

**WORKING TOGETHER TO IMPROVE
OUR HUMANITARIAN RESPONSES**



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This is the Annual Report of the Dutch Relief Alliance for the 2022 reporting year

Colophon

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1. FOREWORD

Arjen Joosse

Chair of the Dutch Relief Alliance



I am pleased to present the 2022 Annual Report of the Dutch Relief Alliance. This publication offers an overview of the Alliance's activities over the past year. Between 2020 and 2023, the number of people requiring humanitarian assistance has more than doubled – from 168 to 339 million people worldwide. In light of this increase, I am grateful to say that for a significant number of people in need, we were able to make a difference.

The contents of this publication reflect the unwavering commitment and joint accomplishments of the Alliance members. Working together with international, national and local partners and in partnership with the Netherlands Ministry of Foreign Affairs, we have had a tangible impact on millions of individuals and numerous communities across the planet.

The publication offers inspiring stories of hope, resilience and inspiration. And it shows how when it comes to addressing critical humanitarian needs, the Dutch Relief Alliance could once again be found on the forefront. In 2022, we continued to provide crucial assistance to people in protracted or acute crises. But we also worked to transform the system of humanitarian assistance itself, through multi-year flexible funding, locally led action and innovation.

Our work is guided by our core values of transparency and accountability. In these pages, you can find detailed information about our financial performance, programme outcomes and the real-life impact of our initiatives. They also reflect our focus on continuous improvement, and our desire as an organisation to be open and straightforward about our challenges and lessons learned.

Reading through this report, I hope that, like me, you will admire the hard work and impressive results delivered by everyone involved. Still, we should not lose track of the tremendous effort that lies ahead – in a world where new humanitarian needs seem consistently accompanied by new pressures on funding and resources. While these challenges are undoubtedly complex, we are confident that we can make a difference for those most in need. We do this by working together – and thanks, naturally, to your valued support.

None of this would be possible without the inspiring partnership formed by the Dutch Relief Alliance's 14 NGO partners, working together with 86 local partners around the world. Equally indispensable is our strategic partnership with the Netherlands Ministry of Foreign Affairs – and through it, the support of almost 18 million Dutch citizens. We are grateful for the confidence the Ministry shows in us through this partnership.

Thank you for joining us on this inspiring and transformative journey. In the year ahead, we will continue to work closely together to address the needs of people in need around the world. Ultimately, we hope that everyone will gain the same opportunities to thrive and live a life of dignity.

Arjen Joosse

Chair of the Dutch Relief Alliance

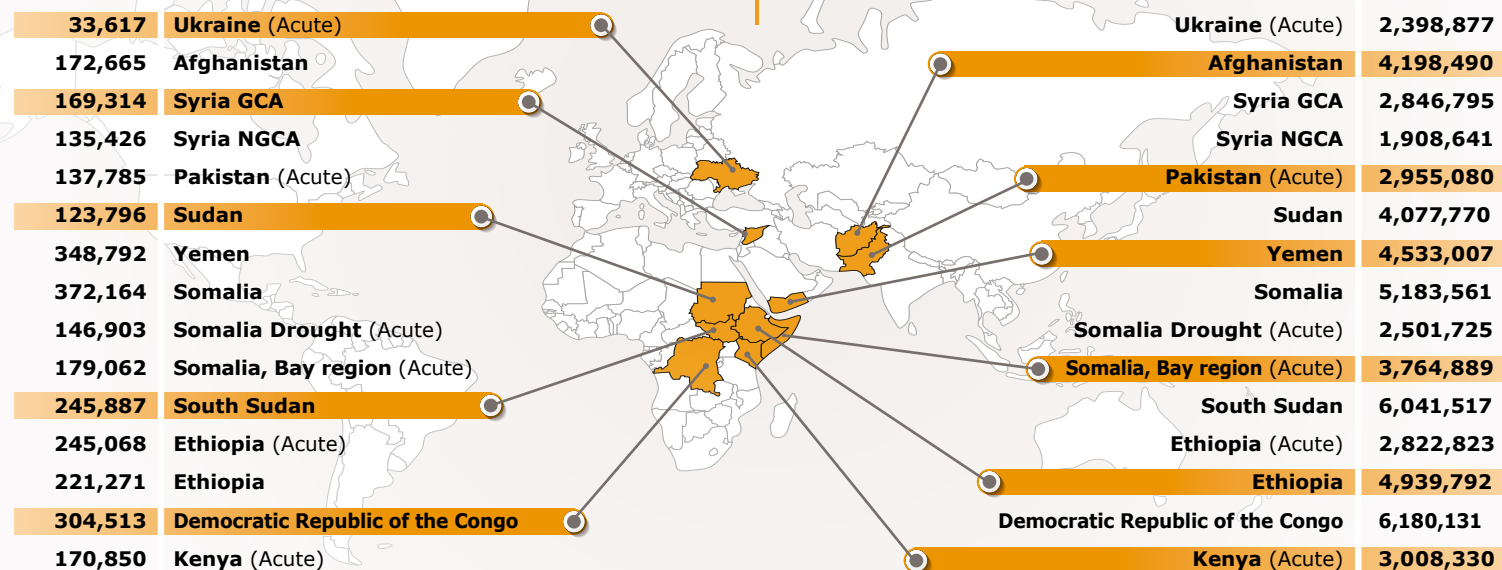
We reached
3.01 **MILLION PEOPLE**
with humanitarian assistance



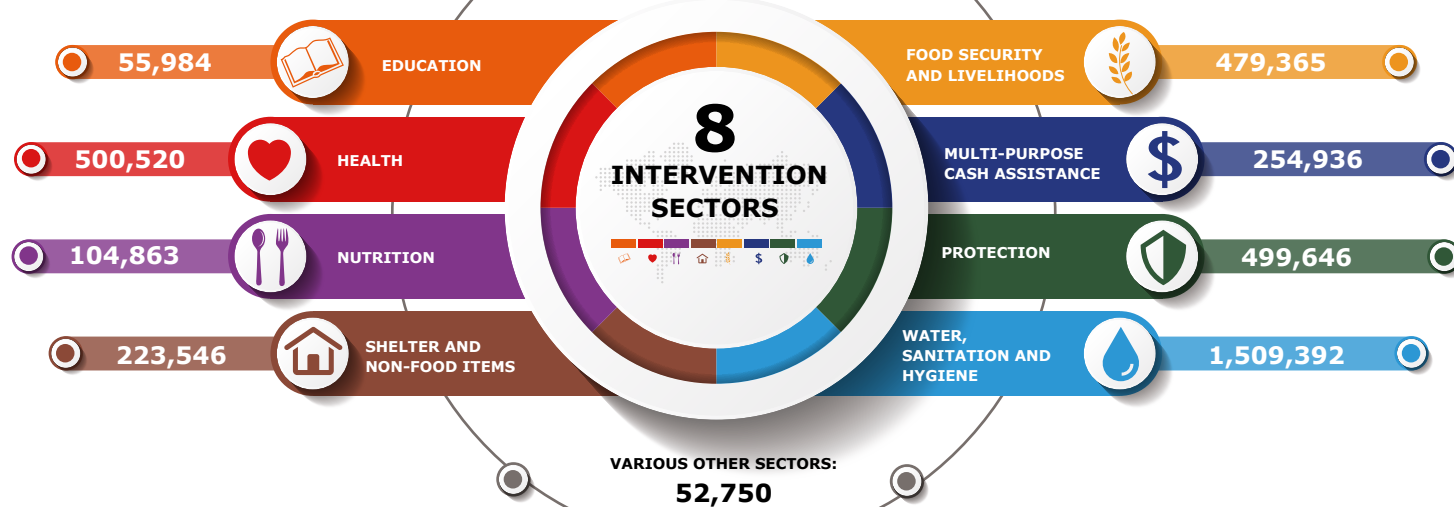
We invested
57.4 **MILLION EUROS**
in joint responses to acute and protracted humanitarian crises



WE IMPLEMENTED 15 JOINT RESPONSES IN
11
COUNTRIES



WE OFFERED ASSISTANCE IN



In 2022, the Dutch Relief Alliance comprised **14** **NON-GOVERNMENTAL ORGANISATIONS**

CARE Nederland, Cordaid, Dorcas, Help a Child, Oxfam Novib, Plan International, Save the Children, SOS Children's Villages, Stichting Vluchteling, Tearfund Netherlands, Terre des Hommes, War Child, World Vision Nederland, ZOA, with the support of the Netherlands Ministry of Foreign Affairs.

We worked together with

86
LOCAL PARTNERS

3. ABOUT THE DUTCH RELIEF ALLIANCE

The Dutch Relief Alliance is a coalition of 14 NGOs that have joined forces to provide humanitarian assistance to people and communities the world over. By aligning our efforts, we are able to respond to acute crises within 72 hours. Working in partnership with local NGOs and the Netherlands Ministry of Foreign Affairs, we strive to enhance the impact of the humanitarian work undertaken by international, national and local NGOs.

The Dutch Relief Alliance was established in 2015 in response to an increase in the number of humanitarian crises worldwide, as well as the people affected by these events.

Over the years, the Dutch Relief Alliance has delivered humanitarian aid to millions of people in more than 45 crises worldwide, working together with more than 100 local organisations. The Dutch Relief Alliance has established itself as a global testing ground for the sector's engagement with the Grand Bargain Commitments and Core Humanitarian Standard¹, specifically with regard to themes like localisation, multi-year funding and programming, accountability and community engagement.

Our partners

The following organisations currently work together as partners within the Dutch Relief Alliance:

CARE Nederland, Cordaid, Dorcas, Help a Child, Oxfam Novib, Plan International, Save the Children, SOS Children's Villages, Stichting Vluchteling, Tearfund, Terre des Hommes, War Child, World Vision Nederland and ZOA.

Our approach

The Dutch Relief Alliance partners coordinate their efforts in Joint Responses. These collective programmes, which are set up in response to both acute and protracted crises, focus on providing equitable humanitarian relief based on solid plans and proven approaches. Each Joint Response is unique – involving a distinct set of activities and participants – and is tailored to specific needs, challenges and capacities.

The alliance is backed by a support structure made up of rotating representatives of the participating NGOs. This team manages long-term flexible funding and facilitates processes on the partners' behalf. The heart of our work is formed by our humanitarian mandate. Moreover, we are increasingly incorporating elements of the nexus approach within our Protracted Crisis Joint Responses, moving towards a closer integration of humanitarian action with development activities.

1. [The Standard - CHS \(corehumanitarianstandard.org\)](https://www.corehumanitarianstandard.org/)

4. OUR STRATEGY

Locally led action takes centre stage in our strategy for 2022-2026. We work to incorporate elements of the nexus in our activities, while continuing to keep a close eye on our core humanitarian mandate. In our approach to humanitarian action, we hope to serve as an example for constructive reform within the sector. We strive to draw attention to the added value of this approach in our communication and advocacy activities.

Within its multi-annual strategy for 2022-2026², the Dutch Relief Alliance focusses on four strategic objectives: Impact; Efficiency and Effectiveness; Quality; and Visibility and Evidence-Based Advocacy.



2. [DRA_Strategie-2021-2026-V07-Interactief-gecomprimeerd.pdf](#) (Dutch-language document on dutchrelief.org).



© Christel Steijstra Tearfund, Kenya

Our Strategy in practice

In 2022, the Dutch Relief Alliance made significant progress in the implementation of its Strategy and Multi-Annual Plan. By increasing the efficiency, effectiveness and impact of our Joint Responses, we were able to both contribute to various enabling priorities and strengthen local resilience to crises. Moreover, our work helped raise the effectiveness and efficiency of the humanitarian system as a whole, by promoting a leading role for local actors and institutions. This section highlights a number of the alliance's key achievements in 2022 in terms of strategic objectives and outcomes.

4.1 Impact

In 2022, the various Joint Responses continued to provide and improve humanitarian assistance within nine Protracted Crisis Joint Responses and six Acute Crisis Joint Responses. Further details on these Joint Responses and their impact can be found in sections 5 and 6.

The 14 alliance partners have assigned a guiding role to a people-centred and gender-responsive approach in their joint programmes. Various impact achievements set out in this report relate to the strategic outcome of this priority. In 2022, the alliance partners developed and agreed on both a gender roadmap and a disability roadmap for the alliance. In addition, the Dutch Relief Alliance has included guidance on sex, age and disability disaggregated data (SADD) in its logframes.

The Dutch Relief Alliance has also committed to the strategic outcome of reduced humanitarian need, risk and vulnerability in operating areas – specifically in the context of protracted crises. In 2022, the alliance partners included reporting on the role of most vulnerable and marginalised people in Joint Response templates. The Dutch Relief Alliance also works to promote complementarity between emergency response activities and longer-term development and social cohesion – as well as, where possible, peacebuilding. To this end, in 2022 we performed and completed a nexus study and shared the resultant recommendations with our Joint Response partners, the 14 alliance partners, the Netherlands Ministry of Foreign Affairs and external stakeholders. Finally, in 2022 the Dutch Relief Alliance developed and adopted a new fundraising strategy for the years ahead. This strategy can be used to strengthen continuity and increase the volume of resources available to our partners, allowing us to improve the reach and impact of our work.



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4.2 Efficiency and effectiveness

The Dutch Relief Alliance is in strong support of local actors taking the lead in humanitarian preparedness and response programmes. Over the past year, the alliance made significant headway in realising this transition. In addition, the Dutch Relief Alliance worked to promote equitable partnerships within its various Joint Responses. In 2022, a total of 38% of the budget for Joint Responses was handled by local partners. In other words, our localisation ratios in the year under review amply exceeded the 25% percent adopted in the Grand Bargain commitments. They also surpassed the target set by the Dutch Relief Alliance itself – namely to have at least 35% of our programme budgets handled by local partners as of 2026. We wish to emphasise that our strategic localisation objectives go far beyond budgetary matters: we are committed to structural, locally led action by local partners.

In 2022, the alliance also developed and performed the first iteration of a survey among its local partners. 70% of the local partner organisations reported that they were involved in decision making within the Joint Response. As far as the equitable nature of the collaboration between local and international NGOs is concerned, Joint Response partnerships on average scored 7.4 out of 10. The report also made clear that there is room for improvement when it comes to sharing risks. This partner survey is an important tool and will be used annually to guide the further improvement of the Dutch Relief Alliance's accountability towards local organisations. To harmonise and streamline compliance, the alliance has also developed and adopted new, simplified reporting templates.

In 2022, the Dutch Relief Alliance made new progress in its realisation of a more agile governance structure and mechanisms and a decentralised decision-making process. A key development in this regard in 2022 was the incorporation of a crisis modifier in the majority of our Protracted Crisis Joint Responses. These funding instruments can be used to avert and/or mitigate the development of humanitarian needs in the context of localised, relatively small-scale crises. Crisis modifiers address humanitarian needs that arise in the wake of changes in the local context. These situations are geographically limited in scope, unlikely to be addressed by traditional humanitarian funding mechanisms and put new pressure on the planned development and/or humanitarian outcomes of a given project. Each Joint Response has reserved a share of its budget for crisis modifiers. The associated funds can be made available to any organisation participating in the local Joint Response programmes (albeit with a preference for local partners) in cases where the Joint Response has identified a small-scale, localised crisis.

As part of the on-going revision of its governance structure, the Dutch Relief Alliance also renewed the mandate of its Local Advisory Group in the second half of 2022 and reconfirmed the nominations made by the local partners. The Local Advisory Group is made up of elected representatives from local partners in every Protracted Crisis Joint Response, and its members work within a clear, uniform mandate. In November, the Local Advisory Group held a kick-off meeting in the Netherlands, at which time the members also met with the Board of Supervisors of the Dutch Relief Alliance and representatives of the Netherlands Ministry of Foreign Affairs. In 2022, we also rounded off an assessment of the participation by local partners in the alliance's Response Task Forces. In addition, we reviewed and presented the lessons learned within our 'Future DRA' pilot project and agreed to incorporate key recommendations in the development of future Joint Responses.



4.3 Quality

The Dutch Relief Alliance took a number of steps in 2022 that strengthened the overall quality of its activities and organisation. This included the introduction of efficient, country-level accountability mechanisms that contribute to shared and mutual responsibility between local and international partners – as well as greater accountability toward local communities. Another milestone achieved in this regard is that every alliance partner in the Netherlands has presently committed to the Core Humanitarian Standard on Quality and Accountability (CHS) and is on track to receive independent verification and/or certification by the end of 2023. Finally, in 2022 the Dutch Relief Alliance received the results of an external review of the preceding strategic period (2018-2021) and formally adopted various quality improvement recommendations that came out of this evaluation.

In view of the growing need for humanitarian assistance around the world – both in terms of new acute and protracted crises and the number of people affected – it is important as an alliance to keep investing in innovation and learning. In a constantly changing environment, this can help us to develop new, effective solutions for safeguarding the quality and efficiency of our Joint Responses. In 2022, six of the Dutch Relief Alliance's Joint Responses participated in innovation challenge mapping. This resulted in the identification of a number of innovation challenges and solutions that will be developed and implemented in the relevant contexts. Moreover, we finalised the Dutch Relief Alliance Innovation Fund Portfolio in 2022 and shared the relevant findings within the Alliance and with other organisations in the sector³. In addition, the Joint Response leads and country coordinators participated in our annual Learning Week, which centred on quality assurance and best practices in relation to important themes like accountability towards affected communities, locally led action and innovation. In 2022 the Dutch Relief Alliance established and formalised a number of new connections with key actors in the humanitarian sector, as well as joining the ALNAP network⁴.

