enable a response to a risk or disaster without depleting key resources unsustainably. For example, a village savings and loan scheme (VSL) can enable households to save cash which can then be used to strengthen assets or assist during emergencies<sup>5</sup>.
2. **Resourcefulness** is about decision making, making the right choice at the right time when coping with a disaster, for example, using funds from the VSL to convert from standard to flood recession agriculture.
3. **Rapidity** is how quickly the decisions are made to minimise loss. For example, delayed decisions in using alternative safe evacuation routes could lead to further harm.

<sup>4</sup> See Development and testing of a community flood resilience measurement tool, located [Emergency Technical Unit - nhess-17-77-2017.pdf - All Documents \(sharepoint.com\)](#)

<sup>5</sup> Within the project overall, a community development fund is being considered in Malawi, to connect to VSL and provide seed funding for local small scale asset protection measures, connected to Government schemes.

4. **Robustness** is about how well the decisions work to mitigate the disaster and prevent future risks.

## Community Centred DRR (CC-DRR)

Ensuring that DRR is community-centred is crucial in terms of its effectiveness, so that it ultimately leads to increased community resilience. CC-DRR is achieved when communities, with whom Concern works, can recognise, define, and explain how they are affected by risks, and can lever support and resources, with external guidance, to better enable them to overcome the challenges that such risks pose.

The starting point for this is the community **resilience vision statement**, illustrated by Abyei Chock Community in Northern Bar El Ghazal in South Sudan. This community, prior to the project, had not received any prior support and faced the risk of repeated and devastating flooding. They have now made significant steps to address these concerns:

*“Abyei Chock in 2027 is **better prepared for flooding and experiences reduced flood related losses** as the community is better able to **protect and enhance natural resources to reduce flood impacts**. Through **good community networks** the community can build local capacity, mobilise local resources and **diversify livelihoods** appropriately to lead to improved pre-event flood resilience.”*

Once a community resilience vision is developed, the components of that vision are connected to specific sources of resilience which are agreed by the community, and any synergies and gaps identified. These sources are then connected to each one of the four 4Rs<sup>6</sup>.

Table 1 highlights some of the key resilience sources<sup>7</sup> that the Abyei Chock community agreed were relevant for them.

For example, looking at asset protection knowledge, this could be latent knowledge that is applied in the event of a strong likelihood of a disaster, this then connects to redundancy. The knowledge to effect a change in asset protection is the foundation, whereupon the ability to translate this into practice would indicate a level of resourcefulness by the household, which is enabled through increased income or access to VSL funding. While redundancy is the primary lens, other R components may also be pertinent, but the key issue is identifying the key access point then building up effective asset protection around that.

## Planning

Based on the core attributes of the vision statement and the specific sources of resilience agreed, the activities are then planned in tandem with the DRR Positioning Tool. As such, Abyei Chock being in a **less fragile location** but with a conflict backdrop and considering a **predictable** hazard (flooding) then in terms of The Continuum, the focus lies initially on **disaster risk management** to set the foundations for more systematic DRR work, which means supporting household level adaptation to risks.

The community agreed that there is a need for environmental management awareness in the community to enable improved livelihoods, and for improved financial outcomes from those livelihoods; reducing the risk of flooding is key in this respect. As such, some examples of the activities defined by the project are in-situ dyke maintenance, and fruit tree cultivation. These actions form the basis of a **community action plan**, which is used to advocate to the Government for increased support and DRR policy change.

<sup>6</sup> Note, not every R of the 4R need be represented, the R provide an entry point to the resilience system.

<sup>7</sup> In fact, 22 sources of resilience were identified by the community, of which 10 were agreed as critical, with 4 displayed in Table 1



Household in Abyei Chock raising a plinth to 1.5m to protect from floodwater.

Source	Asset	Baseline result	Relevance	4Rs
Asset protection knowledge	Human	67% of HHs can name one measure to protect livelihood assets	Knowledge of asset protection will safeguard key livelihood assets	Redundancy
Community Disaster Fund	Financial	Majority of the community do not know about this	Strong livelihoods create opportunities for disaster protection, through VSL schemes	Redundancy
Environmental Management Awareness	Human	63% of the community do not know how the environment can help protect from flooding	Improved Natural Resource Management knowledge and awareness will aid in livelihood diversification as a key strategy for disaster coping	Redundancy
Household income continuity strategy	Financial	94% do not have access to income following a flood	Improving income resources is a key strategy to cope with disaster risk	Rapidity

Table 1 Sample of identified sources of resilience for Abyei Chock community, South Sudan.

