# 

# **IMPACT REPORT 2017**

OUR JOINT RESPONSES AROUND THE WORLD









# **DUTCH RELIEF ALLIANCE**

# **2017** IN NUMBERS

We've reached over



We've invested



in joint responses to acute and protracted humanitarian crises.

# We've implemented joint responses in ELEVEN COUNTRIES:

- AFGHANISTAN
- BANGLADESH
- CENTRAL AFRICAN
   REPUBLIC
- IRAQ
- NIGERIA
- SOMALILAND, PUNTLAND AND SOMALIA
- SOUTH SUDAN
- SYRIA
- UKRAINE
- YEMEN
- ZIMBABWE

We've offered support in SIX AREAS of intervention:



FOOD, NUTRITION AND LIVELIHOODS



SHELTER AND NON-FOOD ITEMS HEALTH

WATER, SANITATION AND HYGIENE

# The Dutch Relief Alliance is a collaboration of **SIXTEEN DUTCH NON-GOVERNMENTAL ORGANISATIONS:**

CARE Nederland Cordaid Dorcas ICCO & Kerk in Actie Oxfam Novib Plan Nederland Red een Kind Save the Children SOS Kinderdorpen Stichting Vluchteling Terre des Hommes Tear War Child WarTrauma Foundation World Vision ZOA



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# FOREWORD

Millions of people around the world are in need of humanitarian assistance. They face life-threatening challenges, including hunger, malnutrition, lack of access to safe water, protection challenges, poor housing, outbreak of diseases, lack of healthcare and severe poverty. Their situation is often aggravated by violence, family separation and the social breakdown of communities. I believe the Dutch Relief Alliance is uniquely positioned to make a difference in the lives of these most vulnerable people.

#### Integrated programmes

We are committed to saving lives and improving the health and wellbeing of the hardest hit adults and children in the world. That is why we quickly and efficiently design and implement responses to acute and protracted humanitarian crises. The combined expertise of our member organisations ensures effective programmes with integrated interventions.

#### Flexibility

The evaluation of the Dutch Relief Alliance's humanitarian aid responses in the period 2015-2017 has made it clear that flexibility is one of the key strengths of our relationship with The Netherlands Ministry of Foreign Affairs – we fill gaps and meet needs in joint responses as quickly as possible, without lengthy approval processes. The Dutch Relief Alliance works to ensure fast turnaround times, selection of member organisations and programme approvals in rapid-onset disasters, taking into consideration that the most suitable member organisations will respond.

#### **Over 3.5 million people reached**

I am extremely proud of what we've achieved in 2017. The work of the Dutch Relief Alliance has proven successful. We reached out to over 3.5 million adults and children in eleven different countries to support them in meeting their basic needs, such as food, safe water, sanitation, protection, shelter and healthcare. Thanks to sustained funding from The Netherlands Ministry of Foreign Affairs, the Dutch Relief Alliance will continue its collaborative work, and, in the years to come, millions more people will receive muchneeded humanitarian assistance.

#### Nok van de Langenberg

Chair Dutch Relief Alliance Head of Humanitarian Action, CARE Nederland

#### Joint work with greater impact

The Dutch Relief Alliance is a collaboration between sixteen non-governmental organisations based in The Netherlands. Our work, funded by The Netherlands Ministry of Foreign Affairs, aims to alleviate the suffering of the most vulnerable people in need of humanitarian assistance around the world. The Dutch Relief Alliance was established in 2015 in response to an increase in the number of humanitarian crises and people affected globally. Leading Dutch non-governmental organisations came together to improve the effectiveness and cost-efficiency of Dutch humanitarian effort, financed by The Netherlands Ministry of Foreign Affairs. The Alliance model requires members to collaborate in delivering joint response programmes, thereby making a greater impact than independent interventions.

#### **Rapid decision-making**

Each joint response is implemented by a selection of Dutch Relief Alliance members, generally in collaboration with local partner organisations and governments. Short lines of communication and agile programme management allow for rapid decision-making and flexibility to respond to changes in the humanitarian context. Cooperation and coordination between Dutch Relief Alliance members enables us to better respond to major humanitarian crises in an efficient and effective manner. Each humanitarian response leverages the strengths of the members able to respond – allowing for the

# INTRODUCTION



optimal rapid delivery of life-saving humanitarian relief in both protracted and acute crisis settings.

#### **Our joint responses**

This Impact Report gives an impression – not a complete overview – of our collaborative activities in 2017 in Afghanistan, Bangladesh, Central African Republic, Iraq, Nigeria, Somaliland, Puntland and Somalia, South Sudan, Syria, Ukraine, Yemen and Zimbabwe. The joint responses are illustrated with a selection of outstanding initiatives, while also giving the number of people we planned to reach and actually reached with different interventions. Moreover, we've incorporated lessons learnt: experiences that should be taken into account in future work and that will help to improve it.

#### Our working groups

In addition, the report contains a presentation of the Dutch Relief Alliance's nine working groups, namely Advocacy, Communications, Criteria, Early Warning, Finance, Innovation, Legal, Localisation, and Monitoring and Evaluation of Added Value. In each working group, several member organisations are represented, generally with one organisation taking the lead. The working groups ensure ideal implementation, monitoring and visibility of our activities, while consistently involving participating organisations in their areas of expertise, resulting in the Alliance's streamlined, effective work.





OUR JOINT RESPONSE IN AFGHANISTAN

> For over two decades, Afghanistan has been facing a country-wide crisis and, since the end of 2016, a widespread humanitarian crisis. In 2017, the country saw over 1 million internally displaced persons – many of them displaced multiple times due to the intensifying conflict. In Kunduz province, for example, nearly 35,000 people have been displaced, and recent assessments reveal that 63.8 per cent of them don't have sufficient drinking water. At the same time, over 1 million Afghans have returned from Pakistan and Iran. No less than 90 per cent of the returnees lack regular access to water and adequate sanitation services. And, in Nangarhar province, approximately 90 per cent of the displaced people live in dilapidated and abandoned buildings. In 2017, a total of 7.4 million people were in need of humanitarian assistance in Afghanistan.

#### **OUR INTERVENTIONS AND THEIR IMPACT**

Our response in 2017 focused on giving life-saving humanitarian assistance to returnees, internally displaced persons and host communities in the Afghan provinces Herat, Kandahar, Kunduz, Laghman, Paktia and Nangarhar.