3. Further information about our Innovation Portfolio can be found here: [Kopie van Annual Innovation Update 2020 \(dutchrelief.org\)](https://dutchrelief.org/kopie-van-Annual-Innovation-Update-2020)

4. ALNAP (Active Learning Network for Accountability and Performance) is a UK-based non-profit organisation that works to increase learning and accountability in the humanitarian sector. (www.alnap.org)

4.4 Visibility and evidence-based advocacy

Besides working on high-impact Joint Responses, the Dutch Relief Alliance has committed to a second strategic priority: the promotion of a more effective and efficient humanitarian system in which local actors and institutions play a leading role. As an alliance, we strive to be one of the frontrunners in this area – and we are happy to report that in 2022, we made considerable progress in our fulfilment of Grand Bargain commitments at the global and country levels. One of the alliance's more visible initiatives in this context in 2022 was our contribution to the Grand Bargain 2.0 Annual Meeting, developed in collaboration with the Netherlands Ministry of Foreign Affairs. This contribution was accompanied by the publication *Grand Aspirations*, which we distributed in the run-up to the conference⁵.

Moreover, the Dutch Relief Alliance is increasingly recognised as an effective and innovative mechanism for both promoting the local elaboration of humanitarian assistance and generating international interest in such programmes. In 2022, we attended several forums and conferences, with various humanitarian donors, including the European Union. During these events, we shared evidence in support of our best practices, which caught the attention of a number of donor governments. The Dutch Relief Alliance also continued to improve its exposure and profile through interactions with key members of Dutch parliament and representatives in Brussels. We believe that visibility and evidence-based advocacy can create new opportunities to build a more effective and efficient humanitarian system. Investing in these areas also allows the Dutch Relief Alliance, in partnership with the Netherlands Ministry of Foreign Affairs, to better position itself for the achievement of its strategic objectives.

5. [Dutch-Relief-Alliance-Grand-Bargain-2.0DEF.pdf \(dutchrelief.org\)](#)



5. ACUTE CRISIS JOINT RESPONSES

The Dutch Relief Alliance has drawn up an Acute Crisis Mechanism (ACM) that comes into play every time our partners respond to an acute crisis. Acute crises are new emergencies or a spike in on-going emergencies – which in some cases includes chronic emergencies. Such crises can be severe in nature, and any response to the associated humanitarian needs has to be swift, effective and sensitive to the local context. In its Joint Responses to acute crises, the Dutch Relief Alliance primarily focusses on saving lives and delivering emergency assistance. The Acute Crisis Mechanism generally distinguishes between 'sudden onset' crises, which usually have a response timeframe of 72 hours, and 'slow onset' crises, which have a maximum response timeframe of three weeks. In new Joint Responses organised in 2022, the Dutch Relief Alliance adhered to a version of the Acute Crisis Mechanism finalised in October 2021. In December 2022, the Dutch Relief Alliance adopted revised criteria for the Acute Crisis Mechanism. As our activities are guided by the humanitarian imperative⁶, a situation may also be deemed an Acute Crisis when it meets certain criteria including:

- The crisis has triggered an Inter-Agency Standing Committee (IASC) System-Wide Scale-Up⁷
- More than 50% of the population in the stricken area is severely affected by the crisis
- Over the past six months, the number of people who are severely affected by the crisis has increased by more than 1 million
- Over the past 14 days, the number of people who are severely affected by the crisis has increased by more than 250,000 (acute disaster)
- There has been a request for international assistance
- At least two NGO partners of the Dutch Relief Alliance (or their local partners) are able to access the affected area
- The use of Dutch Relief Alliance funds can create significant added value for the overall response. A variety of aspects may be taken on board in determining added value, including local response capacity and activities undertaken by other actors. Another important consideration is whether the proposed Acute Crisis Joint Response focuses on an area already receiving assistance within a Protracted Crisis Joint Response.

The Dutch Relief Alliance's total budget for its Acute Crisis Mechanism (ACM) in 2022 was EUR 17.8 million, including Indirect Cost Recovery (ICR) and Management Costs, divided between six approved Acute Crisis Joint Responses in 2022.

6. See <https://www.icrc.org/en/doc/assets/files/publications/icrc-002-1067.pdf>

7. See <https://interagencystandingcommittee.org/emergency-response-iasc-humanitarian-system-wide-scale-activations>

















5.1 New Joint Responses in 2022

The Dutch Relief Alliance initiated six new Joint Responses to an acute crisis in 2022 – the same number as in the preceding year. These Acute Crisis Joint Responses were funded from the 2022 block grant. Five Joint Responses were undertaken in connection with slow onset crises; one Joint Response addressed a sudden onset crisis caused by the armed conflict in Ukraine. The majority of the Acute Crisis Joint Responses initiated in 2022 related to that year’s drought in the Horn of Africa – one of the most severe events of its kind in the past 40 years.



5.2 Overview of Acute Crisis Joint Responses initiated in 2022

Country	Lead	Crisis	Emergency	Amount allocated in EUR	Learning activity
Somalia	Oxfam Novib	Slow onset	Drought	2,500,000	Evaluation
Ukraine	Dorcas	Sudden onset	Armed conflict	2,500,000	Rapid Real Time Review
Kenya	Tearfund	Slow onset	Drought	3,000,000	Evaluation
Ethiopia	Plan International	Slow onset	Drought	3,000,000	Rapid Real Time Review
Pakistan	CARE Nederland	Slow onset	Floods	3,000,000	Evaluation
Somalia (Bay)	World Vision Nederland	Slow onset	Drought	3,800,000	Rapid Real Time Review

		 Food Security & Livelihoods	 Nutrition	 WASH	 Health	 Shelter	 Education	 Multi-Purpose Cash	 Protection	TOTAL
		 Food Security & Livelihoods	 Nutrition	 WASH	 Health	 Shelter	 Education	 Multi-Purpose Cash	 Protection	
Somalia	Planned	4,800	0	100,994	0	0	0	16,974	0	122,768
	Reached	4,800	0	136,662	0	0	0	18,586	0	146,903
Ukraine	Planned	4,500	0	6,175	0	4,800	0	3,308	10,000	24,283
	Reached	5,023	0	12,381	0	5,643	0	3,688	11,905	33,617
Kenya	Planned	8,220	13,500	102,598	0	0	0	19,932	0	113,644
	Reached	10,274	24,948	151,255	0	0	0	22,953	28,913	170,850
Ethiopia	Planned	175,715	0	49,489	0	0	0	26,831	0	231,798
	Reached	194,307	0	50,600	0	0	0	25,377	0	245,068
Pakistan	Planned	16,450	0	40,020	16,800	8,413	0	36,876	0	92,646
	Reached	26,566	0	55,915	17,528	9,759	0	44,495	0	137,785
Somalia (Bay)	Planned	5,100	28,281	87,633	10,000	0	0	14,538	0	116,619
	Reached	5,678	20,097	126,582	13,395	0	0	19,659	0	179,062
Sector totals in 2022	Planned	214,785	41,781	386,909	26,800	13,213	0	118,459	10,000	701,758
	Reached	246,648	45,045	533,395	30,923	15,402	0	134,758	40,818	913,285

5.3 General observations

The six Acute Crisis Joint Responses initiated by the Dutch Relief Alliance in 2022 reached 913,285 people in need. This exceeds the originally planned total of 701,758 by 211,527 people in need – or roughly 30% – and can primarily be attributed to a combination of conservative planning and the optimised use of resources. The vast majority of assistance provided by the alliance under the 2022 Acute Crisis Mechanism fell in the sectors Water, Sanitation and Hygiene, Food Security and Livelihoods and Multi-Purpose Cash Assistance. These are also the Dutch Relief Alliance’s traditional sectors of expertise, in which it has extensive experience – both when it comes to allocating funds and reaching those in need. The alliance’s Acute Crisis Joint Responses in 2022 also had a sizeable reach in the sectors Health, Protection, Nutrition and Shelter and Non-Food Items.

SOMALIA

Acute Crisis



Lead:

Oxfam Novib

Alliance partners:

CARE Nederland, Save the Children, Stichting Vluchteling, Tearfund

Local organisations:




Adeso, GREDO, KAALO Aid and Development, PWDA, WASDA, WRRS

The Somalia Drought Joint Response

In 2022, Somalia was going through the longest and most severe drought of the past 40 years. This led to a marked decline in income from crop and livestock and a steep increase in the price of water and staple foods, which put further pressure on households' purchasing power.

The Dutch Relief Alliance reacted to this severe food insecurity by organising an Acute Crisis Joint Response in the regions Bari, Bay and Lower Juba. This response aimed to provide vital humanitarian food assistance to the affected communities and centred on the most vulnerable populations, including pastoralists, specific rural and low-income populations, agropastoralists and internally displaced persons.

Number of people we planned to reach, and actually reached, in 2022:

	Planned	Reached
 Food Security and Livelihoods	4,800	4,800
 Multi-Purpose Cash Assistance	16,974	18,586
 Water, Sanitation and Hygiene	100,994	136,662
Total (without double counting)	122,768	146,903

Budget: EUR 2.5 million Expenditure: EUR 2,501,725

Programme period: 28 January 2022 – 27 July 2022

Collaboration and localisation within the Joint Response

Throughout the implementation period, the Somalia Drought Joint Response partners worked closely together with government authorities at the national, regional and district levels. We got the collaboration off to a smooth start by organising a kick-off meeting in Mogadishu in February 2022, as well as a mid-term review workshop in Garowe in May. Each of the local partners actively contributed to the relevant Joint Response coordination and learning meetings.

Within the Food Security and Livelihoods, Multi-Purpose Cash Assistance and Water, Sanitation and Hygiene sectors, the partners endeavoured to streamline cluster standards and reporting structures. To cover possible coverage gaps, avoid duplication and promote inter-agency coordination, the partners remained in close consultation with other humanitarian agencies working in their respective districts.

Many local partners in the Somalia Drought Joint Response were in charge of and managed their own activities:

- Adeso led the development and execution of their integrated Multi-Purpose Cash transfers and Water, Sanitation and Hygiene (WASH) activities.
- GREDO handled the WASH component of the Joint Response and bore responsibility for the execution of water trucking and hygiene-related activities
- KAALO took care of a number of WASH components, including a two-month water trucking service and the supply of borehole equipment.
- PWDA assisted with the rehabilitation of water sources.
- WASDA independently oversaw the development and execution of their integrated Multi-Purpose Cash transfers and Water, Sanitation and Hygiene project.
- WRRS shared its extensive experience with cash transfer programming in the target districts, underpinned by a solid understanding of the associated mobile platform and community engagement.

Challenges

The local situation in Somalia can be considered volatile, and there is a constant risk of escalation of conflicts or clashes. In addition, many rural areas contend with poor local infrastructure. This lack of security is exacerbated by climate issues and recurring changes in the political landscape and village administrations. The increased need for humanitarian assistance was complicated by new challenges of an economic nature. For example, the region saw a stark increase in the price of basic human needs and fuel, and relief budgets were undermined by the weakening position of the euro (the grant currency) versus the US dollar (the implementation currency). Overall, the Joint Response was slow to get underway due to delays in the signing of contracts and the transfer of funds.

In some cases, altered circumstances led to different needs, which in turn warranted changes to the planned activities. For example, the partners scaled back emergency water trucking in a specific region in response to rains.

Lessons learned

It became clear that as far as Multi-Purpose Cash Assistance is concerned, nomadic pastoralists who migrate with their herds in response to rain conditions are best served with mobile cash.

With regard to local engagement, we learned that – particularly when the situation is dire and resources are limited – community participation regarding who should first be offered assistance can help stave off or reduce social tensions and limit inclusion and exclusion errors. Reliance on existing community structures and capacities facilitated the partners' activities in the affected districts.

Cash for Water interventions, which are similar to Multi-Purpose Cash transfers, led to swifter response results. Moreover, this approach is easier, less time-consuming and more effective for programme participants.

And finally, the provision of Multi-Purpose Cash Assistance in tandem with Infant and Young Child Feeding (IYCF) proved particularly effective. As a result, the Somalia Drought Joint Response partners believe this specific combination should be considered in other projects.



UKRAINE

Acute Crisis



Lead:
Dorcas

Alliance partners:
Cordaid, Save the Children






Local organisations:
Avalyst, Nehemiah, New Beginnings, Caritas Ukraine, working together with Caritas Kyiv, Kolomyia and Ivano-Frankivsk

The Ukraine Joint Response

Since the start of the conflict in Ukraine in February 2022, millions of Ukrainians have been affected by violence and the deterioration of essential services and infrastructure. In response, many citizens fled Ukraine to neighbouring countries. A large number of those staying behind were forced to remain in their homes by incessant shelling, air strikes and violence. Prevented from evacuating to a safer location, many Ukrainians suffered under poor access to food, clean drinking water, electricity and essential health services. The continuing violence has also led to high levels of stress and trauma among those affected or displaced by the conflict.

In reaction, the Dutch Relief Alliance set up a Joint Response that focussed on offering emergency assistance to the stricken population. This assistance comprises the provision of basic necessities like clean drinking water, primary health services and psychosocial support, food assistance and shelter for people displaced by the conflict. The Ukraine Joint Response centred on and supported Ukrainians affected by the conflict – both internally displaced persons (IDPs) and returnees – in the communities of Zakarpattia, Dnipropetrovsk, Vinnytsia, Luhansk, Donetsk, Kyiveska, Ivano-Frankivsk and Zaporizhzhia.

Number of people we planned to reach, and actually reached, in 2022:

	Planned	Reached
 Food Security and Livelihoods	4,500	5,023
 Multi-Purpose Cash Assistance	3,308	3,688
 Water, Sanitation and Hygiene	6,175	12,381
 Shelter and Non-Food	4,800	5,643
 Protection	10,000	11,905
Total (without double counting)	24,283	33,617

Budget: EUR 2.5 million **Expenditure:** EUR 2,398,877
Programme period: 3 March 2022 – 2 September 2022

A number of changes were made to the Ukraine Joint Response during implementation. This was necessary to accommodate to the changeable nature of the conflict and to remain agile and focussed on the safety of everyone involved. The Joint Response partners were able to go beyond the planned outcomes when it came to assisting people affected by the conflict – while still managing to come in under budget.

Collaboration and localisation within the Joint Response

To avoid duplication and maximise reach, the Response partners selected possible recipients of Multi-Purpose Cash Assistance in close consultation with local authorities, locally managed humanitarian hubs, the Cash Working Group and other humanitarian organisations working in the region. In addition, the partners coordinated their activities with other humanitarian actors and local authorities in the affected communities. The exchange and comparison of information led to better planning, swifter implementation and complementarity. Regional and national coordination and collaboration within the various sector clusters helped extend coverage to all vulnerable groups.

Localisation

Forty per cent of the Ukraine Joint Response budget was managed by national and local actors. A 0.6% share of the budget was spent on helping build capacity at four national and local partner organisations. A total of 476 people affected by the crisis (164%) were involved in the different programme phases, and 85 staff members of local partner organisations (213%) were trained in the provision of child-centred humanitarian assistance.

For example, the Joint Response partner Save the Children worked with experienced local partner Avalyst on the implementation of specific programme elements. Likewise, Cordaid worked exclusively through the local partner Caritas Ukraine. Local Caritas organisations were also responsible for performing vulnerability assessments and distributing relief items and assistance. Dorcas Ukraine worked together with local partners New Beginnings and Nehemiah, which handled mental health and psychosocial support (MHPSS) activities on Dorcas's behalf in the Transcarpathia region.

Challenges and Lessons Learned

Partners remained in regular contact with one another over the course of the Joint Response. However, due to Ukraine's large size and the variety of geographic locations in which they were active, most programme adjustments were made at the level of individual organisations. The foremost challenge was presented by security concerns. Local conditions made it impossible to work in certain areas – the Kyiv region, for example, of which nearly half was occupied by April 2022. Another challenge was that at times, the situation was so volatile that people in need were afraid to surrender their documents to staff. There was a constant and widespread need for assistance throughout the execution period, and one of the main challenges lay in maintaining the required operational capacity to meet this demand.

Based on these experiences, the partners believe that regular and intensive communication with local authorities and other humanitarian actors beyond the Joint Response can help more people in need gain access to assistance. Partners may want to regularly re-evaluate and anticipate for future challenges in their planning. Some partners are advised to provide more information about the complaint and feedback mechanism and verify which methods and channels are to be used.

In conclusion, only an extensive and concerted joint effort can ensure that displaced persons are effectively provided with the relevant assistance.

KENYA

Acute Crisis



Lead:
Tearfund

Alliance partners:
CARE Nederland, Dorcas,
Oxfam Novib, Save the
Children, Terres des Hommes

Local organisations:
World Renew, Waso
Resource Development
Agency (WARDA), Strategy
for Northern Development
(SND), SPACIDA, TUPADO,
RACIDA, Anglican
Development Services (ADS)
Ivano-Frankivsk

The Kenya Drought Joint Response
In 2022, Kenya faced the fourth rainy season in a row with disappointing rainfall for the country's arid and semi-arid counties. The resulting drought took a toll on both pastoral and marginal agriculture, which in turn affected access to food for households and livestock productivity. Living conditions continued to deteriorate as rising food prices cut into household purchasing power – which had already been weakened by increases in fuel costs and inflation.