The final step of the process is the development of an appropriate monitoring and evaluation framework. This is used to measure the sources of resilience and progress towards achieving the resilience vision of the community.

*For further information on the South Sudan example, please contact Thomas Mayeun of South Sudan Team*

# FCRM and Safeguarding Community Needs Assessments - Piloting new tools in Ethiopia

Written by Betsegaw Botamo & Ellen Donnelly

## Quality, Accountability, and delivering Safe Programmes

Concern is committed to the continued improvement of our Quality and Accountability systems and processes. This is demonstrated through our Core Humanitarian Standard certification and our global accountability guidelines, which state that “we commit ourselves to being accountable to our stakeholders and to ensuring that they have the means by which they can hold us to account.”<sup>1</sup> The Protection and Safeguarding Strategic Framework (available here in [English](#) and [French](#)), launched in May 2021, outlines seven strategic objectives to strengthen our organisational capacity as a Safe Organisation delivering Safe Programmes, including through Accountability and Safe Partnerships.

Effective, fully functional Feedback, Complaints and Response Mechanisms (FCRMs) play an essential role in ensuring that Concern - and its partners - are accountable to the populations with whom, and for whom, we work. Country level FCRMs are designed to channel suggestions, ideas, feedback, and information on programmatic issues from programme participants to the Concern Programme team. They also provide a way of capturing sensitive concerns and potential cases of harm such as sexual exploitation, abuse and harassment (SEAH), fraud, or corruption.

They are established across all Concern country programmes to provide safe, confidential, transparent, and accessible channels for all programme participants to exercise their right to share, and receive a response to, feedback and complaints.

Integral to the success of FCRMs is the active participation of communities in the design and implementation of their preferred approaches and effective communication with communities about their entitlements, rights, potential risks and reporting options. Communities have existing systems in place to raise and manage issues. They have preferred communication channels and varying cultural perspectives of if and how to raise concerns. Country programmes navigate these complexities on a daily basis, through the active participation of communities, supported by context-specific FCRMs to ensure they are acceptable and accessible to all community members.

## Taking a needs-based approach to FCRM

To strengthen the design and adaptation of FCRMs, particularly in new countries or areas where we have previously not been operational, the Protection and Safeguarding Unit (PSU) set about designing an FCRM and Safeguarding Needs Assessment. The assessment identifies infrastructural, logistical, and cultural dynamics with the purpose of informing how we communicate with programme participants, and how we

<sup>1</sup>. Concern Worldwide (2013) Guidelines on increasing accountability to our target communities and local partners





Ethiopia Gender team creating awareness with women on FCRM channels in Gondar. Photo: Ellen Donnelly

provide channels for them to communicate with us. What channels do they prefer? Is that the same for programmatic feedback and sensitive complaints? Does this apply to all groups, men and women, displaced and host communities? If not, what are the barriers for different groups? The FCRM and Safeguarding Needs Assessment provides tools and guides for country programmes to better understand this and, as a result, the insight to develop more relevant, accessible feedback mechanisms. The tools developed drew inspiration from efforts to improve safeguarding, feedback, and accountability processes both internally and externally, particularly from IFRC<sup>2</sup> and Empowered Aid<sup>3</sup>.

The PSU reached out to country offices to identify suitable areas to pilot the approach. Teams from Ethiopia and Burkina Faso country programmes agreed to test and feed into the finalisation of these tools, supported by in-country visits from members of the PSU. This article focuses predominantly on the process and resultant learning within Ethiopia.

The Ethiopia country programme demonstrates a strong commitment to both Accountability and Safeguarding, clearly articulated through the investment of resources. The Programme Quality Assurance hosts a dedicated Accountability and Learning Advisor and Accountability Assistant. The comprehensive FCRM Standard Operating Procedures (SOP) is in place at the national level using multiple reporting channels and is supported through new Information-Education-Communication (IEC) materials. Post Distribution Monitoring incorporates

<sup>2</sup>. IFRC and ICRC (2021) Guide to Community Engagement and Accountability – Tool 15 Feedback Starter-Kit <https://communityengagementhub.org/resource/ifrc-feedback-kit>

<sup>3</sup>. The Global Women’s Institute (2020) Empowered Aid Participatory Action Research Toolkit <https://empoweredaid.gwu.edu/participatory-methods>

questions relating to Accountability and Protection Mainstreaming. Finally, the Gender Unit was recently expanded to incorporate Protection, and is responsible for enhancing Safeguarding staff training as well as strengthening community-based Accountability structures.