The number of people we planned to reach and we actually reached in Afghanistan, in the period 1 December 2016-31 December 2017:

#### Programme period I

- Food, Nutrition and Livelihoods: 57,645 planned, 63,105 reached
- Water, Sanitation and Hygiene: 32,225 planned, 47,400 reached

Total number (without double counting): 77,420 planned, 93,952 reached

#### Programme period 2

- Food, Nutrition and Livelihoods: 63,090 planned, 75,199 reached
- Subscription and Hygiene: 16,525 planned, 17,326 reached

Total number (without double counting): 85,055 planned, 106,661 reached Programme period 1: Budget: € 4,545,300; Programme period 2: Budget € 4,491,673

#### Participating organisations:

Cordaid (lead), CARE Nederland, Oxfam Novib, Stichting Vluchteling, Save the Children, War Child, World Vision, ZOA

Programme period I: I December 2016-31 May 2017 Programme period 2: I June 2017-31 December 2017





#### HIGHLIGHTS

- A training on Cash Transfers and Protection mainstreaming was organised. Representatives of the participating Dutch Relief Alliance members and local implementing partners in Afghanistan attended the training.
- The **second phase of our joint response** in Afghanistan was approved. This was hugely appreciated by our local partners.
- During the two programme periods, we reached nearly **20 per cent more people** than planned.

# LESSONS LEARNT

- Beneficiaries appreciate **multi-purpose cash distribution** far more than in-kind distribution.
- Even though multi-purpose cash distribution is highly appreciated, people prefer to receive **livelihood support** to be able to rebuild their lives.
- Ensuring harmonisation of assistance to beneficiaries is crucial, as it will avoid confusion and discontent among beneficiaries.



OUR JOINT RESPONSE IN BANGLADESH



Since 25 August 2017, Bangladesh has seen over 600,000 new arrivals from Myanmar's Rakhine State. These Rohingya refugees have joined the approximately 300,000 people who had previously fled to Bangladesh during earlier waves of displacement. In Cox's Bazar area, the concentration of refugees is amongst the densest in the world. The new arrivals have been adding massive pressure to services in existing refugee camps and in makeshift settlements. Basic services, including water supply, healthcare, shelter and sanitation, are badly outstripped. Conditions in the settlements and camps are so critical that there is a high risk of disease outbreaks. In addition, violations of human rights have been reported, such as rape of girls and women. Many residents of Cox's Bazar have experienced severe trauma. Moreover, the refugee shelters are situated in areas that are highly vulnerable to flooding, landslides and other weather-related hazards. Key services in the settlement that have been installed by humanitarian agencies, such as washrooms, are also at risk of being washed away.

# OUR INTERVENTIONS AND THEIR IMPACT

Our joint activities in Bangladesh in 2017 focused on providing life-saving basic assistance in settlements, camps and host communities, as well as giving protection, dignity and safety to the Rohingya refugees in Bangladesh.

The sectors of intervention where we've worked in Bangladesh are:

- Protection
- ✿ Shelter and Non-Food Items
- Water, Sanitation and Hygiene

We planned to reach 101,577 beneficiaries in the six-month programme period. Budget: € 2,891,673

The work in Bangladesh was still ongoing when this report was compiled, so results and numbers of actually reached people were not yet available.



Participating organisations:

Oxfam Novib (lead), CARE Nederland, Cordaid, Plan Nederland, Save the Children

Programme period: November 2017–30 April 2018



OUR JOINT RESPONSE IN CENTRAL AFRICAN REPUBLIC

> An estimated 2.2 million people are in serious need of humanitarian assistance in the Central African Republic – that is one out of two people. The politicalmilitary crisis has severely damaged the social fabric, and election violence in 2015 further aggravated the situation. Now, with a new democratically chosen government in place, there are great hopes to stabilise the country. At the same time, the Central African Republic sees alarmingly low rates of basic services, frequent human rights violations and war crimes, with armed groups destroying houses and harvests. All of this causes insecurity among the people and massive displacement.

#### **OUR INTERVENTIONS AND THEIR IMPACT**

In 2017, our humanitarian assistance in the Central African Republic targeted internally displaced persons, host families and communities, returnees and the resident population, as well as marginalised minorities, such as the Peulh (Mboro) and Muslims.



The number of people we planned to reach and we actually reached in the Central African Republic, in 2017:

- Scash Transfers: 575 planned, 629 reached
  - Food, Nutrition and Livelihoods: 69,710 planned, 41,982 reached
- Protection: 36,610 planned, 50,141 reached
- Image: Water, Sanitation and Hygiene: 95,726 planned, 57,746 reached

Total number (without double counting): 90,207 planned, 94,242 reached Budget: € 3,065,268

#### HIGHLIGHTS

- We reached 21,157 people through **sensitisation sessions on children's rights** and protection and community referral mechanisms. Awareness was raised in order to reduce exploitation, abuse and physical and sexual violence.
- We engaged 50 children in **creative**, **recreational**, **cultural and sports activities**, as well as medical screenings in Child Friendly Spaces. The beneficiaries included boys and girls associated with armed groups and forces and vulnerable children.
- We trained 77 women and 57 men on **business skills**, such as masonry and soapmaking. Participants received a qualification and were enabled to start their own enterprise.

# LESSONS LEARNT

- Interaction between state and civil society actors during project implementation is of vital importance. Even though the capacity of the state actors might be low, it ensures the double benefit of building their capacities and longer-term sustainability of the activities.
- **Consulting the beneficiaries prior to project delivery** will ensure that the interventions selected are appropriate.
- **Identifying the most vulnerable people** in an area where the majority of people are vulnerable and categorising them, such as people with disabilities and pregnant women, is crucial for effectively giving assistance.



#### Participating organisations:

Cordaid (lead), ICCO, Oxfam Novib, Plan Nederland, Stichting Vluchteling, Tear, War Child, World Vision

Programme period 1: | April 2017-31 December 2017



OUR JOINT RESPONSE IN IRAQ

In 2017, Iraq experienced one of the most severe humanitarian crises in the world. Over 10 million people were in need, and about 12 million people in total were estimated to be affected by the ongoing Mosul and Hawija operations. Displaced people, host communities and those whose home regions are afflicted with conflict – the 'remainees' – were in serious need of humanitarian assistance. As well as the newly affected people, some long-term internally displaced Iraqis required support. The challenges of these vulnerable groups included food insecurity, health threats, absence of protection, no housing and lack of safe water.