The Dutch Relief Alliance reacted to this situation of severe food insecurity by organising an Acute Crisis Joint Response in Kenya. The alliance worked to provide urgent humanitarian assistance to communities in the counties Mandera, Marsabit, Turkana and Wajir.

The associated interventions primarily revolved around the sectors Food Security and Livelihoods, Water, Sanitation and Hygiene (WASH) and Nutrition – in an effort to prevent severe and acute malnutrition in the stricken regions. The alliance partners focussed on drought-affected households and farmers as well as children under five suffering from malnutrition.

Number of people we planned to reach, and actually reached, in 2022:		
	Planned	Reached
 Food Security and Livelihoods	8,220	10,274
 Nutrition	13,500	24,948
 Multi-Purpose Cash Assistance	19,932	22,953
 Water, Sanitation and Hygiene	102,598	151,255
 Protection	0	28,913
Total (without double counting)	113,644	170,850

Budget: EUR 3 million **Expenditure:** EUR 3,008,330
Programme period: 28 June 2022 – 27 December 2022

Collaboration and localisation within the Joint Response
Alliance partners and local partners worked closely together within the Kenya Drought Joint Response to achieve the best results possible. Among other things, the partners participated in the monthly meetings of the Kenya Cash Working Group. There were also joint learning meetings organised by, respectively, the partners Oxfam Novib and TUPADO in northern Turkana and Tearfund/World Renew and Anglican Development Services (ADS) in various southern sub-counties.

In Marsabit County, Dorcas and Terre des Hommes joined strengths with the local partner Strategy for Northern Development (SND), which has extensive experience working in the affected districts. Terre des Hommes and Dorcas were assigned different geographical areas via the county steering committee to avoid overlap of their activities.

In the Wajir County project areas, partners Save the Children and Waso Resource Development Agency (WARDA) jointly hosted a location visit by four staff members of the Dutch embassy in Kenya.

The target areas and budgets for each partner were clearly defined within the Joint Response. The alliance partners entered into separate agreements with their respective local partners, while simultaneously benefiting from each other's capacity to increase the quality of their interventions. Approximately 49% of the total budget was spent via local partners, including one local partner that received indirect cost recovery from its international partner. Of the budget total, 2% was allocated to several capacity strengthening trainings organised during the response period.

Challenges
Due mainly to the aforementioned increase in fuel and food prices, the Kenya Drought Joint Response ultimately reported a modest overspend of EUR 8,331 on a budget of EUR 3 million. There were also a few other setbacks due to unforeseen circumstances. In Turkana, for example, partners adjusted the quantity of seed to be distributed in response to the poor rain forecasts for October, November, and December. Several counties had a lack of permanent water storage facilities, which complicated matters when trucking in water. Wajir County experienced an outbreak of cholera and measles during the project term, leading to some delays in the execution of activities. Rising food prices continue to pose a challenge in the affected areas. The drought, combined with reduced domestic production and inflationary pressure, is driving a steep increase in the price of food and other basic commodities. This is undermining the disposable income of local households, as well as the volume of goods that can be purchased via Multi-Purpose Cash Assistance.

Lessons learned
One of the take-away lessons of the Kenya Drought Joint Response is that we need to create more scope in future programmes for anticipatory action. This will allow us to react more effectively to possible changes in conditions and setbacks. Reliance on community leaders (and committees elected by the local communities) proved particularly effective when it came to disseminating information. It is also important to promote coordination at the planning stage to avoid project overlaps and double targeting. Other lessons learned concerned water: we need to consider supporting the realisation of storage facilities for affected communities. In addition, future projects could be geared towards realising a larger number of relatively low-maintenance boreholes – and ideally, local communities should be able to handle this maintenance themselves.



ETHIOPIA

Acute Crisis



Lead:

Plan International

Alliance partners:

Cordaid, Save the Children,
SOS Children's Villages,
Tearfund, Terre des Hommess

Local organisations:

Action for Development
(AFD), Action for the Needy
(ANE), the Ethiopian Kale
Heywet Church Development
Commission (EKHC),
HUNDEE-Oromo Grassroots
Development Initiative,
Strategies for Northern
Development (SND)




The Ethiopia Drought Joint Response

In 2022, the Horn of Africa was affected by exceptionally severe drought and food insecurity. This led the Dutch Relief Alliance to set up an Acute Crisis Joint Response in Ethiopia, which was aimed at providing urgent humanitarian food assistance to communities in a number of different regions.

The regions worst hit by drought in Ethiopia were: Somali Region (over 3.5 million people affected), Oromia Region (more than 3.4 million affected), Southern Nations, Nationalities and Peoples' Region (more than 1.1 million affected) and South West Ethiopia Peoples' Region (more than 200,000 people affected).

The Dutch Relief Alliance's Joint Response in Ethiopia primarily focused on improving food security and rebuilding necessary resources in the affected areas. Its main target groups were local farmers, pastoralists and internally displaced persons affected by the drought, as well as children under the age of five suffering from acute malnutrition. Various partners were already active in Ethiopia within an existing Protracted Crisis Joint Response, and the Dutch Relief Alliance ensured that the two responses complemented each other.

Number of people we planned to reach, and actually reached, in 2022:

	Planned	Reached
 Food Security and Livelihoods	175,715	194,307
 Multi-Purpose Cash Assistance	26,831	25,377
 Water, Sanitation and Hygiene	49,489	50,600
Total (without double counting)	231,798	245,068

Budget: EUR 3 million **Expenditure:** EUR 2,822,823

Programme period: 28 June 2022 – 27 December 2022

Collaboration and localisation within the Joint Response

Working together in a consortium and with local government helped increase awareness, stimulated government buy-in, promoted collaboration, fast-tracked administrative clearances and generally contributed to acceptance within the affected communities. The consortium partners worked to align their efforts with other humanitarian organisations active in the target districts – and specifically the UN agencies and international NGOs responsible for coordinating the sector clusters. The Joint Response partners also coordinated their activities via periodic consultation and progress meetings and held online meetings with other partners active in the region.

In the Guji Zone, Plan International worked together with local partner Action for the Needy (ANE), with a strong focus on food security and cash interventions. Cordaid local partner HUNDEE contributed to local actors' capacity by providing technical assistance. Save the Children trained Action for Development (AFD) staff in child safeguarding/Protection from Sexual Exploitation and Abuse (PSEA), safe programming and the execution of gender-transformative drought response and resilience projects. Terre des Hommes focussed on building the capacity of the staff of Strategies for Northern Development (SND), contributing to the development of expertise and skills critical to the delivery of a quality response. The 66 staff members of the Ethiopian Kale Heywet Church Development Commission (EKHC) have experience in Food Security and Livelihoods, Multi-Purpose Cash Assistance and Water, Sanitation and Hygiene. EKHCDC's strong community presence added to the efficiency and effectiveness of activities undertaken at the various locations.

Challenges

A number of issues had a more general impact on activities undertaken within the Ethiopia Drought Joint Response. One issue that unexpectedly complicated matters for partners was the marked length and severity of the drought in the region, as well difficulties in accessing specific target wards or communities. The persistent lack of rain meant that the number of people in need of assistance exceeded the allocated resources. In addition, a sharp increase in the price of various products (in many cases, food) over the course of the Joint Response had repercussions for the distribution of cash. There was also a stark increase in the local cost of building materials, which affected various projects in the Water, Sanitation and Hygiene (WASH) sector and required partners to scale back the number of planned water points, for example.

Lessons learned

Several partners reported a need for accountability mechanisms that could help remind other partners of on-going responsibilities and task deadlines. In each of the partner interventions undertaken within the Ethiopia Drought Joint Response, it became clear that implementation and monitoring gained a great deal from the involvement of key actors with a clear understanding of the local community. This in turn benefited people affected by the crisis.

To improve coordination and complementarity, partners expressed the need for a centralised communication platform that is facilitated by the Joint Response lead. The activities of all partners – from the central country office to people working at grassroots level – need to be effectively coordinated. Moreover, future planning should focus on avoiding overlap in local intervention activities: a matter that can be addressed at the planning stage.

The success of anticipatory measures is heavily dependent on a solid assessment of the needs of those affected and a consistently updated risk analysis. An adaptive approach that effectively accommodates critical changes should therefore be encouraged.





Lead:

CARE Nederland

Alliance partners:

Cordaid, Oxfam Novib, Save the Children, Stichting Vluchteling and Tearfund






Local organisations:

Association for Women's Awareness and Rural Development (AWARD), Pakistan Partnership Initiative (PPI), Rural Education and Economic Development Society (REEDS), Tameer E Khalaq Foundation (TKF), Strengthening Participatory Organization (SPO), Legal Rights Forum (LRF), Health Education and Development Society (HEADS), Lead Against Marginality and Poverty (LAMP)

The Pakistan Flood Joint Response

In June 2022, Pakistan was thrown into a period of record monsoon rains. As of August 2022, rainfall that year was equivalent to three times the national 30-year average. By September, monsoon floods had left nearly one third of Pakistan inundated with water. Widespread flooding and landslides put the lives of millions of people at risk. The water destroyed property and damaged critical infrastructure for the supply of water and electric power, which further compounded the urgent humanitarian situation. It is estimated that around 33 million people in the country were affected. Approximately 6.4 million people in around 100 districts, mostly situated in the Indus delta, were determined to be in need of immediate relief. Dutch Relief Alliance partners worked alongside local partner organisations to provide direct humanitarian assistance to people affected by the flooding. The Pakistan Flood Joint Response focussed on four provinces in Pakistan: Balochistan, Sindh, Punjab and Khyber-Pakhtunkhwa.

Number of people we planned to reach, and actually reached, in 2022:

	Planned	Reached
 Food Security and Livelihoods	16,450	26,566
 Multi-Purpose Cash Assistance	36,876	44,495
 Water, Sanitation and Hygiene	40,020	55,915
 Health (including MHPSS)	16,800	17,528
 Shelter and Non-Food Items	8,413	9,759
Total (without double counting)	92,646	137,785

Budget: EUR 3 million **Expenditure:** EUR 2,955,080

Programme period: 18 September 2022 – 17 March 2023

Collaboration and localisation within the Joint Response

The Joint Response benefited in several ways from the partners' coordination with government authorities. For example, the local partner Health Education and Development Society (HEADS) remained in close contact with District Health Officers during the execution of Health-related activities. Similarly, Tearfund coordinated with the District Agricultural and Livestock Extension Department and the District Social Welfare Department during the distribution of agricultural inputs.

As far as coordination within the Joint Response was concerned, the Dutch Relief Alliance partners shared offices in the project areas with local partners, as did local partners amongst themselves. The various project managers conferred daily to coordinate their respective operational and programme-related needs.

The Pakistan Joint Flood Response 2022 was also marked by extensive localisation. Wherever possible, each of the nine local partners actively participated in Joint Response coordination and learning sessions. During these meetings, the team members freely shared their experiences and lessons learned in the course of the Joint Response.

Challenges

Water levels in the stricken districts remained high for several months. This hampered the delivery of goods to hard-to-reach areas, which is where many of the people resided who were most at risk. The distribution of Multi-Purpose Cash Assistance was also severely hindered by mismatches between the numerical data recorded on individuals' Computerised National Identity Cards and the assessment lists submitted to financial service providers.

More in general, the project teams regularly felt pressure from political parties and village elders to distribute goods according to these actors' interests. Another recurring challenge was the difficulty of finding qualified staff, or goods of the required quality.

Lessons learned

The coordination and learning sessions proved very useful and yielded valuable insight into the partners' respective approaches to, for example, procurement or Multi-Purpose Cash Assistance. One issue that parties need to pay close attention to in future projects is the distribution of voluminous and heavy goods to the most vulnerable people in need, since these recipients may not always have the means to transport these items to their homes. The crisis also highlighted the value of preparedness and contingency planning for humanitarian organisations and local communities.





Lead:

World Vision Nederland

Alliance partners:

CARE Nederland, Oxfam Novib, Save the Children, Tearfund, Stichting Vluchteling

Local organisations:






GREDO, Peace Action Society Organization for Somalia (PASOS), READO, Save Somali Women and Children (SSWC), Wamo Relief and Rehabilitation Services (WRRS)

The Somalia Bay Region Joint Response

After five failed rainy seasons in a row, 2022 saw Somalia going through its worst drought in 40 years. This devastating situation, which was declared a national emergency by the Somali government, has affected half of the country's population: some 7.8 million people in all. Combined with on-going conflict, the resulting lack of food and water rapidly eroded the resilience of local households. Humanitarian needs continued to grow more pressing well into the next year, and despite a better rainy season in mid-2023 the crisis is still far from resolved.

The Dutch Relief Alliance partners worked together within the Somalia Bay Region Joint Response to provide life-saving assistance to internally displaced persons and host communities in the Baidoa and Burhakaba districts of the region of Bay in southern Somalia.

Number of people we planned to reach, and actually reached, in 2022:

	Planned	Reached
 Food Security and Livelihoods	5,100	5,678
 Nutrition	28,281	20,097
 Multi-Purpose Cash Assistance	14,538	19,659
 Water, Sanitation and Hygiene	87,633	126,582
 Health (including MHPSS)	10,000	13,395
Total (without double counting)	116,619	179,062

Budget: EUR 3,800,000 **Expenditure:** EUR 3,764,889

Programme period: 1 October 2022 – 31 March 2023

Collaboration and localisation within the Joint Response

The partners remained in close contact with a variety of stakeholders – not only to avoid duplication but also to complement each other's activities and connect the Joint Response activities to other fields of activity. Key stakeholders included government agencies at the national, regional and district levels, clusters and sub-working groups and other aid organisations, including various alliance partners.

At the local level, the Joint Response partners worked in close consultation with community leaders. These leaders helped ensure that the project was implemented in a timely manner and that the right assistance was provided to those most in need. The project staff closely coordinated their activities with local authorities.

Localisation

Of the total Joint Response budget, 54% was allocated to national and local partners – matching the original target of 54%. A share of 0.9% was spent on strengthening the capacity of various national and local organisations, which once again corresponded with the target percentage.

Local partner GREDO, working together with CARE Nederland and Save the Children, was closely involved in the execution of all Water, Sanitation and Hygiene activities in the two districts and supported the registration of possible cash assistance recipients.

The women-led and woman-centred organisation Save Somali Women and Children (SSWC) headed the design and implementation phases of the programme, with Oxfam Novib's programme and support staff providing technical advice. READO's close collaboration with Stichting Vluchteling allowed the two partners to work more efficiently in hard-to-reach areas.

World Concern and Tearfund implemented their programme directly via local partner WRRS. This organisation was founded to help Somali communities build their economic resilience. PASOS partnered with World Vision Nederland in the execution of Water, Sanitation and Hygiene activities and played a key role in ensuring successful engagement with the relevant communities.

Challenges and lessons learned

Some project activities experienced delays due to political tensions and violence. For example, the registration of people in need had to be postponed a few days to avoid getting caught in the crossfire between armed government and opposition groups. Ultimately, this did not affect overall project performance.

Generally speaking, partners encountered a higher number of people in need in the Bay region than they could assist with the available resources. In response, the partners worked together with local community leaders to formulate effective selection criteria. Relevant stakeholders and members of the community were involved at every stage of the project cycle.

Lessons learned

In cases where the intervention involves water trucking, it is advised to include collapsible water tanks that can be used to facilitate the local distribution of stored water. Some of the camps in the affected areas lacked sufficient water storage facilities, meaning nearby communities with such facilities had to be urged to share water with their neighbours.

Involving local communities in the project design and implementation encouraged them to take ownership of the project and negotiate with water vendors regarding prices. This led to lower water prices, and the resultant budget savings allowed partners to supply water to a larger number of people. This high level of community acceptance and involvement enabled the Joint Response to surpass its original targets in terms of Water, Sanitation and Hygiene.

The partners also organised vendor focus groups during the Water, Sanitation and Hygiene project for feedback purposes. During and after the cash voucher programme, vendors reported that they felt their reputation within their respective communities had improved and that the programme had allowed them to 'give something back'. While this self-reported information is obviously subjective, it could be seen as an argument for replication in other communities where conflict and market instability encourage opportunism among vendors and other actors.





'I had to go to relief centres and ask for food so my children wouldn't starve.'

'It came at a very timely moment.'

5.5 A closer look: Just in time

The Dutch Relief Alliance's Acute Crisis Mechanism allows partners to respond within days to a sudden onset crisis. In February 2022, the escalating conflict in Ukraine led to widespread destruction and the disruption of essential services. It didn't take long before people in the affected regions were in dire need of assistance. Marina and her children* were able to get help just in time.

Before the hostilities, Marina (42) lived with her family in the city of Popasna in Luhanska Oblast. She remembers how suddenly their lives were upended by violence:

'Until February 24, we had no idea that we would find ourselves in such a terrible situation. That morning, our family woke up – not from the touch of our children's palms, but from incredible wailing because of the powerful explosions you could hear through the windows. At first we didn't know what to do: we were in a panic. After a while, the explosions started to sound louder and nearer by. We quickly collected a few belongings and documents and fled to the basement.'