## Uncovering needs and preferences

The chosen location for the FCRM and Safeguarding Needs Assessment in Ethiopia was Gondar, Amhara region. This was an ideal location as both an established Concern area of intervention (ERNE), and site of a new Long Term Development Irish Aid Programme launching in 2023 (*REGRADE-II*). This provided an opportunity to learn from existing FCRM experiences among programme participants as well as assess the FCRM and Safeguarding needs and preferences of new communities. The *REGRADE-II* programme will be implemented in twelve watersheds across the Central Gondar zone. The overall goal is to enable 2,800 graduation households to sustainably meet their basic needs and have improved coping strategies through strengthened livelihoods, which place value on the natural environment. As the *REGRADE II* will be operating for 5 years, the first year of the programme is an ideal time to engage with communities to understand their needs and preferences in relation to FCRM procedures and communication activities, to enable development of a system that is relevant and accessible.

The assessment was co-led by two members of the Ethiopia team: Betsegaw Botamo, Accountability and Learning Adviser, and Samrawit Solomon, Gender Equality Coordinator. Protection and Safeguarding Project Manager, Ellen Donnelly joined them in-country in March 2023 to provide technical guidance for the preparation and data collection, and continued to provide support remotely

afterwards. The assessment itself used both Focus Group Discussions (FGDs) and Household Surveys. The FGDs were with community members (disaggregated by gender), community leaders (mixed gender), FCRM committees (mixed gender), and a Prevention of Sexual Exploitation and Abuse (PSEA) specific FGD conducted with women only. Whilst PSEA is always a sensitive topic to discuss, these sessions helped to explore the barriers to reporting in general, and openly discussed Safeguarding risks, the rights of programme participants, and their preferences in terms of reporting. The FGD guide and survey were designed to elicit viewpoints on five major research topics:

1. Communication and sensitisation approaches
2. Community perceptions of feedback / complaints and speaking up
3. Needs and preferences for sharing programmatic feedback
4. Needs and preferences for sharing sensitive feedback; and
5. Needs and preferences for receiving responses back from Concern, i.e. closing the loop.

## Lessons learned

Carried out by an assessment team of 10 people (5 female, 5 male), the data collection took place over three days, covering four programme communities. In total, 146 respondents participated in 11 focus groups discussions and 52 individual surveys. The assessment encountered some familiar challenges and limitations, including staff availability, budget, and making sure that such complex topics were well understood. Nonetheless, the team still managed to gather rich and diverse data, leading to a number of immediate considerations for FCRM and Safeguarding.

There were significant gender differences in terms of access to mobile phones. Well-off households and men had better access.

Consequently, women favoured direct reporting to Concern staff or community focal points rather than the use of mobile phones. They reported many barriers to reporting sensitive issues, including not being believed and facing stigma at community level. Communities agreed that they should know about the behavioural standards that humanitarian workers should follow, however there was difficulty distinguishing harm caused by Concern / partner staff from community-based GBV. These insights, when reflected upon as an assessment team, led to specific actions to take forward.

*“Sexual exploitation and abuse including harassment is one of the major risks vulnerable groups, particularly women and girls are exposed during long-term and short term assistance. In order to safeguard programme participants and prevent possible SEA incidents, the focus group discussions on PSEA were particularly important. Concern Ethiopia has since implemented the PSEA actions, including message preparations on PSEA, as well as integrating PSEA into our GBV training packages.” - Samrawit Solomon, Gender Equality Coordinator*

## Internal recommendations

There were many reflections and recommendations from the data analysis, the main themes were:

1. Development of key messages and IEC materials (visual aids) on entitlements, rights, risks and reporting, particularly safeguarding awareness of sexual exploitation and abuse to share with communities;
2. Increase awareness raising with communities on key areas related to FCRM (unacceptable behaviours, types of issues to report, how to report, how reports will be treated, how Concern will provide feedback);
3. Enhance staff training on delivering key safeguarding and FCRM messages, handling safeguarding disclosures, and for FCRM staff on conducting programmatic feedback investigations (complaint handling procedures);
4. Enhance MEAL and supervisor staff monitoring at community level to include FCRM in discussions;
5. Strengthen safeguarding and FCRM coordination and collaboration between various national office teams.

The assessment revealed the need to enhance integration and teamwork among different departments at the national level, particularly among Accountability, Safeguarding, and Protection staff who normally come under different line management. As part of the assessment follow up, the respective team members came together to discuss how to better integrate and work as a team to take forward the actions, developing an action plan with assigned roles and responsibilities, including regular review meetings. This level of connection and coordination has provided a great basis for Safe Programming.