#### **OUR INTERVENTIONS AND THEIR IMPACT**

In 2017, our joint activities in Iraq focused on saving lives and assisting newly displaced people, remainees and host communities in the Mosul and Hawija areas. While our work mainly focused on people in these two areas, we also continued to support some of the most vulnerable long-term internally displaced persons in Dohuk governorate, the Kurdistan region of Iraq.



The number of people we planned to reach and we actually reached in Iraq, in 2017:

- Health: 46,000 planned, 46,194 reached
- Protection:
- 64,130 planned, 69,620 reached
- Water, Sanitation and Hygiene: 61,650 planned, 155,233 reached

Total number (without double counting): 170,730 planned, 1,266,004 reached Budget: € 5,918,460

#### HIGHLIGHTS

- Thanks to the **rehabilitation of water systems** in the city of Kirkuk, about one million people can now access safe water at the household and community level. This encourages people to return to their home town.
- We reached a **much greater number of beneficiaries** than planned due to the rehabilitation of water systems in urban areas and owing to the high number of returnees benefitting from this.
- We shared expertise with local partners and strengthened their capacity regarding project cycle management and mental health and psychosocial support.

#### Participating organisations:

Cordaid (lead), CARE Nederland, Dorcas, ICCO & Kerk in Actie, Oxfam Novib, Save the Children, Stichting Vluchteling, Tear, Terre des Hommes, War Child, World Vision, ZOA

Programme period : I March-31 December 2017

# LESSONS LEARNT

- **Budget flexibility** is highly important because it ensures activities can be adapted to the rapidly changing context. This is particularly relevant in security and political settings.
- **Building the capacities of local partners** is crucial in order to guarantee follow-up programmes by the local humanitarian stakeholders after the Dutch Relief Alliance members have left the country.
- Joint responses need an exit strategy to pursue when the context changes from a situation with people in need of humanitarian assistance to a reconstruction phase.



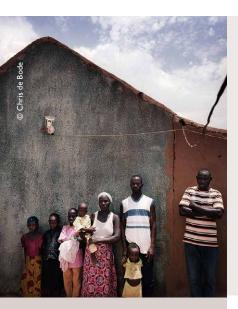


OUR JOINT RESPONSE IN NIGERIA

> As of 2017, some 15 million people have been affected by the conflict between Boko Haram and the military forces in the Northeast of Nigeria. Over 20,000 people were killed, 4,000 women and girls were abducted, and 2.2 million were forced to flee their homes. Presently, Nigeria has 1.8 million internally displaced persons. The conflict has had a huge impact on agriculture and food security. In 2017, some 4.7 million people in the Northeast experienced critical food insecurity, including hundreds of thousands of severely malnourished children. Other challenges are lack of access to safe water and sanitation services, absence of solid waste management and a poor sewage infrastructure. In addition, the country has seen an increase in malaria, diarrhoea and cholera, and a few cases of polio were recorded.

#### **OUR INTERVENTIONS AND THEIR IMPACT**

In 2017, we alleviated the suffering of the most vulnerable people and supported lifesaving activities in Borno and Adamawa states of Nigeria. We also increased access to humanitarian assistance and protection services.



The number of people we planned to reach and we actually reached in Nigeria, in 2017:

- Food, Nutrition and Livelihoods: 133,674 planned, 224,074 reached
  - Health: 66,531 planned, 141,370 reached
  - Water, Sanitation and Hygiene: 65,160 planned, 114,748 reached

Total number (without double counting): 215,465 planned, 403,876 reached Budget: € 7,300,000



# **Participating organisations:**

Save the Children (lead), ICCO & Kerk in Actie, Oxfam Novib, Plan Nederland, Save the Children, Stichting Vluchteling, Tear, ZOA

**Programme period:** 16 May 2017-31 December 2017

#### **HIGHLIGHTS**

- To ensure a stronger focus on gendersensitive programming in the programme's next phase, a workshop on enhancing gender mainstreaming was held for Alliance members and local organisations.
- Nutrition was integrated into all interventions by raising awareness of infant and young child feeding and by providing additional nutritious food, thereby preventing undernutrition.
- With the inclusion of cash transfers and vouchers for food and livelihood, cashbased programming has become one of the pillars of our work in Nigeria. Cash distribution through electronic and paper vouchers appears to be an effective, quick and accountable approach.

#### **LESSONS LEARNT**

- Training in farming techniques results in less spending with higher yields and a wider communal impact.
- When the number of cases of severe acute malnourished children is lower than expected, the number of cases of moderate acute malnourished children might be higher. This requires **flexibility** in targets so as to avoid cases of moderate malnutrition turning into severe acute malnutrition.
- Hygiene promotion, training and home visits have enhanced sanitation, hand washing practices and faecal disposal practices.



OUR JOINT RESPONSE IN SOMALILAND, PUNTLAND AND SOMALIA

For the past few years, Somaliland, Puntland and Somalia have been facing successive dry seasons, worsened by the El Niño weather phenomenon. In 2017, a pre-famine alert was issued for Somalia by the United Nations. Over the year, conditions deteriorated, with continued displacement of people, outbreaks of waterborne diseases and a high risk of famine in many parts of the countries. More than half of the population was estimated to be in need of humanitarian assistance.

#### **OUR INTERVENTIONS AND THEIR IMPACT**

In 2017, our life-saving and life-sustaining activities in Somaliland, Puntland and Somalia (Sool, Sanaag, Nugaal and Mudug areas) focused on the hardest hit, most vulnerable people in remote rural areas.



The number of people we planned to reach and we actually reached in Somaliland, Puntland and Somalia, in 2017:

Food, Nutrition and Livelihoods: 63,010 planned, 106,495 reached
 Water, Sanitation and Hygiene: 73,570 planned, 130,942 reached

Total number (without double counting): 136,570 planned, 237,437 reached Budget: € 3,000,000

#### HIGHLIGHTS

- An analysis of meal consumption at household level demonstrated that our **cash assistance initiative was effective** in improving access to food. Cash assistance also enabled people to cover other basic household costs.
- While remaining committed to responding to the specific needs of vulnerable groups, some local partners **specifically focused on women.** They received training on using the CARE Gender Marker, a tool that helps teams measure the integration of gender into programming.
- We were able to **quickly respond to a cholera outbreak** in Toghdeer and Bay regions, which is proof of the flexibility of the Dutch Relief Alliance mechanism.