Over the next few days we were still able to go up to our apartment to wash and cook. A week later, we started having problems with our power and water. If it was relatively quiet outside, we would get together with our neighbours to cook food for everyone. We walked several kilometres to get water, so we could wash ourselves at least. We lived in the basement for a month. At first we didn't want to leave our home, but eventually we understood it was our only remaining option. We were out of food supplies and medicines, so we decided to evacuate for the sake of our children.'

We moved to Dnipro, but we didn't have the means to stay there, so I started looking for organisations that could help us financially. This is very difficult, I can tell you. I had to go to relief centres and ask for food so my children wouldn't starve.'

Marina's family was quickly registered for Multi-Purpose Cash Assistance. This allows the family to provide for themselves according to their own insights.

'My entire family is very grateful for the help we've received. To start, it's a substantial amount: enough to last us five months. And secondly, it came at a very timely moment.'

* Real name withheld for privacy reasons

6. PROTRACTED CRISIS JOINT RESPONSES

In addition to the Acute Crisis Mechanism, the Dutch Relief Alliance also adheres to a Protracted Crisis Mechanism (PCM) in some of its Joint Responses. The Protracted Crisis Mechanism relates to crises that are not classified as an acute crisis situation (be it sudden onset or slow onset with sudden spike in need) and that meet a number of criteria. These criteria are assessed at the country level.

The Dutch Relief Alliance's Joint Responses to Protracted Crises are assessed based on the following criteria:

- The crisis has been going on for at least six months.
- The crisis takes place against the background of political and/or armed conflict, or a combination of conflict and recurring natural hazards. Moreover, the crisis cannot be traced back to single event but rather is caused by an extended conflict, which has not necessarily occurred in the proposed country of implementation (an example being the Rohingya crisis).
- The government in the affected area may be weak and/or ineffective, have collapsed altogether or has possibly requested outside assistance in handling the crisis.
- Local need for humanitarian assistance has reached the emergency threshold in at least two sectors covered by the partners of the Dutch Relief Alliance.
- A relatively high percentage of the provided assistance (at least 10% of the Official Development Assistance) is humanitarian assistance rather than development assistance.

Budget top-up in 2022

In 2022, the Dutch Relief Alliance increased the total budget by EUR 10 million, which was added to the originally committed budget total of EUR 60 million. The alliance partners agreed to allocate an amount of EUR 2.8 million to one additional Acute Crisis Joint Response in 2022 and topped up the budget for Protracted Crisis Joint Responses in the 2022-2023 period with an extra EUR 7 million. This top-up was subject to two conditions: the awarded funding needed to meaningfully contribute to at least two of the alliance's strategic objectives, and at least 50% of the funds had to be allocated to local partner organisations. Of the remaining EUR 200,000, half was used to strengthen capacity within the alliance itself in 2022, with the other half being reserved for the same purpose in 2023.

Crisis modifier

A funding instrument that has been included within Protracted Crisis Joint Responses as of 2022 is the crisis modifier. A share of each Joint Response budget has been reserved for this instrument, which is used to address small-scale, localised complications that threaten the process and/or humanitarian outcomes of an existing project. Further information on the use of the crisis modifier can be found further on in this report.

6.1 Overview of Protracted Crisis Joint Responses initiated in 2022

Country	Lead	Joint Response areas	Amount allocated in EUR (2022/2023) incl. top-up	Learning activity
Afghanistan	Cordaid	Herat, Kandahar, Nangarhar	11,438,506	Rapid Real Time Review + Evaluation in 2023
Democratic Republic of the Congo	World Vision Nederland	North Kivu, South Kivu	12,718,919	Rapid Real Time Review + Evaluation in 2023
Ethiopia	SOS Children's Villages	Amhara, Oromia, Tigray	10,868,625	Rapid Real Time Review + Evaluation in 2023
Somalia	Oxfam Novib	Awdal, Banadir, Bari, Gedo, Lower Juba, Lower Shabelle, Middle Shabelle, Mudug, Togdheer, Waqooyi Galbeed	10,432,933	Rapid Real Time Review + Evaluation in 2023
South Sudan	Save the Children	Western Bahr el Ghazal, Northern Bahr el Ghazal, Unity, Upper Nile, Jonglei, Central Equatoria, Warrap	13,112,795	Rapid Real Time Review + Evaluation in 2023
Sudan	Plan International	North Darfur, East Darfur, South Kordofan, North Kordofan, Khartoum, Gaderef, White Nile	4,813,848 (in 2022)	Rapid Real Time Review + Evaluation in 2023
Syria – Government-Controlled Areas (GCA)	ZOA	Aleppo, Idlib, Rural Damascus, Al-Hassakeh	9,266,049	Rapid Real Time Review + Evaluation in 2023
Syria – Non-Government-Controlled Areas (NGCA)	War Child	Idlib, Aleppo, Hasakeh, Raqqa, Deir Ez Zor	3,771,032	Rapid Real Time Review + Evaluation in 2023
Yemen	CARE Nederland	Sa'ada, Hajjah, Sana'a, Taiz, Aden, Al Dhale'e, Dhamar, Al Mahwit, Lahj, Marib	13,568,847	Rapid Real Time Review + Evaluation in 2023

6.2 General observations

The nine protracted crisis joint responses supported by the Dutch Relief Alliance in 2022 reached more than 2 million people in need. This means that we are on track to reach the planned total of 2.8 million people in the 2022-2023 period. We provided assistance in a number of sectors: Water, Sanitation and Hygiene, Food Security and Livelihoods, Health, Nutrition, Education and Multi-Purpose Cash Assistance.

Our Joint Responses had a strong focus on localisation and collaboration with, and implementation through, local partners. National and local actors are often well positioned to access the population in need and effectively respond within a variety of sectors.

2022 was the first year in which innovation and learning became an integral part of our overall approach. In six Protracted Crisis Joint Responses, the partners took part in challenge mapping sessions that were geared towards identifying possible innovation challenges and solutions. In April 2023, each of these six Joint Responses submitted project proposals to the Dutch Relief Alliance's Innovation Open Call, with five projects ultimately being granted funding. Further information about various innovation initiatives can be found in the sections on individual Protracted Crisis Joint Responses.

AFGHANISTAN

Protracted Crisis



Lead:
Cordaid





Alliance partners:
Save the Children, Stichting
Vluchteling, Terre des Hommes,
World Vision Nederland

Local organisations:
Rural Rehabilitation Association
for Afghanistan (RRAA),
Organization of Human Welfare
(OHW)

The Afghanistan Joint Response
The Afghanistan Joint Response, which runs until year-end 2023, focusses on the basic needs of the most vulnerable populations in the provinces of Herat, Nangarhar and Kandahar by providing assistance in the area of food and livelihoods and increasing their access to water, sanitation, hygiene and health care. In 2022, the partners also distributed cash to mitigate the acute needs of communities affected by armed conflict and natural disasters.

The events of the past year have had a strong impact on the people of Afghanistan, both in terms of their food security and economic livelihood and their vulnerability in relation to health risks. 2022 saw an increase in food insecurity and communities had difficulty accessing clean drinking water and hygiene facilities.

Number of people we planned to reach, and actually reached:

	Planned*	Reached
 Food Security and Livelihoods	32,200	18,764
 Multi-Purpose Cash Assistance	75,979	43,491
 Water, Sanitation and Hygiene	53,677	22,079
 Health (including MHPSS)	88,880	127,607
Other	14,026	15,451
Total (without double counting)	170,354	172,665

* in programme period 2022/2023

Budget: EUR 11,438,506 (2022/2023)
Expenditure during reporting period: EUR 4,198,490

Programme period: 1 January 2022 – 31 December 31 2023
Reporting period: 1 January 2022 – 31 December 31 2022

Progress made within the Joint Response varied from activity to activity. This can be attributed to the late signing of contracts and memorandums of understanding with various ministries, staff turnover issues and delays in the deployment of newly recruited staff. Generally speaking, the pace of implementation picked up in the second half of 2022, with the Joint Response partners having received most of the requisite approvals from the relevant ministries. Nevertheless, the local situation remains very urgent, and people's needs far exceed what the Joint Response is able to offer in terms of direct assistance.

Towards the end of the year, on 24 December, the de facto authorities in Afghanistan announced a ban on female NGO staff working in the country. This forced the Joint Response to put the majority of its activities on hold, since without female staff, humanitarian assistance cannot be extended to local women – often the most vulnerable population group. Following intense consultation and negotiation on a variety of levels, specific partners working within the Joint Response have currently received approval to deploy female staff in most activities. Not all of them, however, and negotiations are still on-going at the time of writing.

The security situation in Afghanistan remains very volatile. In 2022, humanitarian organisations had to deal with a number of unforeseen challenges, including serious human rights violations by local sharia councils. The de facto authorities also disrupted the execution of various activities, which affected the timely provision of assistance to communities. While the Afghanistan Joint Response project areas were not hit by armed violence in 2022, the partners did observe hostilities in neighbouring districts. They adhered strictly to their safety and security SOPs to avoid harm to both staff members and members of the local community.

The Afghanistan Joint Response includes two local partners. In the interest of further localisation, the Joint Response participants decided to appoint a local Co-Lead that will be supporting Cordaid in its capacity of Joint Response Lead. This appointment came into effect in the final quarter of 2022.



DEMOCRATIC
REPUBLIC OF THE
CONGO

Protracted Crisis



Lead:

World Vision Nederland

Alliance partners:

CARE Nederland, Help a Child,
Tearfund, War Child

Local organisations:

Mavuno, Comité pour le
Développement et Assistance
Humanitaire (CODEVAH),
Eglise du Christ au Congo
– Nord Kivu (ECC-NK), Help
Channel Congo (HCC), Centre
de Formation et d'Action pour
le Développement (CFAD),
Femmes Engagées pour la
Promotion de la Santé Intégral
(FEPSI),
Union des Femmes pour
la Paix (UFP), Kujitegemea
Actions (KUA), Appui au
Développement de l'Enfant
en Détresse (ADED), Bureau
d'Etudes et d'Appui Technique
aux Initiatives Locales (BEATIL)






The Democratic Republic of the Congo Joint Response

The two-year Democratic Republic of the Congo Joint Response, which runs until the end of 2023, is being implemented across five health zones in the provinces of North Kivu and South Kivu. Over the past few decades, both provinces have suffered under recurring armed violence, which has led to widespread displacement, food insecurity, malnutrition, epidemics and protection issues. The Dutch Relief Alliance's Joint Response in the DRC is based on close coordination and collaboration with local partners and focusses on providing multi-sectoral assistance and sustainable solutions for vital, community-identified needs and protection issues.

In 2022, the Democratic Republic of the Congo Joint Response aimed to help people in highly vulnerably situations survive by offering them basic, life-saving assistance such as clean drinking water, hygiene facilities, education, food and protection for women and children.

While the primary focus is on life-saving assistance, the partners also initiated a number of activities geared toward building community resilience, including agricultural training programmes, savings groups, the design and implementation of school improvement plans and the reintegration into families and/or communities of children who have been recruited into armed groups.

Number of people we planned to reach, and actually reached:

	Planned*	Reached
 Food Security and Livelihoods	23,220	33,426
 Multi-Purpose Cash Assistance	9,000	17,751
 Water, Sanitation and Hygiene	226,376	253,226
 Education	12,468	10,143
 Protection and Other	247,306	232,516
Total (without double counting)	360,967	304,513

* in programme period 2022/2023

Budget: EUR 12,718,919 (2022/2023)

Expenditure during reporting period: EUR 6,180,131

Programme period: 1 January 2022 – 31 December 2023

Reporting period: 1 January 2022 – 31 December 2022

The security situation in the eastern DRC continued to deteriorate over the course of 2022. In this complex and volatile environment, the multi-sectoral approach followed within the Joint Response allowed the partners to offer complementary and comprehensive solutions for local community needs. In the Masisi and Rutshuru territories, implementation was hampered by continued hostilities, leading to a temporary suspension of operations and the evacuation of staff. The Joint Response crisis modifier was activated three times over the course of 2022 – to provide emergency assistance to people affected by conflict in Rutshuru and in response to a cholera outbreak in Masisi and floods in Fizi. Several partners worked in the Sebele Health Area (Aire de Santé) to accommodate the influx of people displaced by flooding. Approval times varied between crisis modifiers, which occasionally affected the timeliness of the response. But generally speaking, adopting the modifier made a significant difference and enabled the partners to reach a large number of people. Apart from the upsurge in violence in the region, humanitarian operations were impeded by heavy rainfall and landslides, while prolonged drought impacted the growth of food crops. Partners were forced to take climate change adaptation measures that had not been planned and budgeted for. Likewise, steep inflation, exchange rate losses and price increases meant they had to make changes to the initial planning and scale back specific activities. This allowed them to safeguard quality within the Joint Response while avoiding budget overruns.

Collaboration between the Joint Response partners was of key importance when it came to minimising risks and guaranteeing a cost-effective, high quality response. A harmonised complaints and feedback mechanism helped ensure that participants' concerns were addressed in a timely manner. Local partners' strengths in areas like access and community engagement once again proved indispensable. CODEVAH's participation in the Response Task Force and Local Advisory Group contributed to the alliance's localisation ambitions and capacity building among local partners. The latter was achieved through, among other things, trainings that focussed on the Core Humanitarian Standard and monitoring and evaluation.

Besides accountability and gender and age sensitivity, partners' change initiatives also focussed on innovation. In response to challenges identified by the Joint Response, partners linked a Smartsheet platform with Power BI. This innovative data centralisation and visualisation system can be used to raise the quality of reporting processes. Furthermore, the Democratic Republic of the Congo Joint Response set up the 121 pilot project, which is intended to improve the quality of cash-based interventions. In Lubero and Musienene, partners utilised the Fragile Context Programme Approach, which allowed them to develop a nexus-wide response to changes in the local situation based on specific scenarios and tailored activities.



ETHIOPIA

Protracted Crisis



Lead:

SOS Children's Villages

Alliance partners:

Cordaid, Plan International, Stichting Vluchteling, Tearfund, Terre des Hommes

Local organisations:

Ethiopia Catholic Church Social Development Commission (ECC SDCO), Mothers and Children Multisectoral Development Organization (MCMDO), Tesfa Berhan Child and Family Development Organization (Tesfa Berhan CFDO), Action for the Needy in Ethiopia (ANE), Ethiopian Kale Heywet Church Development Commission (EKHCDC), African Network for the Prevention and Protection Against Child Abuse and Neglect (ANPPCAN)

The Ethiopia Joint Response

Ethiopia continues to suffer under the consequences of climate change. In 2022, the country was hit by drought and flooding, and certain parts of the country suffer under on-going armed violence. In this prolonged crisis, nearly 24 million lives have become unsettled by malnutrition, displacement, the destruction of property and other severe problems. In 2022, the Dutch Relief Alliance launched a Protracted Crisis Joint Response in Ethiopia to address a number of long-term challenges faced by its population. The alliance aims to reach at least 360,000 people in need in the regions of Tigray (Tselemti), Amhara (Kobo, Weldiya, Efrata-Gidim) and Oromia (Fedis).

Over the past year, many basic services were destroyed in Ethiopia, including health and WASH facilities. The influx of internally displaced persons in Amhara's North Shewa and North Wollo zones spiralled out of control, and the local situation was complicated further by climate shocks and intercommunal conflict. The drought in Oromia led to food insecurity, famine and climate refugees. There is an urgent need for assistance in the areas of food and nutrition, WASH, direct cash, health and education facilities.

In the Ethiopia Joint Response, a number of Dutch Relief Alliance partners are working together with local partners to deliver life-saving assistance and essential services to people in the project areas. Each organisation brings its own expertise to the table and the Joint Response encourages coordination and collaboration.

Number of people we planned to reach, and actually reached:

	Planned*	Reached
Food Security and Livelihoods	52,985	27,419
Multi-Purpose Cash Assistance	37,190	28,979
Water, Sanitation and Hygiene	361,982	162,497
Health (including MHPSS)	109,975	40,300
Protection	20,000	10,205
Education	9,124	8,011
Other	1,978	726
Total (without double counting)	501,393	221,271

* in programme period 2022/2023

Budget: EUR 10,868,625 (2022/2023) (including 2023 top-up funding)

Expenditure during reporting period: EUR 4,939,792

Programme period: 1 January 2022 – 31 December 2023

Reporting period: 1 January 2022 – 31 December 2022

Although conditions continued to worsen over the course of the year, by working in close collaboration with the government and the affected communities the Ethiopia Joint Response was able to provide humanitarian assistance to some of the people most in need. The main challenges faced by the partners in 2022 were on-going drought and erratic rainfall (East Hararghe Zone, Oromia Region), recurring violence and security incidents that impeded access to the project areas (Amhara and Tigray regions) and, more in general, high inflation and exchange rate losses. The latter issue affected all Joint Response partners but had a disproportionate impact on local and national NGOs. The Ethiopia Joint Response was delayed to an extent by these challenges, as well as by the late signing of the grant agreement with the Netherlands Ministry of Foreign Affairs. Nevertheless, the partners succeeded in realising most of the targets set for 2022.