Other recommendations taken on board as actions include:

- Further strengthening the integration and teamwork among national office staff
- Revising and updating the standard operating procedures for the FCRM
- Developing and using standard FCRM messages with communities
- Increasing community safeguarding awareness and visibility
- Conducting community awareness raising sessions on Safeguarding and Accountability regularly
- Organising refresher FCRM training for FCRM committees at community level

## Looking forward

Being able to pilot these approaches alongside country programme teams has proved invaluable to the PSU. It ensures that tools are tried, tested, and directly inputted into – ready to be rolled out for use by other country teams. In parallel, it has given the opportunity for the host country programme to have a real say in the development and use of the approach, and to have in-country support in implementing it.

*“The assessment was not in our annual plan for the year 2023, but I realised that it contributed more than the activities in our annual plan with regards to strengthening our FCRM and Safeguarding. I thank the PSU for choosing our programme and for all the support during the trip and Barbara White, our Country Director, for her agreement to host the visit. We will continuously apply and make use of the findings and recommendations of the assessment”.*

- Betsegaw Botamo, Accountability & Learning Adviser

The assessment itself provided critical information on community dynamics, relating to gender, risks of harm and perceptions of reporting complaints.

It also gave internal insights on how to enhance the ability of the Ethiopia team to deliver and improve Accountability and Safeguarding. Stronger staff training on their specific roles and responsibilities in relation to Accountability and Safeguarding, how to communicate key messages to communities, comprehensive community awareness raising, will continue to improve our ability to be a Safe Organisation, delivering Safe Programmes. This will be best realised through the coordination between Gender, Accountability, and Safeguarding leads.

Based on the FCRM and Safeguarding Assessment pilots in Ethiopia and Burkina Faso, the PSU have made improvements to the assessment tools and are planning a global launch for the guidance (in multiple languages) in the coming months. If any Country Offices would like to review the relevance of their feedback channels, better understand barriers to reporting, or are planning to operate in new programme areas and would like to undertake the assessment, please contact the Protection and Safeguarding Unit. If accountability good practice is of particular interest, please remember to join and participate in our communities of practice via Teams and Viva Engage.



Focus Group discussion with male community members in Gondar, Ethiopia. Photo: Ellen Donnelly

# Coasting Towards Lower Transport Emissions?

Written by Simon Brown

There are many complications in transitioning to lower carbon-emitting vehicles, but we must think about what behavioural changes can help us achieve our objectives.

This year, we have significantly updated our transport manual, primarily due to changing attitudes to and prioritisation of our environmental impact. Concern has committed to reducing our carbon footprint of transport by 20% by 2030. Whenever high-impact change is needed, we often look to technology to dig us out of a hole. Many people advocate for switching from vehicles with standard internal combustion engines (ICEV) to electric (EV) or hybrid electric vehicles (HEV) but, sadly, this is much easier said than done.

It is highly unlikely that we will be able to meet our 20% target purely by transitioning to new technology. It would take significantly longer than the seven years that we have, to achieve our target. Does that mean we ignore EV and HEV? No, but we need to consider ECO driving.

ECO driving involves various practices that can minimise our fuel consumption for a given journey. Many techniques can be employed to achieve this but I am going to focus on some simple techniques that can have a relatively big impact. We have identified 4 simple ideas that could have a huge impact on our fuel consumption and, therefore, our carbon emissions. These ideas cost nothing to implement, require relatively little intervention, and could take us a long way on our journey towards lower carbon emissions from transport.

## 1. Reduce unnecessary braking

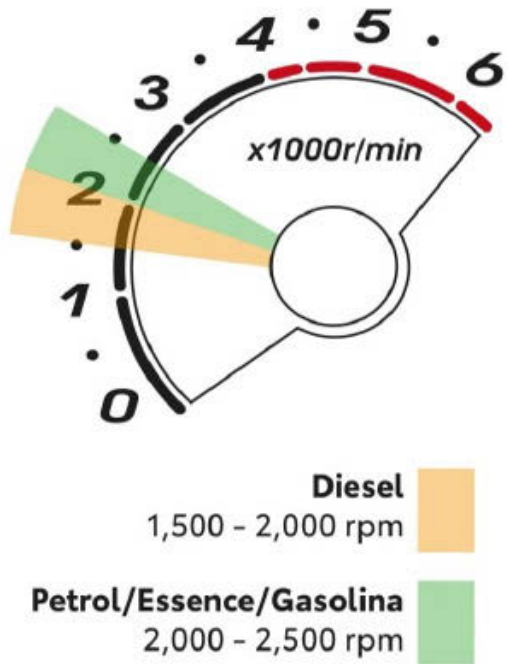
When I was a young man, my father taught me to drive. I was a trainee mechanic in a government-run apprenticeship scheme. My father's workplace was nearby. Each morning, I would get a driving lesson as I drove to my training centre, after which my father would continue to work. One day, before we set off, my father said to me "I want you to drive to work without using your brakes". I was somewhat surprised, as it did not seem safe to my young ears. He explained to me that I should use the brakes if I needed to but the objective was to drive in such a way that I would not need to. It was surprisingly straightforward to do and it taught me the concept of anticipative driving.