#### LESSONS LEARNT

- **Gender inclusiveness** must be incorporated in programme design and implementation, as it is the driver for success. Some Somali elders think women are responsible for work at home only, so we sensitised them on the importance of including women in the programme, for example as volunteers to reach out about nutrition. At the same time, men need to be included in programming, as they are seen as figures of authority and protectors of their families.
- The **participatory approach** of the programme in Somaliland, Puntland and Somalia was found to be particularly relevant. The engagement of everyone, including elders and beneficiaries, contributed to its achievements. In addition, working with local suppliers and alongside community-based organisations ensured access to communities and optimal project delivery.
- **Insecurity combined with limited travel opportunities** appeared to be a severe constraint on holding meetings and coordinating activities with all partner organisations in Somaliland, Puntland and Somalia.



#### Participating organisations:

CARE Nederland (lead), Dorcas, Save the Children, Stichting Vluchteling, Tear, ZOA

Programme period: 16 February 2017-15 August 2017



OUR JOINT RESPONSE IN SOUTH SUDAN

> Since the outbreak of conflict in South Sudan in December 2013, nearly 7.5 million people have remained in need of humanitarian assistance and protection. Besides armed conflicts, the population has experienced intercommunal violence, economic crisis, disease outbreaks and climatic shocks. Around one in four people in South Sudan have been forced to flee their homes. Nearly 1.9 million of them are displaced within the country, the majority of them being children. The situation has undermined people's access to basic resources, while hunger and malnutrition rates have escalated. In 2017, 6 million people were facing food insecurity in South Sudan.

# OUR INTERVENTIONS AND THEIR IMPACT

In 2017, our joint work targeted the most vulnerable people in six states of South Sudan. We ensured improved access to food, water and sanitation facilities, quality protection services and life saving treatment of acute malnutrition.



The number of people we planned to reach and we actually reached in South Sudan, in 2017:

- Scash Transfers: 55,294 planned, 73,504 reached
  - Food, Nutrition and Livelihoods: 341,560 planned, 471,555 reached
    - 36.730 р
      - 36,730 planned, 54,744 reached
  - Water, Sanitation and Hygiene: 94,043 planned, 160,199 reached

Total number (without double counting): 341,309 planned, 529,900 reached Budget: € 11,065,000

Protection:

### HIGHLIGHTS

- In spite of insecurity in Lainya county and limited access to the project area, we managed to accomplish much there. For example, 31 hand-pumps were rehabilitated, which gave nearly 6,200 people access to **safe drinking water**.
- In Wau, 200 women-headed households received cash grants and coaching on business skills. This is an effective method for meeting household's needs and ensuring sustainability, as well as empowering women to be more independent. Many have started small businesses, such as tea stalls.
- Partner organisations' staff participated in **training programmes** to strengthen their capacities, for example on integrating disability in humanitarian aid programmes.

#### LESSONS LEARNT

- Considering the highly volatile operational environments of South Sudan, the ability to **rapidly adjust to changing needs** is crucial.
- Partners were asked to **integrate Protection activities** into other sectors of intervention. However, if they were unable to do this, they were also not eligible to implement standalone protection work so we missed out on opportunities. This approach has been revised.
- Decentralised collaboration between partners is highly valuable. Sharing best
  practices and lessons learnt during review meetings at the field locations increased
  overall efficiency and effectiveness.



#### Participating organisations:

Save the Children (lead), CARE Nederland, Cordaid, Dorcas, ICCO & Kerk in Actie, Oxfam Novib, Plan Nederland, Stichting Vluchteling, Tear, Terre des Hommes, War Child, World Vision, ZOA

#### Programme period:

I March 2017-31 December 2017



OUR JOINT RESPONSE IN SYRIA

> The ongoing Syrian civil war has severely impacted the lives of millions of people. Over 13 million Syrians are identified as persons in need. Many civilians have died or were wounded during bombings. Humanitarian workers and humanitarian spaces are targeted also. More than half of the people have been forced to flee their homes, seeking refuge abroad or in their country. In war-struck Syria, people experience extreme protection risks, gender-based violence, family separation and the social breakdown of communities. They also face high levels of vulnerability to hunger, poverty, disease, injury, lack of shelter and absence of safe water and sanitation, and very limited access to health services.

#### **OUR INTERVENTIONS AND THEIR IMPACT**

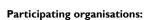
In 2017, our work focused on providing assistance to internally-displaced persons and host communities inside Syria. We've been implementing life-saving emergency activities for people with severe needs in several sub-districts throughout rural Damascus, Aleppo, and Idleb governorates.



The number of people we planned to reach and we actually reached in Syria, in 2017:

- Food, Nutrition and Livelihoods: 97,155 planned, 171,770 reached
  - Health: 145,766 planned, 106,139 reached
- Protection:
- 96,125 planned, 75,466 reached
- - Water, Sanitation and Hygiene: 176,470 planned, 431,294 reached

Total number (without double counting): 295,637 planned, 662,203 reached Budget: € 8,500,000



ZOA (lead), CARE Nederland, Cordaid, Dorcas, ICCO & Kerk in Actie, Oxfam Novib, Save the Children, Stichting Vluchteling, Tear, Terre des Hommes, World Vision

Programme period: May 2015-31 December 2017





# HIGHLIGHTS

- After repairing the water systems, we reached a much greater number of people than planned. On the one hand, we ran the water pumps longer than planned after the arrival of many new internally displaced persons and, on the other hand, households appeared to be larger than expected.
- One of our local partner organisations **installed household water tanks** that were produced in Aleppo. Besides providing safe water, the recovery of the local market was stimulated and the costs were lowered. So, 280 additional water tanks could be installed.
- Five partners closely collaborated in a **pilot programme** in Kafr Nobl, focusing on food distribution, education and providing psychosocial and health services.

# LESSONS LEARNT

- The Kafr Nobl pilot programme would have benefited greatly from having one **staff member dedicated to coordinating** the joint work from the start.
- Before jointly implementing activities, partners should have a **needs assessment and design phase,** preferably on sub-district level.
- **Capacity building** among local partners should target both field work and administrative skills.

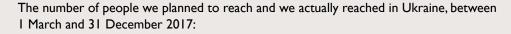


OUR JOINT RESPONSE IN UKRAINE

> The armed conflict in Ukraine continues to cause destruction and insecurity. In and near the contact line between fighting parties, the battle poses extremely serious risks for the people. Civilians are killed, wounded and traumatised, while houses and infrastructure are damaged. The conflict and subsequent economic downturn strongly affects people's ability to meet their most basic needs for shelter, food and health. Many Ukrainians have insufficient income and are in debt. In 2017, some 3.4 million people were in need of humanitarian assistance. Of them, about 1 million were internally displaced persons and 0.6 million were in or near the contact line.