In the first year of the Joint Response, the partners made changes to the programme within the 25% flexibility threshold. These adjustments were motivated by a better understanding of the local context and to accommodate inflation, security considerations and access constraints. Fourteen changes (66%) came out of input provided by local recipients. The crisis modifier was used to address the increased need for assistance in the wake of an upsurge in violence in the Tigray region. In spite of the volatile situation, the Ethiopia Joint Response partners strive to combine urgent humanitarian assistance with longer-term, sustainable solutions wherever possible. The Joint Response initiated most of its commitments relating to accountability to affected people (AAP) or included them in the planning for 2023. These AAP commitments included the integration and participation of 5,907 local stakeholders and community members, setting up feedback mechanisms, a participation-based selection procedure and selection and complaint committees. The Joint Response also promoted localisation. Collaboration and equal partnership between international, national and local organisations were intensified through the exchange of knowledge, joint monitoring visits and

needs assessments and the active participation of local partners in clusters, working groups and decision making. More than three quarters (78%) of the top-up funding in 2022 was allocated to local partners – of which half was spent via a crisis modifier. Collaboration between the partners was encouraged through learning exchanges and the sharing of information, resources and infrastructure (e.g. field offices and vehicles), which also led to a more cost- and time-effective response. However, most partners postponed capacity building activities to 2023, since they first needed to make good arrears in the implementation of the direct programme. One example of effective collaboration and information sharing within – and even beyond – the Ethiopia Joint Response is the partners' innovation challenge mapping exercise and subsequent adoption of the 121 platform for cash assistance transfers.



SOMALIA

Protracted Crisis

Lead:

Oxfam Novib

Alliance partners:

Help a Child/Medair, SOS
Children's Villages, World Vision
Nederland

Local organisations:

Dawa, KAALO Aid and
Development, SAACID,
Social Life and Agricultural
Development Organization
(SADO), Save Somali Women
and Children (SSWC), Taakulo
Somali Community, Vision
Corps Initiative, Zamzam
Foundation

The Somalia Joint Response

When it comes to humanitarian and development challenges, Somalia remains one of the hardest hit countries worldwide. It has an estimated 2.9 million internally displaced persons and around 7.7 million people are in need of humanitarian assistance. The key factors contributing to Somalia's humanitarian crisis are armed conflict, drought and flooding. Local resilience is eroded by increasingly frequent climate shocks and outbursts of violence and communities do not have enough time to recover in between. This has further depleted people's means of support and options for overcoming these pressures.

The Somalia Joint Response was set up to support women, men, girls and boys affected by climate-related disasters and/or armed conflict in this on-going humanitarian crisis. Four Dutch Relief Alliance partners are working together with local partners within an integrated response programme in 10 regions across the country: Awdal, Banadir, Bari, Gedo, Lower Juba, Lower Shabelle, Middle Shabelle, Mudug, Togdheer and Waqooyi Galbeed.

The two-year Joint Response, which runs until the end of 2023, offers a combination of emergency humanitarian assistance and medium-term livelihoods support. In view of Somalia's complex security situation, protection has been carefully integrated in the design of the Joint Response programme. The partners all pay due attention to protection mainstreaming, as well as engaging in stand-alone protection activities as part of the integrated approach.

Number of people we planned to reach, and actually reached:

	Planned*	Reached
 Nutrition	13,640	12,941
 Water, Sanitation and Hygiene	70,034	114,240
 Health (including MHPSS)	13,380	13,506
 Protection	172,047	99,960
 Shelter and Non-Food Items	222,194	194,119
 Education	42,172	34,619
Other	20,999	11,221
Total (without double counting)	392,965	372,164

* in programme period 2022/2023

Budget: EUR 10,432,933 (2022/2023)

Expenditure during reporting period: EUR 5,183,561

Programme period: 1 January 2022 – 31 December 2023

Reporting period: 1 January 2022 – 31 December 2022

The number of people affected by the drought in Somalia – the longest and the most severe drought in recent history – has more than doubled since the beginning of 2022. At the time of writing, it stood at 8.3 million, which is close to half of the country's population. Displacement has increased threefold since early 2022, with more than 1.4 million people displaced due to the drought alone. In 2022, the Somalia Joint Response worked to reach 372,164 people across the country with life-saving and life-sustaining humanitarian assistance. Although certain challenges – in particular high inflation and exchange rate losses – put a strain on the budget, the partners were mostly able to implement their programmes as planned.

To facilitate coordination and collaboration within the Joint Response, the partners set up two Hub Working Groups that focussed on specific geographical areas. At some locations, the Joint Response partners engaged in joint programming and worked to provide complementary assistance. A good example is the inclusion of some participants in Medair's nutrition programme in the MPCA intervention implemented by local partner SSWC. This complementary and holistic approach helped reduce the risk of relapse. The crisis modifier mechanism allowed partners to respond more quickly to new emergencies or needs that arose in the wake of changes to the local context. In 2022, the Joint Response activated crisis modifiers in reaction to a strong influx of people displaced by drought and conflict.

One example of an innovation launched within the 2022 Joint Response is the installation of a hydroponics tray as a trial project in the backyard of SADO's office in Bardera. Based on the results of this trial, the partners decided to set up a three-month pilot project implemented by four local partners – SADO, SSWC, Taakulo and Zamzam – expanding the number of trays and locations and involving local communities and pastoralists.



SOUTH SUDAN

Protracted Crisis



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Lead:

Save the Children

Alliance partners:

Tearfund, War Child, CARE
Nederland, Dorcas, Help a Child,
Plan International

Local organisations:






Mary Help Association (MHA),
Women Development Group
(WDG), Charity Empowerment
Foundation (CEF), Universal
Intervention and Development
Organization (UNIDOR), ACROSS,
Widows and Orphans Charitable
Organization (WOCO), Smile
Again Africa Development
Organization (SAADO)

The South Sudan Protracted Crisis Joint Response

South Sudan is facing its highest levels of food insecurity and malnutrition since the country gained its independence a decade ago. An estimated 8.3 million people in South Sudan are in need of humanitarian assistance – of which 54% are children. Communities have been pummelled by the triple shock of intensified conflict and intercommunal violence, three consecutive years of major flooding and the COVID-19 pandemic.

The 2022-2023 South Sudan Joint Response follows up on the previous Joint Response in South Sudan, which ended on 31 December 2021. The current programme involves seven Dutch Relief Alliance partners, which are working together with seven local and national partners to provide emergency humanitarian assistance to some of the most vulnerable groups affected by the crisis in the counties Malakal, Fashoda, Aweil East, Tonj East, Melut, Jur River, Wau, Tonj North, Pibor, Koch and Lainya. The Joint Response is also intended to support the shift from direct humanitarian assistance to resilience, by addressing the root causes of vulnerability and enabling affected communities to better overcome acute shocks and chronic stresses and recover from the present crisis.

Number of people we planned to reach, and actually reached:

	Planned*	Reached
 Food Security and Livelihoods	130,000	104,220
 Nutrition	42,670	27,516
 Multi-Purpose Cash Assistance	6,300	4,662
 Water, Sanitation and Hygiene	123,119	114,999
 Protection	225,204	159,308
Other	8,688	7,214
Total (without double counting)	347,741	245,887

* in programme period 2022/2023

Budget: EUR 13,112,795 (2022/2023)

Project expenditure during reporting period: EUR 6,041,517

Programme period: 1 January 2022 – 31 December 2023

Reporting period: 1 January 2022 – 31 December 202

In 2022, communities in Malakal, Pibor, Jonglei, Abyei, Tonj North, Warrap and Unity State Bentiu were stricken by a combination of armed violence and catastrophic floods. Thousands of people were displaced by the crisis, which had a particularly negative impact on the security and mental wellbeing of local children and women.

Partners working in the Upper Nile had to deal with growing interference in the recruitment of staff by the state's government and local authorities. Partners were pressured to employ candidates from local communities – even if they did not meet the minimum job requirements. To alleviate this problem, the Joint Response partners actively engaged with state authorities on planned appointments, prioritising the recruitment of qualified local candidates without compromising minimum standards and substantiating their decision to recruit staff from other areas where required.



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The Joint Response partners continued to execute their existing multisectoral programme in Koch and Pibor. They achieved strong complementarity between the sectors Food Security and Livelihoods, Nutrition and Protection by pooling their technical capacity, experience and resources. For example, the partners shared motorboats to access hard-to-reach community members affected by flooding. CARE Nederland and UNIDOR took a number of initiatives, including a collaborative needs assessment, to promote joint learning and evaluation and raise the quality and impact of their activities.

The 2022-2023 South Sudan Joint Response made a flexible crisis modifier available to the national partners, which each of them activated in the first year of the project. The crisis modifier was allocated to local partners from the outset to enable a swifter start of operations.

SUDAN

Protracted Crisis

Lead:

Plan International

Alliance partners:

SOS Children's Villages, ZOA

Local organisations:

ASSIST, Friends of Peace and Development Organization (FPDO), National Humanitarian Aid (NAHA), CAFA, Vet-Care Organization (VCO), SOS Sahel, Emergency Relief Rehabilitation and Development Agency (ERRADA)



The Sudan Protracted Crisis Joint Response

The humanitarian crisis in Sudan is driven by a variety of factors: political instability, localised violence, prolonged internal displacement, climate shocks (drought and flooding) and the challenge of accommodating over 1 million refugees. Moreover, the country is caught in the mire of a long-term economic crisis, with rampant inflation resulting in record high numbers of people affected by food insecurity. In 2022, more Sudanese were reported in need than at any other time in the past decade. A total of 14.3 million people required assistance to meet minimum living standards.

In the 2022-2023 Sudan Joint Response, international, national and local partners are working together in project areas in the states North Darfur, East Darfur, South Kordofan, North Kordofan, Khartoum, Gaderef and White Nile. Their activities focus on three main objectives: to protect people affected by conflict and disaster against violence, neglect and exploitation, help local communities stabilise and become more resilient by providing resources required to protect and rebuild livelihood assets, and combat gender-based violence by contributing to child protection and gender-equitable healthcare.

Number of people we planned to reach, and actually reached:

	Planned*	Reached
 Food Security and Livelihoods	29,865	21,624
 Water, Sanitation and Hygiene	78,422	42,743
 Health (including MHPSS)	65,200	394
 Protection	195,781	53,261
 Shelter and Non-Food Items	0	3,625
 Education	4,675	728
 Other	1,379	1,421
Total (without double counting)	352,601	123,796

* in programme period 2022/2023

Budget: EUR 9,655,387 (2022/2023)

Expenditure of reporting period: EUR 4,077,770

Programme period: 1 January 2022 – 31 December 2023

Reporting period: 1 January 2022 – 31 December 2022

In October 2021, Sudan's transitional government was unseated in a military coup. Political unrest continued well into 2022, and the associated violence led to new forced displacement – particularly in the Darfur and Kordofan states. The year also brought a number of climate shocks (widespread flooding and drought) and unprecedented spikes in acute food insecurity due to inflation in the price of food, fuel and other commodities. The local situation was exacerbated by recurring outbreaks of disease.

The coup had significant consequences for the implementation of the Sudan Joint Response in 2022. This ranged from intensified intervention by the Humanitarian Aid Commission (HAC), which handles technical agreements on behalf of the Sudanese government, the replacement or dismissal of various stakeholders (including commissioners) and deteriorating security conditions against the background of on-going protests and government permit revisions. The coup was also accompanied by internet and telecommunications outages, which seriously impeded the proposal development process. For this reason, the submitted proposal set out a top line response based on the known context, and the partners used the 2022 kick-off workshop to validate and where necessary update the identified needs. The kick-off workshop was also used to devote specific attention to themes like collaboration, harmonisation, complementary programming and joint action.

In spite of these challenging conditions, the Sudan Joint Response partners still managed to offer multisectoral assistance to some of the most vulnerable people in the project areas and address their immediate needs and protection risks. In addition to these activities, the partners also initiated a pilot project that involved the establishment of a National Programme Committee (NPC) and state-based working groups. This innovative governance model positions equitable decision making as closely as possible to the relevant project areas. The NPC is mandated to distribute funds via the Joint Response crisis modifier budget. In 2022, it allocated over EUR 350,000 to five Quick Impact Projects that addressed community needs brought on by rapid onset crises. Working in close consultation with the Dutch Embassy in Khartoum, the local partners organised roundtable sessions to develop a roadmap for the further localisation of humanitarian assistance in Sudan.



SYRIA
GOVERNMENT-
CONTROLLED
AREAS (GCA)

Protracted Crisis



Lead:
ZOA





Alliance partners:
Dorcas, Terre des Hommes,
Oxfam Novib

Local organisations:
The Department of Ecumenical
Relations and Development,
affiliated to the Greek Orthodox
Patriarchate of Antioch and all
the East (GOPA); St. Ephrem
Patriarchal Development
Committee (EPDC); Syrian
Society for Social Development
(SSSD); Monastery of St
James the Mutilated (MSJM);
Syrian Arab Red Crescent
(SARC) and diaconal
agencies of the following
religious organisations:
various Presbyterian church
organisations, Nour al-Ihsan,
Abnaa Al Kalimah, Bethel, St.
Georges, JRS.

The Syria Protracted Crisis Joint Response in Government-Controlled Areas In 2022, the humanitarian situation in Syria continued to worsen as a consequence of on-going violence, the economic malaise in the wider region, international sanctions, a political stalemate and drought. Around 13.4 million people in Syria are currently in need of protection and humanitarian assistance. This crisis is not expected to subside in the years ahead.

The Dutch Relief Alliance's Syria Protracted Crisis Joint Response in Government-Controlled Areas focusses on a number of regions, including Aleppo, Idlib, Rural Damascus and Al-Hasakah. The programme is geared toward three key objectives. First, to provide life-saving humanitarian assistance to the most vulnerable people in need. Secondly, to help prevent and mitigate protection risks and respond to a growing local need for protection in the affected areas. And finally, to increase the long-term resilience of the relevant communities by improving their access to economic opportunities and basic services.

Number of people we planned to reach, and actually reached:

	Planned*	Reached
 Food Security and Livelihoods	8,525	14,462
 Multi-Purpose Cash Assistance	3,525	0*
 Water, Sanitation and Hygiene	110,500	154,150
 Protection	1,400	700
Other	2,102	2**
Total (without double counting)	170,354	169,314

* in programme period 2022/2023

* The distribution of Multi-Purpose Cash was still on-going at year-end 2022, which is why the number of people reached in the year under review is reported as zero. Most MPCA activities are expected to be rounded off by the end of 2023.

** While implementation of the Syria Protracted Crisis Joint Response in Government-Controlled Areas progressed mostly as planned in 2022, international and local partners occasionally encountered delays.

Budget: EUR 9,266,049 (2022/2023)
Expenditure of reporting period: EUR 2,846,795

Programme period: 1 January 2022 – 31 December 2023
Reporting period: 1 January 2022 – 31 December 202

Collaboration and localisation within the Joint Response

The Dutch Relief Alliance's Joint Response in Syria-GCA builds on several years of existing collaboration. During its first year, partners both provided life-saving assistance and invested in resilience and longer-term solutions for those affected. Close collaboration with local partners, the affected communities and authorities in the region played a key role. In executing the programme activities, the participating alliance partners and their local partners also paid close attention to equitable partnership and age and gender sensitivity. They organised a number of projects that revolved around these specific themes, including studies intended to yield lessons and long-term plans of action.

Top-up funding awarded to the Joint Response in 2022 was used to support additional activities focussed on increased local need for assistance, equitable partnerships (localisation) and gender, age and disability inclusion. Based on an assessment performed in February 2023, the Joint Response is currently establishing which steps that can be taken to strengthen the capacity and role of local partners in decision-making processes and further improve the quality of humanitarian interventions.

Challenges and lessons learned

While in most cases implementation proceeded as planned, the Joint Response in Syria-GCA did encounter a number of challenges in 2022. The late signing of agreements and sub-agreements led to delays in various government approvals. Moreover, strong inflation, fluctuating exchange rates and the reduced availability of certain goods – including fuel – hindered implementation and impacted disposable budgets and planning. Where necessary, the Joint Response partners adapted by merging, swapping or postponing activities to 2023. Other challenges included a growing local need for assistance due to compounding crises, high staff turnover rates, international sanctions and red tape. In the course of 2022, the Joint Response expanded its coverage criteria to include more areas. This was in reaction to an outbreak of cholera in the region and was intended to increase the reach of the provided medical aid. The partners also made a number of changes to their intervention activities based on feedback from local communities and recipients and on monitoring results.

In 2022, the security situation in most parts of Syria remained stable. The relatively inaccessible areas in the northeast were far less secure, however, with control repeatedly shifting back and forth between the government and various armed groups. This led to delays in approvals and implementation. The Dutch Relief Alliance's Joint Response in Syria-GCA relies on its contingency budget to accommodate emerging needs and changes in the local context. In the course of 2022, the Joint Response used 20% of its contingency funds to expand to new locations and include hard-to-reach areas in Al-Hasakah and Idlib. For 2023, the partners decided to allocate contingency funds to innovative solutions that address the on-going local fuel and electricity crisis. A key lesson learned in this context is that budget flexibility plays an important role when adapting to changing contexts and needs.