Imagine a scenario where you are driving along a road. There seems to be an obstacle up ahead. Most people will keep cruising until they reach a point where they have to apply the brake and stop. Some may even accelerate until they have to brake. An anticipative driver will lift off the throttle and 'coast' up to the obstacle, allowing the maximum amount of time for the obstacle to clear and requiring less braking and acceleration. This will reduce fuel consumption and have the added benefit of reduced wear and tear on tyres and brakes. It is also safer, making accidents much less likely.





Photograph: Simon Brown



## 2. Reduce your speed

Fuel consumption will vary according to the speed being driven, as well as the gearing used. Concern's policy states that 90 KMH is the maximum allowable speed on good quality roads where conditions are appropriate. This is not a target to be achieved. It is a maximum. Simply reducing the maximum speed limit by 10%, for each different condition, could have a surprisingly large impact on fuel consumption. Choosing when to change up a gear can also be beneficial. As a rule of thumb, for a Toyota Land Cruiser, by changing up in gear between 1,500 and 2,000 RPM, will ensure optimum use of gears and speed to minimise fuel consumption. Toyota Gibraltar estimate that fuel consumption in a Land Cruiser can be reduced by up to 8% solely using this technique.

## 3. Maintain correct tyre pressure

This is critical for safety. Too high pressure and we compromise the handling of the vehicle. Too low pressure and we risk a tyre failure. Low tyre pressure will also increase our fuel consumption by up to 3% for every 0.5 bar (approximately 7 PSI) below the optimum. A simple tyre pressure gauge costs only a few dollars and can help us ensure that our pressures are appropriate for the conditions.

## 4. Reduce drag

We all know that increased weight will increase fuel consumption. This is why loading limits must be respected. Perhaps less well understood, is the concept

of drag. To the layperson, this is wind resistance, which obviously increases with speed. With increased resistance comes more friction and the vehicle must work harder to maintain momentum. Our standard hardtop land cruisers usually come equipped with a roof rack and spare wheels mounted. This alone increases fuel consumption by an estimated 5-10%, compared to the same vehicle without a roof rack. For those of us who routinely load additional cargo on the roof rack, we could be increasing our fuel consumption by up to 40%, through increased wind resistance/drag.

Maybe your country office has already optimised in these areas. In that case, refer to the new transport manual (expected imminently) for suggestions of other initiatives that can be considered. Also, remember that the Supply and Logistics Unit are ready and willing to help.

The new transport manual also reflects a change in policy regarding motorcycles. Historically, we have procured motorcycles with both 2-stroke and 4-stroke engines.

There is no need to go into the details of the differences between them, suffice to say that, going forward, Concern's policy is to purchase 4-stroke motorcycles only. 2-stroke engines produce more than 6 times the carbon emissions than the 4-stroke alternative. They also contain higher concentrations of volatile organic compounds (VOC), which can be harmful to human health.

Finally, I would like to draw everyone's attention to Concern's membership of Fleet Forum. Anyone with a Concern email address can register on the site (<https://www.fleetforum.org/>) and access numerous resources related to vehicle fleet management (VFM). Fleet Forum is a not-for-profit organisation that links humanitarian organisations with private-sector logistics and transport companies to better share information and increase cross-organisational communication. It is not the easiest website to navigate. Once you have registered, you can sign in [here](#). You will find presentations, articles, and guidance for a huge range of fleet management topics. In addition, webinars and trainings are available through Fleet Forum. Concern pays for access so please do make use of it.



Photograph: Concern Worldwide



## For whom is the publication?

All staff involved in designing, implementing, managing, monitoring, evaluating and communicating Concern's work. This publication should also be shared with partners.

## What this publication includes

- Promising practice
- Organisational learning
- Promotion of multi-sectoral and integrated approaches to programming
- Links to full reports

## What it doesn't include

- Targeted recommendations
- Additional evidence not included in the papers cited
- Detailed descriptions of interventions or their implementation

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# KNOWLEDGE MATTERS

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