#### OUR INTERVENTIONS AND THEIR IMPACT

In 2017, our joint activities targeted internally displaced persons and people residing near the contact line between the fighting parties and in non-government controlled areas of Ukraine.



\$	Cash Transfers:	2,200 planned,	4,086 reached
- ¥ - I	Food, Nutrition and Livelihoods:	8,466 planned,	6,520 reached
<b>a</b> :	Shelter and Non-Food Items:	388 planned,	1,183 reached
	Protection:	6,590 planned,	10,408 reached

Total number (without double counting): 15,339 planned, 20,658 reached Budget: € 1,700,000

#### HIGHLIGHTS

- Non-health staff of our Ukrainian partners learned **skills to interact with traumatised people** in and near the contact line between the fighting parties during a psychological first aid training.
- Thanks to the Cash Transfers programme, we saw a reduction of negative coping strategies – such as skipping meals – among people who usually turn to such methods.
- Despite existing limitations, in the past few years we've **increased our activities in non-government controlled areas** of Ukraine. We've also expanded our network of local implementing partners in these high-need areas.



# LESSONS LEARNT

- **Meetings on protection topics are very helpful** for conflict-affected people in overcoming stress. In Ukraine, participants were motivated to turn to their inner resources to relieve feelings of stress and anxiety. To increase the effectiveness, case management and positive parenting methods need to be continued.
- As some of the planned activities could not be carried out fully in the nongovernment controlled areas of Ukraine, we should **engage more partner organisations** here.
- Cash-for-work initiatives **implemented with local authorities** added greatly to the feeling of ownership by the authorities and community members. We must aim for intensive cooperation from the start of cash-for-work activities in future.



**Participating organisations:** Dorcas (lead), Cordaid, Save the Children, Terre des Hommes

Programme period : | March-31 December 2017



OUR JOINT RESPONSE IN YEMEN

> Ongoing conflict, severe economic decline and collapsing essential public services have taken an enormous toll in Yemen. By the end of 2017, over 22 million people were in need of humanitarian assistance. Over 16 million Yemenis lacked access to basic healthcare, nearly 18 million people didn't have sufficient food on a regular basis, and some 16 million people had no access to safe water and sanitation. At the same time, the security and political context of the country continued to create challenges for humanitarian actors to deliver assistance. Further deterioration of the humanitarian situation in Yemen was due to several interrelated factors, including the partial blockade and rise in food prices, as well as drought consequences and a cholera outbreak because of lack of safe water and sanitation.

#### **OUR INTERVENTIONS AND THEIR IMPACT**

In 2017, our interventions in Yemen focused on the most vulnerable people affected by the ongoing conflict in the governorates Abyan, Aden, Hajjah, Lahj and Sana'a.



The number of people we planned to reach and we actually reached in Yemen, in 2017:

- Food, Nutrition and Livelihoods: 53,655 planned, 107,581 reached
  - Health: 31,526 planned, 34,854 reached
  - Water, Sanitation and Hygiene: 283,530 planned, 471,196 reached

Total number (without double counting): 368,711 planned, 532,695 reached Budget: € 9,395,000



#### Participating organisations:

CARE Nederland (lead), Oxfam Novib, Save the Children, Stichting Vluchteling, War Child, ZOA

Programme period: | March-3| December 2017

#### HIGHLIGHTS

- Our partners in Yemen showed **great flexibility in programming**. For example, as cholera cases increased rapidly, one partner also included cholera prevention in the intervention.
- Indirect benefits of cash-for-work schemes were realised. As well as enabling people to access cash, rehabilitation of community assets was carried out, such as the construction of stone water tanks.
- Supply of safe water and improved sanitation for 184,851 people was made possible through restoration of damaged water supply infrastructure and sanitation installations. Solar-powered pumps guarantee sustainable water supply at low cost.

#### LESSONS LEARNT

- **Community involvement** is essential from the start of the programme it enhances community acceptance and facilitates implementation.
- Unconditional cash transfers are preferred over conditional cash transfers such as food vouchers. Unconditional cash transfers are easier to distribute, and beneficiaries can use the money according to their individual needs.
- Employing sustainable approaches in providing water, food and health services are key to sustain the living conditions of vulnerable people. Installation of solar-powered water supply systems, which enabled people to get free water, is a good example.



# OUR JOINT RESPONSE IN ZIMBABWE



In 2017, an estimated 4.1 million people – nearly one third of the population – experienced hunger or food insecurity in Zimbabwe. The effects of recurrent climate-related disasters, such as the drought caused by El Niño, together with economic challenges and political instability continued to translate to food shortages throughout the country. The three key factors that characterised the crisis were persistent food insecurity, a cash crisis and flooding, causing loss of crops, livestock, property and infrastructure.

#### **OUR INTERVENTIONS AND THEIR IMPACT**

In 2017, we reached out to Zimbabweans in the provinces of Masvingo (Mwenezi, Gutu, Chivi districts) Matabeleland North (Hwange, Lupane districts) and Midlands (Kwekwe district) to respond to major humanitarian needs.

The number of people we planned to reach and we actually reached in Zimbabwe, in 2017:

- 🕴 Food, Nutrition and Livelihoods: 88,525 planned, 🛛 99,262 reached
- Water, Sanitation and Hygiene: 47,695 planned, 66,113 reached

Total number (without double counting): 136,220 planned, 165,375 reached Budget: € 2,603,609

#### HIGHLIGHTS

- **Unconditional cash transfers** enabled families to choose which needs to prioritise, allowing for more independence compared to assistance in kind. In addition to meeting food needs, the unconditional cash transfer system was empowering to women.
- Thanks to our interventions, Zimbabwe saw a **decrease in the prevalence of common diarrhoea and dysentery,** as well as a reduction of costs linked to diarrhoeal diseases for most households.
- Our joint efforts were characterised by **improved coordination and a strong learning exchange culture.** This will be highly valuable in responding to future emergencies.