SYRIA
NON-GOVERNMENT
CONTROLLED
AREAS (NGCA)

Protracted Crisis



Lead:
War Child

Alliance partners:
International Rescue Committee, providing technical support to War Child and the Independent Doctors Association (not as an implementing partner)

Local organisations:
International Humanitarian Relief Association, Independent Doctors Association, Ghiras Al-Nahda, Space of Peace, Humanitarian Initiative Association, Ashti Peace-Building Center, Dan for Relief and Development

The Syria Protracted Crisis Joint Response in Non-Government-Controlled Areas

The humanitarian and protection situation in Syria remains highly complex. The current crisis is compounded by over ten years of hostilities, protracted displacement and long-term repercussions such as the destruction of civilian infrastructure and humanitarian and human rights violations. In 2022, 14.6 million people in the country were in need of humanitarian assistance – an increase of 1.2 million compared to the preceding year. Children are among the worst affected by the on-going conflict, representing 45% (6.5 million) of the total number of people in need.

Northwest Syria is hit daily by armed violence, air strikes and shelling. In many cases, families in this region have been subjected to repeated displacement. As of October 2021, there were a total of 2.8 million internally displaced persons (IDPs) in Northwest Syria, with 60% being registered in camps.

Number of people we planned to reach, and actually reached:

	Planned*	Reached
 Nutrition	33,600	19,361
 Water, Sanitation and Hygiene	11,777	11,847
 Health (including MHPSS)	85,687	69,089
 Protection	18,568	13,043
 Shelter and Non-Food Items	8,350	10,400
 Education	2,134	2,483
Other	2,405	9,203
Total (without double counting)	157,987	135,426

* in programme period 2022/2023

Budget: EUR 3,514,706 (2022/2023)
Expenditure during reporting period: 1,908,641

Programme period: 1 January 2022 – 31 December 2023
Reporting period: 1 January 2022 – 31 December 2022

In 2022, the partners of the Syria Joint Response in Non-Government-Controlled Areas worked together to fill gaps in the provision of humanitarian assistance and determine the best approach to offering a comprehensive and complementary package of services. Despite the deteriorating local economic situation, the Joint Response was able to meet – and in some cases surpass – its annual targets. Ultimately spending 95% of the allotted budget, the Joint Response mainly used the difference to absorb the costs of inflation and exchange rate fluctuations and provide additional services such as hygiene kits for children, emergency latrines and medicines. In June 2022, the Joint Response activated its contingency budget to address significant funding shortfalls in northwest Syria and gender-based violence concerns. War Child entered into a new partnership with SOP, a Syrian organisation with expertise in this area, to support and complement the on-going activities of the Joint Response. Top-up funding in 2022 was allocated to specific strategic themes. For example, to promote accountability and gender sensitivity, the Joint Response strengthened local partners' capacity and reporting mechanisms in relation to Child Safeguarding and Protection from Sexual Exploitation and Abuse (PSEA).⁸ The Joint Response increased overall effectiveness by expanding the provided health care with mental health services and utilising local capacity and expertise. It also proposed using a locally led crisis modifier to promote local humanitarian leadership, localisation and equal partnership. While the modifier's inclusion in the top-up caused some delays in the local partners' access to funding, they were ultimately able to assist a number of communities hit by cholera outbreaks.⁹ The Joint Response also paid attention to the innovation theme by organising a joint challenge mapping session at the end of 2022. This session analysed key problems affecting local youth and identified opportunities for constructive innovation. It led to the proposal of a 'one-stop shop' female youth center. The associated pilot project – which combined participatory gender market assessments, livelihood activities, mental health and psychosocial support and protection services, transportation and childcare support – was subsequently approved in May 2023.

8. Postponed to 2023 due to various unforeseen challenges, including inflation and exchange rate fluctuations.
9. The activation of the crisis modifier was dependent on the approval of the Board of Directors and changes to the budget and logframe.



YEMEN

Protracted Crisis



Lead:

CARE Nederland

Alliance partners:

Save the Children, Cordaid, Dorcas, Oxfam Novib, Stichting Vluchteling, ZOA






Local organisations:

Attadhamon Foundation for Development (AFD), Coalition of Humanitarian Relief (CHR), Diversity Foundation, Family Counseling and Development Foundation (FCDF), International Training & Development Center (ITDC), Sustainable Development Foundation (SDF), SPHEREYE Foundation, Yamaan

The Yemen Joint Response

Yemen continues to suffer under the worst humanitarian crisis in recent history. Years of conflict and severe economic decline have driven the country to the brink of famine and have exacerbated needs across every sector. An estimated 80 per cent of the Yemeni population – equivalent to around 23.4 million people – requires some form of humanitarian or protection assistance. Of this number, around 12.9 million are in acute need. The partners in the two-year Yemen Joint Response are working to provide life-saving humanitarian assistance to people affected by on-going violence, displacement and drought in nine governorates: Sa’adah, Hajjah, Sana’a, Taiz, Aden, Al-Daleh, Dhamar, Al-Mahwit and Lahij.

Number of people we planned to reach, and actually reached:

	Planned*	Reached
 Food Security and Livelihoods	26,000	12,802
 Nutrition	1,521	0
 Multi-Purpose Cash Assistance	39,958	25,295
 Water, Sanitation and Hygiene	106,754	100,216
 Health (including MHPSS)	356,632	218,701
Other	17,733	7,512

Total (without double counting) **463,153** **348,792**

* in programme period 2022/2023

Budget: EUR 13,568,847 (2022/2023)

Expenditure during reporting period: EUR 4,533,007

Programme period: 1 January 2022 – 31 December 2023

Reporting period: 1 January 2022 – 31 December 2022

In 2022, the Yemen Joint Response partners made considerable progress in the achievement of their objectives, with no major deviations from the set course. The Joint Response was held back for a time by delays in the approval of the grant agreement between the Netherlands Ministry of Foreign Affairs and the Dutch Relief Alliance and various sub-agreements. These delays led to implementation setbacks and budget variance in excess of 10%, forcing the partners to adapt their plans in certain cases. Thanks to their flexibility and negotiation skills, they nevertheless managed to achieve the set objectives. Key lessons learned include the need to anticipate potential delays, coordinate with local authorities before signing relevant agreements and to continue to share information among partners. Another takeaway from the 2022 Joint Response is the importance of factoring in inflation and exchange rate losses. Flexible sources of funding like the Dutch Relief Alliance’s crisis modifier played an important role in successfully accommodating unforeseen circumstances – and maintaining projects’ original target and reach rather than scaling them back.

The Yemen Joint Response actively promoted collaboration among its partners, organising a variety of activities in support of this goal such as programme inception sessions, coordination meetings, real-time reviews, joint training, field visits and annual reviews. These efforts contributed to the timely sharing of information, lessons learned and best practices

and encouraged the harmonisation of implementation approaches and modalities. Collaboration with local partners proved crucial to the success of the projects, ensuring that the organised activities took account of local cultural norms and met the needs of the affected communities. Local partners used the 2022 top-up funding for a number of different localisation, innovation and learning initiatives. Innovation projects undertaken by the partners in 2022 included the development of a prototype solar oven for baking bread, rainwater harvesting tanks, technical skills training, a cost-efficiency analysis using the Dioptra software and various other ventures. In the course of 2022, the Joint Response also set up a challenge mapping session with a strong focus on innovation. Held in January 2023, this event was attended by all local partners in Yemen and resulted in the submission of several proposals for the Dutch Relief Alliance’s Innovation Open Call. This ultimately led to a grant for a local project entitled ‘Overcoming barriers to access Mental Health and Psychosocial Support (MHPSS) in Yemen through digitalisation’.





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'I've also started to crochet and am selling my items.'

6.4 A closer look: Making a difference with Multi-Purpose Cash

Multi-Purpose Cash Assistance allows people to use the provided funds at their own discretion. It plays an important role in many of our Joint Responses – including in the Ethiopia Protracted Crisis Joint Response, where almost 30,000 people affected by crisis have received this form of financial support. The freedom and flexibility this offers them adds to the effectiveness of the Joint Response as a whole. The worst drought in a generation

The Joint Response in Ethiopia includes Multi-Purpose Cash Assistance for people in the regions of Oromia and Amhara. After the fifth failed rainy season in a row, Oromia is blighted by what has been described as 'the worst drought in a generation'. Over the past half-decade, the situation in the region's Fedis District has become increasingly dire. Seven out of ten people living in Fedis are dependent on crop agriculture for their food and income, while most of the remainder herd livestock. Yet, as one of the local village heads noted, 'one hundred per cent of last year's harvest was lost' due to insufficient rainfall. The shortage of drinking water and grazing land has severely affected the health of local livestock. Millions of animals have died as a result, and the crisis has led to widespread relocation, particularly by men and boys who leave for elsewhere in search of better pastures. In some cases, the animals are so weak they have to be carried.

To mitigate this crisis, the Ethiopia Protracted Crisis Joint Response has distributed Multi-Purpose Cash that can be used to buy food, water and tools. Other assistance included the provision of new livestock to help affected pastoralists recover some of their losses and WASH facilities to curb the spread of illness. One recipient, Shame Mohamed, explains how important this assistance has proven to her future and that of her nine children: 'I live without a husband, and no longer had any cattle, but received three goats from SOS Children Village Ethiopia and cash from Action for the Needy Ethiopia. Now I can feed my children.'

Rebuilding businesses in the wake of conflict

Over the past few years, ethnic tensions in Amhara have led to a succession of violent confrontations. In the district of Weldiya, these clashes caused damage to local schools, hospitals and water resources, property theft and psycho-social trauma. The Joint Response in Weldiya mainly focussed on the provision of Multi-Purpose Cash Assistance, food, water and protection services. The distributed funds have helped women shopkeepers who had been put out of business by the upheavals get back on their feet. Mother of four Etsegenet recounts how Multi-Purpose Cash helped her start anew after looting had forced her to close shop: 'I could restock my shop and buy sheetis [traditional dresses] to add to my inventory.' Another woman was able to set up a modest poultry farm after purchasing sheets of corrugated iron: 'I now have ten chickens and we already have eaten some for Genna [Ethiopian Christmas]. I've also started to crochet and am selling my items. I have hope now that the situation will change.'

* Real name withheld for privacy reasons

7. STRUCTURE, GOVERNANCE AND MANAGEMENT

7.1 Our governance structure

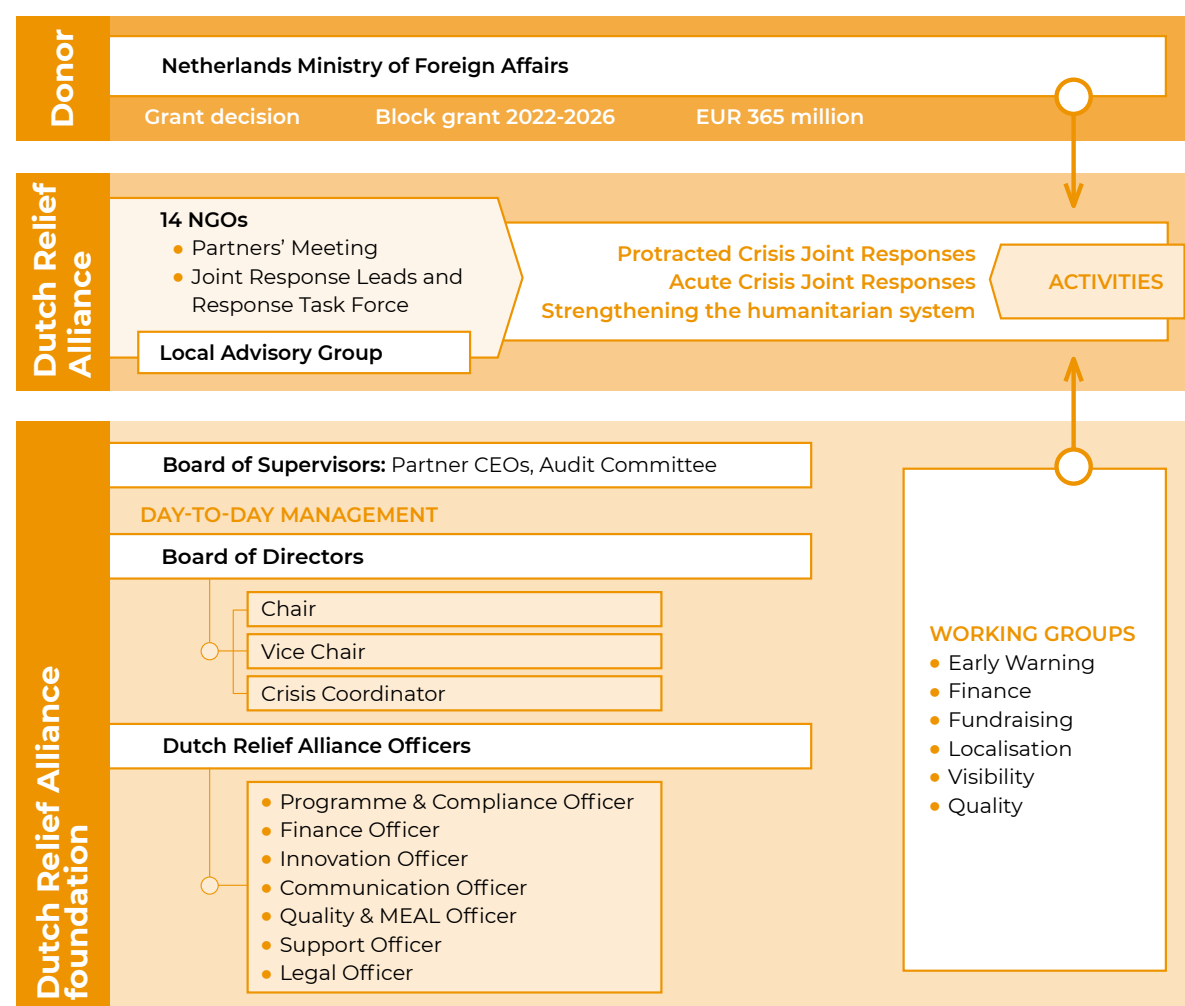
Board of Directors

The day-to-day management of the Dutch Relief Alliance in 2022 was handled by its Board of Directors, working together with a team of Officers.¹⁰

In accordance with the alliance's governing documents, the Board of Directors had three members throughout 2022:

- Chair: Geert Jan van Dijk, seconded by Tearfund
- Vice Chair: Arjen Joosse, seconded by World Vision Nederland
- Crisis Coordinator: Ina Hogendoorn, seconded by ZOA

10. For detailed explanations of the governing bodies and positions see appendices



The members' appointment to their respective positions in 2022 was formally approved by the Dutch Relief Alliance's Board of Supervisors in 2021. In 2022, the Board of Supervisors also approved the appointment of Tram Nguyen, seconded by CARE Nederland, to the position of Vice Chair as of 2023.

In 2022, the Board of Directors of the Dutch Relief Alliance convened on a total of 60 occasions – namely 24 regular meetings of the Board of Directors, 12 Dutch Relief Alliance Partners' Meetings, 14 formal and informal meetings with the Netherlands Ministry of Foreign Affairs, 8 team meetings, 1 Team Day and the Dutch Relief Alliance's General Assembly, which was attended by the 14 partner NGOs, a number of local partners, the Dutch Relief Alliance officers and Working Groups, the Netherlands Ministry of Foreign Affairs and various other stakeholders and contacts.

The Dutch Relief Alliance's team of officers in 2022 comprised seven positions:

- Support Officer: Marlous Rottier, seconded by Tearfund
- Programme & Compliance Officer: Ignacio Arteché Prieto, seconded by Cordaid
- Finance Officer: Ninfoon Zoumaro-Djayoon, seconded by Cordaid
- Innovation Officer: Lisette Gotink, seconded by CARE Nederland
- Communication Officer: Steven Lanting, seconded by Cordaid until October 2022; succeeded by Else Lenselink, seconded by Plan International as of November 2022
- Quality & MEAL Officer: Maria Ulissi-Brown, seconded by War Child
- Legal Officer: Barber Dordregter, contracted as a consultant by Tearfund

Working Groups

In 2022, the Dutch Relief Alliance also had the following Working Groups, which were headed by various Chairs and, where relevant, Vice Chairs:

Working Group	Chair	Vice Chair
Early Warning	Eva van Iwaarden, seconded by Dorcas	
Finance	Kees Hoogendoorn, seconded by Tearfund	
Fundraising	Petra Righetti, seconded by Oxfam Novib	Lisa Wijkel, seconded by ZOA; succeeded by Bianca Hansken, seconded by War Child; succeeded by Helene Boeser, seconded by War Child
Localisation	Co-Chair Elsa van Zoest, seconded by Oxfam Novib; Co-Chair Anne Nieuwenhuis, seconded by Save the Children; succeeded by Alycke de Haan-Slomp, seconded by ZOA	
Quality	Maria Ulissi-Brown, seconded by War Child	Janna de Jong, seconded by Save the Children
Visibility	Paul van den Berg, seconded by Cordaid	Steven Lanting, seconded by Cordaid; succeeded by Else Lenselink, seconded by Plan International

In 2022, the Board of Directors, officers and Working Groups made significant progress in the implementation of the Dutch Relief Alliance's longer-term Strategy and Multi-Annual Plan, as well as its Annual Plan for 2022.