# LESSONS LEARNT

- Adequate resource mobilisation, budget allocation and flexibility for specific needs are of great importance. Unforeseen price changes, for example, require budget adjustments.
- An **integrated approach** is essential to build the resilience of communities. In Zimbabwe, our school feeding initiative responded to the immediate need of food due to the drought, while the training programmes for smallholder farmers will secure access to food in the long run.
- Unconditional **cash transfers through mobile money platforms** proved to be convenient for delivering food aid to food-insecure households. The method also provided opportunities for households to use some of the money for other expenses, such as school fees and health-related costs.



#### **Participating organisations:** Oxfam Novib (lead), ICCO & Kerk

in Actie, Plan Nederland, Terre des Hommes, World Vision

#### Programme period: 9 February 2017-31 August 2017

for the Dutch Relief Alliance's work. That's why we closely monitor and attempt to influence humanitarian policies and decision-making in The Netherlands. Communicating with Dutch Members of Parliament and sharing evidence of the effectiveness of the Alliance's efforts will contribute to support for humanitarian aid and the Dutch Relief Alliance. We also engage in policy discussions with The Netherlands Ministry of Foreign Affairs and other donors. With the provision of a multi-annual grant, the emphasis of our advocacy towards the Dutch government is gradually shifting from 'funding lobby' to 'content lobby'.

# HIGHLIGHTS

• We contributed to securing **€60 million funding** for the Dutch Relief Alliance from The Netherlands Ministry of Foreign Affairs.

The Advocacy Working Group advocates for political support for humanitarian assistance and

- We held **expert meetings** on the state of affairs around the Grand Bargain and the 'Global Humanitarian Assistance Report 2017' with KUNO (the platform for Humanitarian Knowledge Exchange in The Netherlands) and the Platform for Humanitarian Action.
- Together with The Netherlands Red Cross, we held a **public event on the future of humanitarian assistance** during the Dutch government formation process.

# LESSON LEARNT

• Introduction meetings with new Members of Dutch Parliament appeared to be effective in informing them about the most urgent humanitarian needs and the response of the Dutch Relief Alliance.

# LOOKING FORWARD

In the years to come, we will work on maintaining and strengthening Dutch political support for our work. Moreover, we will influence and feed the humanitarian policy agenda of the Dutch Minister for Development Cooperation and The Netherlands Ministry of Foreign Affairs. And we aim to secure funding from this Ministry amounting to  $\in 100$  million annually.

Participating organisations:

Red een Kind (lead), CARE Nederland, Cordaid, ICCO & Kerk in Actie, Oxfam Novib, Plan Nederland, Save the Children, Stichting Vluchteling, War Child, World Vision, ZOA

**ADVOCACY** 

WORKING GROUP

The current Dutch government has a strong focus on humanitarian aid, reception of refugees in their region of origin and the nexus of peace, security, stability and development. This may provide opportunities to widen the scope of activities – from life-saving to rehabilitation and resilience – of our organisations. However, it might also result in use of humanitarian aid to curb migration flows. That's why it is crucial that the Dutch Relief Alliance monitors political and policy deliberations, as well as influences discussions on the issue, in the coming years.





COMMUNICATIONS WORKING GROUP The Communications Working Group coordinates communication and visibility activities related to the joint responses of the Dutch Relief Alliance. Moreover, we raise awareness about the added value of the Alliance members' collaborative work. This way, we intend to increase the support for humanitarian aid among the Dutch public and among politicians and policy makers nationally and internationally. Our activities include organising events, creating online exposure and developing informational materials such as films and articles.

#### HIGHLIGHTS

- Two poignant **photo exhibitions** were presented, one about our activities in the Central African Republic and another about our work in response to the El Niño drought in Zimbabwe and Ethiopia.
- We convened a **public meeting and film screening** about our response in Yemen.
- During the pre-election period in The Netherlands, the Dutch Relief Alliance members widely shared our **eye-opening video on emergency humanitarian assistance** ('Wat heeft noodhulp ooit iemand opgeleverd') via social media and websites.

#### **LESSONS LEARNT**

- Coordination of a diverse group of organisations is challenging within the allotted time and budget. Yet, it is great to see **what can be achieved with a tight budget.**
- Although we do not aim to position the Dutch Relief Alliance in this way, we see now that we are more and more **seen as a single entity.** Therefore, in the future we might have to position ourselves as such. We've made a start with the launch of our website www.dutchrelief.org.
- **Collecting content** required for our visibility is challenging at times and needs our special attention. Shooting a film in a war-torn country, for example, requires extra time and finances.

#### LOOKING FORWARD

In 2018, we continue to showcase the Dutch Relief Alliance's joint responses, as well as the Alliance's approach and the benefits of collaborative efforts. This will include the way we embrace the themes on the Grand Bargain Agenda, such as Localisation. Our ambition is to be a role model for other countries by organising events on the Agenda's themes in The Netherlands and in other countries.

#### Participating organisations:

All Dutch Relief Alliance members are represented in the Communications Working Group. Core group:War Child (lead), CARE Nederland, Save the Children



The Criteria Working Group directs the establishment of criteria for the joint responses of the Dutch Relief Alliance. We develop, update and improve the response mechanisms to ensure efficient, effective, timely and relevant activities with maximum reach. Furthermore, we manage the initiation of new joint responses and the continuation of current activities. The Criteria Working Group also maintains oversight of budgets available for both acute and protracted crises, as well as sets rules and guidelines for the initiation, development, scoring and management of joint responses in consultation with all member organisations. Our aim is to increase the humanitarian impact and respond to the changing humanitarian and donor context.

# HIGHLIGHT

• We designed a **collaborative programming process** that works well for all members of the Dutch Relief Alliance. In 2017, a subgroup started working on a new mechanism for protracted crises. In field workshops, together with local partners, joint responses were developed, including budget division. This way, an improved programming procedure was created.

#### LESSON LEARNT

• The **programming process needed to be adapted**, as members of the Dutch Relief Alliance were not completely satisfied with it. The main complaint was that joint programming was included in proposals after the selection of members, which in reality meant that it was adopted after the start of the programme. In 2018, we will evaluate and, if necessary, improve the flow of the new process.

#### LOOKING FORWARD

In 2018, the Criteria Working Group will align the Acute Crisis Mechanism to the new policy brief for humanitarian aid of The Netherlands Ministry of Foreign Affairs. We will also evaluate and, if needed, adjust the process of developing protracted crisis joint responses. The Working Group will also examine the membership criteria and adapt them, if required, to ensure the Dutch Relief Alliance's work remains optimally effective and efficient.

# CRITERIA WORKING GROUP

#### Participating organisations:

World Vision (lead and Crisis Coordinator), CARE Nederland, Cordaid, Dorcas, ICCO & Kerk in Aktie, Oxfam Novib, Plan Nederland, Red een Kind, Save the Children, SOS Kinderdorpen, Stichting Vluchteling, Tear, Terre des Hommes, War Child, WarTrauma Foundation, ZOA



The Early Warning Working Group ensures that potential crises are responded to in time. We draw attention to emerging humanitarian crises where the Dutch Relief Alliance is not yet implementing activities or where we need to adapt our response to ensure the needs of the people are sufficiently met. When needed, subgroups are initiated to focus on specific humanitarian crises. These so-called Monitoring Groups examine relevant documents and provide a recommendation to the Crisis Coordinator. Subsequently, the members vote for the start of an acute crisis joint response. The Early Warning Working Group – called the Preparedness Working Group until 2018 – also explores opportunities to finance activities that are not included in The Netherlands Ministry of Foreign Affairs' funding mandate.

#### HIGHLIGHTS

- Thanks to a motion in Dutch Parliament, the Dutch Relief Alliance received an **additional €15 million** for acute crises in 2017. The amount was used as a top-up for existing joint activities responding to the acute food insecurity in South Sudan, Yemen and Nigeria.
- In 2017, the Early Warning Working Group prepared recommendations related to **five acute crisis joint responses,** three of which were initiated that same year, namely in Afghanistan, Zimbabwe and Bangladesh.

#### LESSONS LEARNT

- A large number of Monitoring Groups were initiated to monitor impending crises. We further explored those crises to which the Dutch Relief Alliance would most likely respond.
- More joint responses are required than the budget allows for. The Early Warning Group decided that, regardless of the available budget, it would monitor crises and provide recommendations.

#### LOOKING FORWARD

In 2018, €15 million will be available for acute crisis responses. This funding will be used for rapid-onset disasters, such as earthquakes, and slow-onset disasters, such as droughts. The Monitoring Groups have recommended to start drought responses in Ethiopia and Somalia.

# EARLY WARNING WORKING GROUP

#### Participating organisations:

World Vision (lead and Crisis Coordinator), CARE Nederland, Cordaid, Dorcas, ICCO & Kerk in Actie, Oxfam Novib, Plan Nederland, Red een Kind, Save the Children, SOS Kinderdorpen, Stichting Vluchteling, Tear, Terre des Hommes, War Child, WarTrauma Foundation, ZOA

FINANCE WORKING GROUP The Finance Working Group is responsible for creating budgets for the Dutch Relief Alliance's activities and general functions, as well as offering standardised financial management tools for the joint responses. The Working Group also monitors the finances of joint activities, gives advice on corporate financial risks and analyses financial trends and developments. Additionally, we're engaged in financial reporting.

### HIGHLIGHTS

- We developed a **new budget format**, including consolidation, for the 2017 joint responses, as well as a new budget format, including Grand Bargain elements, for the 2018 joint responses.
- Our **analysis of all joint responses** in the period 2015-2017 included a benchmark for future budgeting and cost criteria.
- We coordinated the **implementation of the audit protocol** and we proposed adjustments on procurement and time registration, which were accepted by The Netherlands Ministry of Foreign Affairs.

#### LESSONS LEARNT

- To increase the impact of the Finance Working Group's efforts, **collaboration with other working groups and coordination** of the work are required.
- **Multiple interpretations of rules** lead to different budget setups and financial protocols. We will examine differences, their impact and the need for uniformity.

# LOOKING FORWARD

**Participating organisations:** ZOA (lead), CARE Nederland, ICCO & Kerk in Actie, Oxfam Novib, Tear, Stichting Vluchteling In 2018, we will continue to implement our financial tasks, including financial reporting and updating budget formats and financial guidelines. The Finance Working Group will also promote cost-effectiveness and synergy and further develop a comprehensive financial analysis, as well as improve quality and consistency. Moreover, collaboration and coordination between the Dutch Alliance's Working Groups will be instigated.





The Innovation Working Group facilitates an environment for piloting, scaling up and implementing innovation. This way, we ensure that Dutch non-governmental organisations are at the forefront of change and solutions to deliver high-quality humanitarian aid. Therefore, firstly, we aim to tap into a wide network through strong and multidisciplinary partnerships to achieve greater impact. And, secondly, we will spearhead innovation throughout the Dutch Relief Alliance's processes and joint activities. The Innovation Working Group was newly established in 2017, and it officially started in early 2018. We've adopted the five themes of the Dutch Coalition for Humanitarian Innovation: Smart use of Data; Dignity; Safety and Protection; Health and Sanitation; Timely Response. Two more themes were added: Cash Programming and Renewable Energy.

# INNOVATION WORKING GROUP

#### HIGHLIGHTS

- We organised different **events around the topic Cash Programming**, such as the Cash Expert Meeting, which we convened together with KUNO (the platform for Humanitarian Knowledge Exchange in The Netherlands), The Netherlands Ministry of Foreign Affairs, Wageningen University & Research and Mastercard.
- We carried out a **quick check of the total time required to implement emergency** responses (lead times), together with the Dutch Coalition for Humanitarian Innovation, Delft University of Technology, Argusi, Metropolitan Region Rotterdam The Hague and Wageningen University & Research.

#### LESSON LEARNT

• In the starting-up phase of the Innovation Working Group, we saw that there is a strong readiness within the Dutch Relief Alliance to actively work together on the **further development and improvement of humanitarian assistance** and its impact on the people.

#### LOOKING FORWARD

In 2018, we will invite the Dutch Relief Alliance members to submit innovative plans, preferably in coalitions with universities, companies and others. The innovation themes for this call for proposals are Smart Use of Data, Cash Programming and Safety and Protection. An external committee will review the proposals. We will monitor the implementation of the granted ideas. Moreover, in 2018, we will focus on harvesting innovative ideas, best practices and lessons learnt from the ongoing joint responses of the Dutch Relief Alliance. And we will organise events together with external actors, this way being a broker of innovative initiatives.

#### Participating organisations:

All Dutch Relief Alliance members are represented in the Innovation Working Group. Lead: Save the Children



LEGAL WORKING GROUP The Legal Working Group gives legal advice and recommendations to the Dutch Relief Alliance members. We also coordinate external legal advice requested by the members and by the Dutch Relief Alliance Committee. Moreover, we develop and update legal documents to comply with legal requirements, including those of The Netherlands Ministry of Foreign Affairs. The Legal Working Group safeguards that the governance of the Dutch Relief Alliance, as well as its activities, is consistent and compliant with legal requirements. Furthermore, it makes sure that agreements are consistent and fully cover all legal aspects.