Our Board of Supervisors

In 2022, the Dutch Relief Alliance’s Board of Supervisors was made up of the following members:

Member	Organisation
Minella van Bergeijk (Chair of the Board of Supervisors until 15 October 2022)	Tearfund
Marco van der Graaf (Member in 2022, Chair of the Board of Supervisors as of 15 October 2022)	World Vision Nederland
Reintje van Haeringen	CARE Nederland
Kees Zevenbergen	Cordaid
Leo Visser, succeeded by Agnes Kroese as of 1 September 2022	Dorcas
Andries Schuttinga	Help a Child
Pepijn Gerrits	Oxfam Novib
Garance Reus-Deelder	Plan International
Pim Kraan	Save the Children
Arian Buurman	SOS Children’s Villages
Tineke Ceelen	Stichting Vluchteling
Minella van Bergeijk, succeeded by Martin Herlaar as of 15 October 2022	Tearfund
Leonard Zijlstra	Terre des Hommes
Annelies Claessens, succeeded by Ramin Shahzamani as of 1 October 2022	War Child
Edwin Visser	ZOA



In accordance with the alliance’s governing documents, the Board of Supervisors, joined by the Board of Directors, convened on a total of 9 occasions, namely: 3 informal meetings focussing on various strategic issues relevant to the alliance partners, 4 formal meetings with the Netherlands Ministry of Foreign Affairs (of which 1 was also attended by the Dutch Relief Alliance’s Local Advisory Group) focussing on a range of subjects relating to strategy and governance and 2 formal meetings that focussed on regulatory and statutory matters requiring the Board’s approval.



The Audit Committee

The Board of Supervisors has formally ordered the formation of an Audit Committee to assist in the supervision of the Dutch Relief Alliance foundation’s financial management and endorsed this body’s Terms of Reference and composition.

- In 2022, the Audit Committee was made up of the following members:
- Chair: Marten Naaktgeboren, external (Strategic Portfolio Advisor, Achmea Investment Management)
 - Member: Thomas Pal, external (Senior Controller, UWV)
 - Member: Kees Hoogendoorn, seconded by Tearfund (also Chair of the Finance Working Group)
 - Member: Marinke Barelds, seconded by ZOA (also member of the Finance Working Group)

The Audit Committee offers advice and recommendations with regard to financial reporting and risk management in the context of the alliance’s annual report and annual accounts. The Audit Committee convened twice in 2022. During these meetings, the committee focussed on progress made in the Dutch Relief Alliance’s annual accounts and financial reporting, the implementation of recommendations that came out of a previous audit of the alliance’s annual accounts and on proposed revisions of the Netherlands Ministry of Foreign Affairs audit protocols for the Dutch Relief Alliance foundation and the Joint Responses.

Partners

In 2022, the Dutch Relief Alliance was made up of 14 partner organisations in the Netherlands, working together with 86 local partners around the world within various Joint Responses.

Over the course of 2022, the alliance partners took part in 15 Joint Responses – nine of which addressed a protracted humanitarian crisis and six an acute crisis. Each Joint Response was coordinated by a single organisation that served as Lead, working in consultation with members of the Response Task Force and other Joint Response participants, including local partners. For further information about our Joint Responses, we refer you sections 5 and 6 of this annual report.

The Dutch Relief Alliance has committed to a periodic review of its partner organisations on the basis of previously established Partnership Criteria. The Board of Supervisors mandated a committee to carry out this review, which all 14 partners ultimately passed. In consideration of the time required to satisfy the new criterion for Independent Verification by year-end 2023, the review committee extended the grace period for CHS accreditation¹¹ until December 2023. The committee also recommended revising the criterion for Embeddedness in the Netherlands, which required two thirds of partners’ respective Boards of Trustees to formally reside in the Netherlands. The committee advised against this criterion both for administrative and privacy considerations and because it presents hurdles for changes to governance and localisation policies. The committee’s recommendations were adopted by the Board of Supervisors.

11. CHS independent certification: The Core Humanitarian Standard on Quality & Accountability is a measurable and verifiable standard to assess and improve the quality of humanitarian assistance. <https://www.chsalliance.org/verify/>

Local Advisory Group

In 2022, the Board of Supervisors formally endorsed new Terms of Reference for the Dutch Relief Alliance's Local Advisory Group (LAG). This group is mandated by the 14 partner NGOs in the Netherlands to provide feedback and advice (both solicited and unsolicited) regarding locally led action and other matters at the alliance level. In addition, it is mandated by the local partners participating in Joint Responses around the world to represent them within the broader alliance organisation. Each Protracted Crisis Joint Response delegates a single member of the Local Advisory Group, with local partners coming together to nominate and elect their representative. These appointments were subsequently confirmed by the Board of Supervisors. The members of the new Local Advisory Group met face to face in the Netherlands in November 2022, at which time they also met with the Board of Supervisors, the Board of Directors and representatives of the Netherlands Ministry of Foreign Affairs. In 2022, the Local Advisory Group was made up of the following members:

Member		
Noah Wochebo Shengea	Action for the Needy in Ethiopia (ANE)	Chair of the Local Advisory Group and Member, Ethiopia
Khalil U Rahman	Organization of Human Welfare (OHW)	Member, Afghanistan
Paulin Bishakabalya Koker	Comité pour le développement et Assistance Humanitaire (CODEVAH)	Member, Democratic Republic of the Congo
Ahmed Abdinasir Mohamed,	Save Somali Women and Children (SSWC)	Member, Somalia
James Keah	Universal Intervention and Development Organization (UNIDOR)	Member, South Sudan
Shamseldin Eisa	Friends of Peace and Development Organization (FPDO)	Member, Sudan
Basheer Srour	Monastery of Saint James the Mutilated (MSJM)	Member, Syria Government-Controlled Areas
Mahmoud Dallaloğlu	Independent Doctors Association (IDA), based in Turkey	Member, Syria Non-Government-Controlled Areas
Hasan Hajar	Yamaan Foundation for Health and Social Development (YAMAAN)	Member, Yemen

The Local Advisory Group members come together on a monthly basis and meet twice a year with the Board of Directors of the Dutch Relief Alliance.

7.2 Risk management

Generally speaking, the Dutch Relief Alliance's Joint Responses are carried out in challenging, volatile and frequently unpredictable environments. This entails certain risks. The alliance works to identify, monitor and mitigate risks in the following categories:

- **Security risks:**
Physical threat to people and property due to acts of war, violence and crime
- **Fiduciary risks:**
Funds or materials are not used for their intended purposes (due to e.g. fraud, theft or corruption)
- **Legal/compliance risks:**
Relevant laws and regulations are violated by one or more partners or associated parties
- **Operational risks:**
The alliance is unable to achieve operational objectives due to technical faults, human error or insufficient capacity. This category includes financial risks – relating to unexpected fiscal outcomes or the inability to fund planned activities – as distinct from fiduciary risks
- **Information risks:**
Breaches of confidentiality and the loss or theft of data
- **Reputational risks:**
Damage to the organisation's image and reputation that impacts its future operations, results or resources
- **Ethical risks:**
The negative impact of unethical behaviour, including sexual misconduct and exploitation, breaches in duty of care and inadequate attention to humanitarian principles

The design phase of each Joint Response includes an extensive risk assessment, which involves identifying potential risks according to the above categories, rating these risks in terms of impact and likelihood and determining which measures can be taken to mitigate them. Risks are also continuously monitored during the implementation phase and reported on in updated risk assessments (risks that presented themselves, possible changes in risks and mitigation measures). They are included in mid-term and end reports and, if need be, brought to the attention of the Crisis Coordinator on the Board of Directors and of the Netherlands Ministry of Foreign Affairs. The Dutch Relief Alliance organises evaluation and learning sessions during which partners have the opportunity to discuss frequently encountered risks. In addition, the alliance develops and implements innovative new strategies for identifying and/or mitigating risks.

In 2022, the risks most commonly encountered in virtually every Protracted Crisis Joint Response fell in the security category. Reported security incidents and/or risks include ambushes, armed robbery, inter-communal violence, looting, harassment and attacks on personnel, premises and vehicles. In addition to security risks, several Protracted Crisis Joint Responses encountered operational risks due to red tape, causing substantial delays in their implementation. Other challenges that regularly affected lead times and achieving the set objectives within budget included strong inflation, exchange rate fluctuations and the poor availability of goods like fuel, wheat and fertiliser.



The accessibility of locations was affected by extreme climate conditions like excessive rainfall and prolonged drought. This also increased local humanitarian needs, as did health risks like the outbreak of cholera in several project areas.

Within such challenging local contexts, the Dutch Relief Alliance attaches strong importance to flexible and quality funding – one that incorporates a crisis modifier and contingency budgets, for example. The alliance is also able to effectively deal with setbacks by working with the best-positioned partners, promoting close coordination and collaboration and by involving all relevant stakeholders.

Besides managing risks within individual Joint Responses, the Dutch Relief Alliance also strives to minimise risks at the alliance level. These risks include overstretched capacity within several partner organisations and process delays due to complicated procedures and systems. The Board of Directors and the partner NGOs work together to address these challenges and enable the Dutch Relief Alliance to provide timely, efficient and high quality humanitarian assistance based on equitable partnerships with local actors.

7.3 Assessment of the functioning of the Dutch Relief Alliance foundation

In response to various issues observed in 2022, and based on a previous commitment made by the alliance partners, the partners and the Board of Supervisors commissioned a review of the Dutch Relief Alliance's structure in 2023, which also extends to the functioning of the foundation. Based on the preliminary findings of this review, the Dutch Relief Alliance and its foundation are effectively managing the block grant. Areas of improvement and recommendations set out in the review will be evaluated and where appropriate adopted by the Board of Directors and Board of Supervisors.



8. INTEGRITY



The Dutch Relief Alliance and its partners are committed to combatting and mitigating against sexual harassment, exploitation and abuse – both in our day-to-day work and within our respective organisations. In 2018, the alliance developed and adopted an Integrity Guidance Note, which includes a policy with minimum standards for Protection from Sexual Exploitation and Abuse (PSEA). This policy conforms to the Core Humanitarian Standard on Quality and Accountability (CHS) and takes account of the alliance's reporting requirements and commitment to PSEA capacity building within its Joint Responses. In 2022, the Dutch Relief Alliance reviewed the original Integrity Guidance Note and published an updated version. Among other things, this version includes new formats for incident notification and final reports. After being signed off by the Netherlands Ministry of Foreign Affairs, the updated guideline came into effect on 4 December 2022. The Dutch Relief Alliance also decided to adopt the report formats developed for the 2022 Integrity Guidance Note for other incident categories.

Each partner within the Dutch Relief Alliance is individually responsible for ensuring that its policies, processes, actions and staff comply with this Integrity Guidance Note. Moreover, when working together with a consultant, implementing party, contractor or other third party within a project that involves Dutch Relief Alliance funding, partners are required to ensure that they also adhere to the stipulations of the Guidance Note. Under this chain responsibility, partners are expected to assess, train and monitor third parties with regard to compliance. For further information about the Dutch Relief Alliance's Integrity Guidance Note, you are referred to the relevant annex.

The Guidance Note outlines when and how suspected and established cases of misconduct and other incident types should be reported to the Netherlands Ministry of Foreign Affairs. In 2022, our partners reported a total of 10 incidents to the Dutch Relief Alliance foundation and the Ministry, of which nine related to misconduct and one concerned the temporary suspension of activities in response to security concerns and changes in local legislation (Afghanistan introduced a ban on female workers). Nine incidents were reported within a Protracted Crisis Joint Response; one within an Acute Crisis Joint Response. Where required, the Dutch Relief Alliance will be following up on specific cases after consultation with the relevant integrity officers.

As of 2020, following changes to legislation in the Netherlands, the Dutch Relief Alliance also takes part in the Misconduct Disclosure Scheme (MDS) of the Inter-Agency Standing Committee (IASC). This scheme facilitates the exchange of information relating to misconduct between employers, and is based on two key commitments:

1. to systematically check with previous employers if there are any sexual exploitation and abuse issues in relation to a potential new hire (extending back at least five years before the application procedure);
2. to systematically respond to any information requests submitted in this context by other participating organisations. This process allows organisations to better substantiate their hiring decisions.

Incidents in 2022

Joint Response	Mechanism	Type
Syria (NGCA)	Protracted	Possible child safeguarding case
Syria (NGCA)	Protracted	Possible child safeguarding case
Afghanistan	Protracted	Possible child safeguarding case
South Sudan	Protracted	Possible fraud case
Somalia	Protracted	Possible fraud case
Somalia	Protracted	Possible fraud case
Syria (NGCA)	Protracted	Possible child safeguarding case
Afghanistan	Protracted	Suspension of activities in response to local ban on female workers
Yemen	Protracted	Falsification of an official document
Kenya	Acute	Conflict of interest



9. FINANCIAL OVERVIEW

- 9.1 Consolidated Financial Report 2022
- 9.2.1 Overview Joint Responses and Support Budget Contracts
- 9.2.2 Grant Division per Partner
- 9.2.3 Grant Division per Partner per Joint Response
- 9.3 Overview Strengthening the Humanitarian System (support budget)
- 9.4 Report on Cash and Voucher Assistance



9.1 Consolidated Financial Report 2022

		Budget 2022	Actuals 2022	Balance 2022	Deviation 2022	Explanation 2022
1, Direct costs for Protracted Crisis interventions						
1,1 Strengthening the humanitarian system		€ 45,716,950	€ 35,563,255	€ 10,153,696	22%	The underspent in 2022 caused by the late start of the joint responses and the reprogramming in some countries because of crises like the earthquake in Syria and conflicts in Sudan further more the year 2022 was a preparatory year for the embedding of the innovation activities in the Joint Responses. Two phases were designed to support innovation in the 2022-2023 Protracted Crisis Joint Responses: challenge mapping and innovation project implementation, While spending on challenge mapping started in 2022, innovation projects have commenced in 2023.
1,2 Direct costs for innovation Joint Response topups		€ 910,800	€ 163,944	€ 746,856	82%	
Total direct costs Protracted Crisis interventions		€ 46,627,750	€ 35,727,199	€ 10,900,552	23%	
2, Management cost Protracted Crises						
2,1 Indirect cost rate (8% of (total costs-management costs))		€ 4,054,587	€ 3,106,712	€ 947,875	23%	The underspent in 2022 caused by the late start of the joint responses and the reprogramming in some countries because of crises like the earthquake in Syria and conflicts in Sudan further more the year 2022 was a preparatory year for the embedding of the innovation activities in the Joint Responses. Two phases were designed to support innovation in the 2022-2023 Protracted Crisis Joint Responses: challenge mapping and innovation project implementation, While spending on challenge mapping started in 2022, innovation projects have commenced in 2023.
2,1 Management costs (1% of total costs)		€ 511,943	€ 372,984	€ 138,959	27%	
Total Management cost Protracted Crises		€ 4,566,530	€ 3,479,695	€ 1,086,834	24%	
TOTAL PROTRACTED CRISES		€ 51,194,280	€ 39,206,894	€ 11,987,386	23%	
3, Direct costs for Acute Crisis interventions						
3,1 Direct costs for Acute Crisis interventions		€ 16,212,240	€ 15,888,388	€ 323,852	2%	
Total direct costs for Acute Crisis interventions		€ 16,212,240	€ 15,888,388	€ 323,852	2%	
4, Management cost Acute Crisis interventions						
4,1 Indirect cost rate (8% of (total costs-management costs))		€ 1,409,760	€ 1,381,600	€ 28,160	2%	
4,2 Management costs (1% of total costs)		€ 178,000	€ 174,444	€ 3,556	2%	
Total Management cost Acute Crisis		€ 1,587,760	€ 1,556,044	€ 31,716	2%	
TOTAL ACUTE CRISES**		€ 17,800,000	€ 17,444,432	€ 355,568	2%	
5, Cost for strengthening humanitarian system						
5,1 Annual costs Foundation Dutch Relief Alliance		€ 997,720	€ 916,922	€ 80,798	8%	2022 was a transition year with an additional budget to the Block Grant Manager for the closure of previous block grant and innovation activities.
5,2 Annual running costs Block Grant Holder		€ 8,000	€ 4,916	€ 3,084	39%	
TOTAL COST STRENGTHENING HUMANITARIAN SYSTEM		€ 1,005,720	€ 921,838	€ 83,882	8%	
GRAND TOTAL		€ 70,000,000	€ 57,573,163	€ 12,426,837	18%	

Received budget from the Netherlands Ministry of Foreign Affairs in 2022

Balance per 31 December 2022	€ 70,000,000
	€ 12,426.837

Notes:

- 1) The consolidated financial report shows a total deviation of 18% compare to the FDRA budget 2022 which means a burn rate of 82% and a balance of 12,426,837 euro from the total budget received of 70,000,000 euro. From the total balance:
- € 11,987,386 is carried to 2023 for the continuation of the protracted joint response activities and therefore not refund to the Foundation Dutch Relief Alliance but remained with the Foundation Dutch Relief Alliance
- € 355,568 will be used to fund new Acute Crisis Joint Responses
- € 83,882 is carried over to 2023 to top up the support costs of the Foundation Dutch Relief Alliance and the block grant holder

- 2) Note that the balances 2022 in the financial report do not all align with the balances in the Joint Responses Overview for the Protracted Crisis and the support budget due to the fact that the Protracted Crisis Joint Responses and the Block Grant Manager have signed a multi-annual contract.