# HIGHLIGHTS

- The Legal Working Group amended the **Partnership Agreement**, one of the governance documents of the Dutch Relief Alliance.
- Preparations for the legal aspects of the Grant Policy Framework for Dutch Emergency Relief Organisations 2018-2021 (in Dutch: Subsidiebeleidskader Nederlandse Noodhulp NGO's 2018-2021) were made.
- As The Netherlands Ministry of Foreign Affairs replaced the Dutch Relief Fund with a different model, we coordinated legal advice on the Dutch Relief Alliance's management of the **block grant** to be awarded in 2018.

#### LESSON LEARNT

• The requested **involvement of the Legal Working Group increased substantially** towards the end of 2017, and we're anticipating this will increase further, which is reflected in the preparations for the block grant in 2018.

#### LOOKING FORWARD

The Legal Working Group will ensure that the modifications of all Dutch Relief Alliance's governance documents comply with the requirements in the Grant Policy Framework for Dutch Emergency Relief Organisations 2018-2021 and the two grant decisions (in Dutch: *beschikkingen*). Moreover, we take care that all Alliance's governance and legal documents are compliant and consistent. We will also give advice on developing block grant management and regulations.

Participating organisations:

ZOA (lead), Cordaid, ICCO, Oxfam Novib, War Child

The Localisation Working Group stimulates the involvement of local actors in the implementation of humanitarian assistance initiatives – referred to as 'localisation'. The Dutch Relief Alliance promotes localisation in agreement with the localisation agenda of the Grand Bargain, signed by the government of The Netherlands. The Grand Bargain aims to put more means into the hands of people in need. The Alliance strives for a minimum standard applied by all members, which is no less than 25 per cent of funding in 2020 to be spent through local and national actors. Ample space is given to surpass this minimum. In addition, the Alliance sets a minimum of 2 per cent to be spent on capacity building of local partners, because only through increased capacity of local responders does localisation have a chance to increase.

#### HIGHLIGHT

• The Localisation Task Force was **upgraded to a Localisation Working Group,** owing to the importance the Dutch Relief Alliance attaches to the Grand Bargain commitments.

#### LESSON LEARNT

• For the first time, we carried out **research into localisation** in our joint responses to protracted crises. It appeared that 17 per cent of funding was directed toward local partners, whereas 1-2 per cent was spent on capacity strengthening of local actors. The findings make clear that the way forward is to move away from discussing markers and definitions and towards embracing localisation.

### LOOKING FORWARD

In 2018, KUNO (the platform for Humanitarian Knowledge Exchange in The Netherlands) will review the new round of protracted join responses. From the review, recommendations for improving localisation will be collected so that joint response implementers can learn from each other. The Localisation Working Group will also inform actors outside the Dutch Relief Alliance about the way localisation is operationalised and how it has improved in successive joint responses.

# LOCALISATION WORKING GROUP

#### Participating organisations:

Cordaid and ICCO & Kerk in Actie (colead), CARE Nederland, Oxfam Novib, Stichting Vluchteling, Tear, ZOA



MONITORING, EVALUATION AND ADDED VALUE WORKING GROUP

#### **MAIN ACTIVITIES**

The Monitoring, Evaluation and Added Value Working Group is committed to contributing to a common understanding of the added value of the Dutch Relief Alliance's work and how it can be created, monitored and measured. This applies to the level of joint responses and the Alliance. We propose guidelines for the evaluation of joint responses, and we give advice and assistance related to managing and evaluating activities, as well as to publishing results. Moreover, we support members in developing tools to monitor and record examples of collaborative value in terms of legitimacy, efficiency, harmonisation, visibility and learning.

#### HIGHLIGHTS

- The Working Group was responsible for the administration of the **evaluation of the Dutch Relief Alliance's humanitarian aid responses** in the period 2015-2017, carried out by Europe Conflict and Security (ECAS) Consulting. Two Working Group members had seats in the steering committee. We also organised a learning event on the evaluation to discuss recommendations and actions to be taken.
- The Working Group drafted **standardised indicators** for reporting the results of joint responses.

#### LESSON LEARNT

- The Working Group initiated feedback rounds for new tools and documents,
  - such as the standardised indicators framework. We found out that these rounds are not always the best way of collecting valuable responses. Useful insights often come up after members start using the tools and documents. That is why we will encourage users to first test them and then give feedback.

#### LOOKING FORWARD

In 2018, we plan to organise different learning events and, if necessary, update monitoring tools and frameworks. After the merging of the IATI Taskforce into the Monitoring, Evaluation and Added Value Working Group, we will split up into three sub-working groups focusing on: monitoring, IATI and standardised indicators; learning and evaluation; strategic issues and long-term choices.

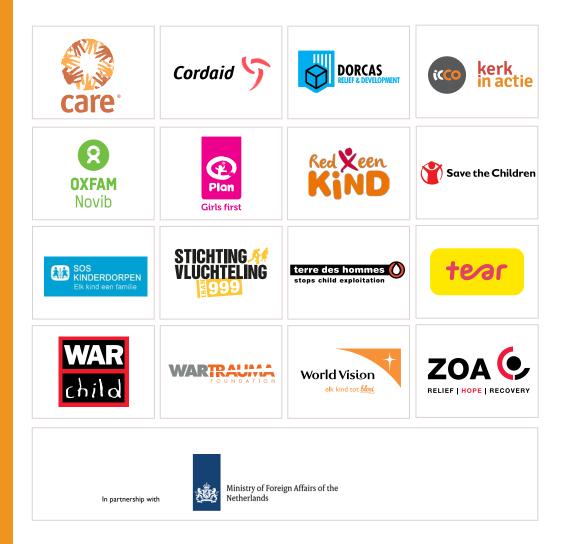


#### Participating organisations:

ZOA (lead), CARE Nederland, Cordaid, ICCO & Kerk in Actie, Oxfam Novib, Plan Nederland, Red een Kind, Stichting Vluchteling, World Vision, Save the Children, War Child

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The Dutch Relief Alliance is a collaboration between sixteen Dutch humanitarian nongovernmental organisations, in partnership with The Netherlands Ministry of Foreign Affairs.



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