9.2.1 Overview Joint Responses and Support Budget Contracts

Year	Type of response	Title Joint Response	Lead organisation Joint Response	Starting date	End date	Contract Amount (Euro)	Payments 2022 (Euro)	Type of audit report	Amount Audit report (Euro)
2022	Acute Crisis	Somalia Drought Joint Response 2022	Oxfam Novib	28,01,2022	27,07,2022	2,500,000	2,500,000	cos 4400N	2,501,725
2022	Acute Crisis	Ukraine Joint Response 2022	Dorcas	03,03,2022	02,09,2022	2,500,000	2,500,000	cos 4400N	2,395,339
2022	Acute Crisis	Kenya Drought Joint Response 2022	Tearfund NL	28,06,2022	27,12,2022	3,000,000	3,000,000	cos 4400N	2,995,285
2022	Acute Crisis	Ethiopia Drought Joint Response 2022	Plan International	28,06,2022	27,12,2022	3,000,000	3,000,000	cos 4400N	2,822,823
2022	Acute Crisis	Pakistan Floods Joint Response 2022	CARE Nederland	18,09,2022	17,03,2023	3,000,000	3,000,000	cos 4400N	2,960,700
2022	Acute Crisis	Somalia Bay Region Joint Response 2022	World Vision Nederland	01,10,2022	31,03,2023	3,800,000	3,800,000	cos 4400N	3,770,284
		Sub total Acute Crisis				17,800,000	17,800,000	-	17,446,156
2022	Protracted Crisis	Syria NGCA Joint Response 2022/2023	War Child	01,01,2022	31,12,2023	3,514,706	2,075,609	cos 800	1,908,641
2022	Protracted Crisis	Syria GCA Joint Response 2022/2023	ZOA	01,01,2022	31,12,2023	9,266,049	4,973,431	cos 4400N	2,846,795
2022	Protracted Crisis	Yemen Joint Response 2022/ 2023	CARE Nederland	01,01,2022	31,12,2023	13,568,847	7,108,505	cos 4400N	4,533,007
2022	Protracted Crisis	South Sudan Joint Response 2022/2023	Save the Children	01,01,2022	31,12,2023	13,127,405	6,930,473	cos 4400N	6,041,517
2022	Protracted Crisis	Sudan Joint Response 2022/2023	Plan International	01,01,2022	31,12,2023	9,655,387	5,285,738	cos 4400N	3,194,960
2022	Protracted Crisis	Afghanistan Joint Response 2022/2023	Cordaid	01,01,2022	31,12,2023	11,438,506	5,995,569	cos 4400N	4,198,490
2022	Protracted Crisis	Democratic Republic of the Congo Joint Response 2022/2023	World Vision Nederland	01,01,2022	31,12,2023	11,542,152	6,842,201	cos 4400N	6,180,131
2022	Protracted Crisis	Somalia Joint Response 2022/2023	Oxfam Novib	01,01,2022	31,12,2023	10,432,933	5,680,056	cos 4400N	5,183,561
2022	Protracted Crisis	Ethiopia Joint Response 2022/2023	SOS Children's Villages	01,01,2022	31,12,2023	10,868,625	6,359,611	cos 4400N	4,939,792
		Sub total Protracted Crisis				93,414,610	51,251,193	-	39,026,894
2022	Top up Innovation	Challenge Mapping in Joint Responses	World Vision Nederland	01,08,2022	31,12,2023	180,000	180,000	No report yet	-
		Sub total Top up Innovation				180,000	180,000	-	-
2022	Strengthening the humanitarian system	Block Grant Holder Support Costs	Cordaid	01,01,2022	31,12,2026	1,087,276	197,100	cos 800	
2022	Strengthening the humanitarian system	Communication and Visibility	Cordaid	01,01,2022	31,12,2022	115,813	122,800	cos 800	118,848
2022	Strengthening the humanitarian system	Board of Directors, Support, and Learning Event Costs	Tearfund NL	01,01,2022	31,12,2022	221,920	221,920	cos 800	117,838
2022	Strengthening the humanitarian system	Vice Chair Board of Directors	World Vision Nederland	01,01,2022	31,12,2022	57,700	57,700	cos 800	231,616
2022	Strengthening the humanitarian system	Crisis Coordinator Board of Directors and Localisation Working Group	ZOA	01,01,2022	31,12,2022	63,450	63,450	cos 800	57,700
2022	Strengthening the humanitarian system	Quality and MEAL Support	War Child	01,01,2022	31,12,2022	83,164	83,164	cos 800	63,451
2022	Strengthening the humanitarian system	Innovation Management and Support	CARE Nederland	01,01,2022	31,12,2022	58,800	58,800	cos 800	83,164
2022	Strengthening the humanitarian system	Localisation Working Group	Oxfam Novib	01,01,2022	31,12,2022	48,800	48,800	cos 800	57,078
2022	Strengthening the humanitarian system	Localisation Working Group	Save the Children	01,01,2022	31,12,2022	15,150	15,150	Exemption	48,705
2022	Strengthening the humanitarian system	Early Warning Working Group	Dorcas	01,01,2022	31,12,2022	7,100	-	cos 800	12,650
2022	Strengthening the humanitarian system	Communication Officer	Plan International	15,11,2022	31,12,2023	40,864	40,864		6,600
		Strengthening the humanitarian system spent though DRA partners				1,800,037	909,748	-	797,650
2022	Strengthening the humanitarian system	Office and General costs Foundation Dutch Relief Alliance *		01,01,2022	31,12,2022		45,399	FS	124,188
		Subtotal Strengthening the humanitarian system				1,800,037	955,147		921,838
		Total grant spent through Dutch Relief Alliance Partners				113,194,647	70,140,941	-	57,270,700
		GRAND TOTAL BLOCK GRANT				113,194,647	70,186,340		57,394,888

Receipt from Netherlands Ministry of Foreign Affairs

Reimbursement

Balance received from the Netherlands Ministry of foreign Affairs versus payments by the Dutch Relief Alliance**

70,000,000

9,487

-176,852

Year	Type of response	Title Joint Response	Expenditures 2022 (Euro)	Reimburse to the Foundation DRA in 2022 (Euro)	Balance Contract vs Payment (Euro)	Balance Payments vs expenditure (Euro)
2022	Acute Crisis	Somalia Drought Joint Response 2022	2,500,000	-	-	-
2022	Acute Crisis	Ukraine Joint Response 2022	2,395,339	-	-	104,661
2022	Acute Crisis	Kenya Drought Joint Response 2022	2,995,285	-	-	4,715
2022	Acute Crisis	Ethiopia Drought Joint Response 2022	2,822,823	-	-	177,177
2022	Acute Crisis	Pakistan Floods Joint Response 2022	2,960,699	-	-	39,301
2022	Acute Crisis	Somalia Bay Region Joint Response 2022	3,770,284	-	-	29,716
		Sub total Acute Crisis	17,444,430	-	-	355,570
2022	Protracted Crisis	Syria NGCA Joint Response 2022/2023	1,908,641	-	1,439,097	166,968
2022	Protracted Crisis	Syria GCA Joint Response 2022/2023	2,846,795	-	4,292,618	2,126,636
2022	Protracted Crisis	Yemen Joint Response 2022/ 2023	4,533,007	-	6,460,342	2,575,498
2022	Protracted Crisis	South Sudan Joint Response 2022/2023	6,041,517	-	6,196,932	888,956
2022	Protracted Crisis	Sudan Joint Response 2022/2023	3,194,960	-	4,369,649	2,090,778
2022	Protracted Crisis	Afghanistan Joint Response 2022/2023	4,198,490	-	5,442,937	1,797,079
2022	Protracted Crisis	Democratic Republic of the Congo Joint Response 2022/2023	6,180,131	-	4,699,951	662,070
2022	Protracted Crisis	Somalia Joint Response 2022/2023	5,183,561	-	4,752,877	496,495
2022	Protracted Crisis	Ethiopia Joint Response 2022/2023	4,939,792	-	4,509,014	1,419,819
		Sub total Protracted Crisis	39,026,894	-	42,163,417	12,224,299
2022	Top up Innovation	Challenge Mapping in Joint Responses	180,000	-	-	-
		Sub total Top up Innovation	180,000	-	-	-
2022	Strengthening the humanitarian system	Block Grant Holder Support Costs	118,848	-	890,176	78,252
2022	Strengthening the humanitarian system	Communication and Visibility	117,838	9,487	2,500	4,962
2022	Strengthening the humanitarian system	Board of Directors, Support, and Learning Event Costs	231,616	-	-	-9,696
2022	Strengthening the humanitarian system	Vice Chair Board of Directors	57,700	-	-	-
2022	Strengthening the humanitarian system	Crisis Coordinator Board of Directors and Localisation Working Group	63,451	-	-	-1
2022	Strengthening the humanitarian system	Quality and MEAL Support	83,164	-	-	0
2022	Strengthening the humanitarian system	Innovation Management and Support	57,078	-	-	1,722
2022	Strengthening the humanitarian system	Localisation Working Group	48,705	-	-	95
2022	Strengthening the humanitarian system	Localisation Working Group	12,650	-	-	2,500
2022	Strengthening the humanitarian system	Early Warning Working Group	6,600	-	7,100	-6,600
2022	Strengthening the humanitarian system	Communication Officer	-	-	-	40,864
		Strengthening the humanitarian system spent through Dutch Relief Alliance Partners	797,650	9,487	899,776	112,098
2022	Strengthening the humanitarian system	Office and General costs Foundation Dutch Relief Alliance *	124,188	-	-	-78,790
		Subtotal Strengthening the humanitarian system	921,838	9,487	899,776	33,309
		Total grant spent through Dutch Relief Alliance Partners	57,448,974	9,487	43,063,193	12,691,967
		GRAND TOTAL BLOCK GRANT	57,573,162	9,487	43,063,193	12,613,178

Notes:

Signed Acute Crisis Joint Response contracts: 17,800,000 euro in 2022 completely transferred to the lead organisations.
Signed Protracted Crisis Joint Response contracts: 93,414,610 euro in 2022 of which 51,251,193 euro transferred to the Dutch Relief Alliance Partners.
Signed Support Budget Contrats: 1,800,037 euro in 2022 of which 909,748 euro transferred to Dutch Relief Alliance partner contract holders.
* includes accruals of 79,390 euro for audit and bank costs and exclude 600 euro prepayment for the meta synthesis analyst.
**186,340 euro more transferred to the Dutch Relief Alliance partners than received from the Netherlands Ministry of Foreign Affairs.
The transfers are made in line with their original budgets 2022 and the strategy of multi-annual funding has made it possible to shift between the consolidated budget 2022 and 2023. This overpayment has been prefinanced with the underspent of the previous Grant 2018-2021, and directly compensated after receipt of the second tranche from the Netherlands Ministry of Foreign Affairs.

9.2.2 Grant Division per Partner

Dutch Relief Alliance Partners	Budget 2022 in Euro	Total expenditures 2022 in Euro	Balance balance 2022 in Euro
CARE Nederland	4,849,843	4,930,259	-80,416
Tearfund NL	5,803,015	5,756,722	46,293
Stichting Vluchteling	4,541,040	3,508,177	1,032,864
Save the Children	6,534,583	6,861,097	-326,514
Oxfam Novib	6,098,988	5,231,828	867,160
Cordaid	5,275,256	3,721,751	1,553,505
Block Grant Holder (Cordaid)	197,100	118,848	78,252
Dorcas	3,772,118	3,390,208	381,910
War Child	4,211,469	3,832,628	378,842
ZOA	4,963,148	2,582,990	2,380,158
World Vision Nederland	5,009,635	4,220,091	789,545
Plan International	4,109,360	2,626,371	1,482,990
SOS Children's Villages	4,105,353	3,840,291	265,062
Terre des Hommes	3,685,963	3,153,553	532,410
Help a Child	3,776,351	3,674,160	102,191
Foundation Dutch Relief Alliance	81,570	124,188	-42,618
TOTAL	67,014,794	57,573,161	9,441,633

Note:

Because of the delayed start of the implementation in 2022, the Joint Responses have revised the budgets 2022 by shifting part of the budget 2022 to 2023 hence the total budget 2022 is lower than 70 million,

9.2.3 Grant Division per Partner per Joint Response

Title Joint Response	Amount in Euro per Dutch Relief Alliance Partner					
	CARE Nederland			Tearfund NL		
	Budget	Total expenditures	Balance	Budget	Total expenditures	Balance
Acute Crisis Joint Responses	479,833	479,831	-	479,833	483,565	-3,733
Somalia Drought Joint Response 2022						
Ukraine Joint Response 2022						
Kenya Drought Joint Response 2022	432,391	425,575	6,816	597,826	602,337	-4,511
Ethiopia Drought Joint Response 2022			-	466,014	433,205	32,809
Pakistan Floods Joint Response 2022	549,783	543,627	6,156	528,478	516,053	12,425
Somalia Bay Region Joint Response 2022	549,477	549,476	1	549,477	549,477	1
Total Acute	2,011,484	1,998,510	12,974	2,621,628	2,584,638	36,991
Protracted Crisis Joint Responses						
Syria NGCA Joint Response 2022/2023			-			-
Syria GCA Joint Response 2022/2023			-			-
Yemen Joint Response 2022/ 2023	826,839	764,282	62,557			-
South Sudan Joint Response 2022/2023	747,013	809,486	-62,473	864,937	813,345	51,592
Sudan Joint Response 2022/2023			-			-
Afghanistan Joint Response 2022/2023			-			-
Democratic Republic of the Congo Joint Response 2022/2023	1,205,707	1,300,904	-95,197	1,122,541	1,188,341	-65,800
Somalia Joint Response 2022/23			-			-
Ethiopia Joint Response 2022/2023			-	971,989	938,783	33,206
Top up Innovation						
Total Protracted	2,779,559	2,874,672	-95,113	2,959,467	2,940,468	18,999
Cost for strengthening humanitarian system	58,800	57,078	1,722	221,920	231,616	-9,696
TOTAL	4,849,843	4,930,259	-80,416	5,803,015	5,756,722	46,293

Title Joint Response	Amount in Euro per Dutch Relief Alliance Partner				
	Stichting Vluchteling		Save The Children		
	Budget	Total expenditures	Balance	Budget	Total expenditures
Acute Crisis Joint Responses	479,833	479,830	3	431,849	431,242
Somalia Drought Joint Response 2022			-	720,978	720,975
Ukraine Joint Response 2022			-	528,478	513,666
Kenya Drought Joint Response 2022			-	466,014	465,977
Ethiopia Drought Joint Response 2022			-0	432,391	413,142
Pakistan Floods Joint Response 2022	480,435	480,435	0	610,530	593,899
Somalia Bay Region Joint Response 2022	610,530	610,530	0	3,190,241	3,138,902
Total Acute	1,570,798	1,570,795	3		51,339
Protracted Crisis Joint Responses					
Syria NGCA Joint Response 2022/2023					
Syria GCA Joint Response 2022/2023					
Yemen Joint Response 2022/ 2023	909,327	702,117	207,210	936,435	945,193
South Sudan Joint Response 2022/2023			-	1,376,457	1,284,802
Sudan Joint Response 2022/2023			-		-
Afghanistan Joint Response 2022/2023	972,788	216,019	756,769	1,016,300	1,479,550
Democratic Republic of the Congo Joint Response 2022/2023			-		-
Somalia Joint Response 2022/23			-		-
Ethiopia Joint Response 2022/2023	1,088,127	1,019,245	68,882		
Top up Innovation					
Total Protracted	2,970,242	1,937,381	1,032,861	3,329,192	-380,353
Cost for strengthening humanitarian system				15,150	2500
TOTAL	4,541,040	3,508,177	1,032,864	6,534,583	-326,514

Title Joint Response	Amount in Euro per Dutch Relief Alliance Partner				
	Oxfam Novib		Cordaïd		
	Budget	Total expenditures	Balance	Budget	Total expenditures
Acute Crisis Joint Responses	628,653	627,257	1,396		
Somalia Drought Joint Response 2022			-	881,197	832,710
Ukraine Joint Response 2022			1		
Kenya Drought Joint Response 2022	480,435	480,434	-	621,312	472,551
Ethiopia Drought Joint Response 2022			0	480,435	478,964
Pakistan Floods Joint Response 2022	528,478	528,478	4,166		
Somalia Bay Region Joint Response 2022	671,583	667,417	5,563	1,982,944	1,784,224
Total Acute	2,309,149	2,303,586	5,563		198,719
Protracted Crisis Joint Responses					
Syria NGCA Joint Response 2022/2023			-		
Syria GCA Joint Response 2022/2023	1,146,462	538,719	607,743		
Yemen Joint Response 2022/ 2023	896,028	727,041	168,986	664,757	238,366
South Sudan Joint Response 2022/2023			0		
Sudan Joint Response 2022/2023			0		
Afghanistan Joint Response 2022/2023			0	1,575,531	861,376
Democratic Republic of the Congo Joint Response 2022/2023			0		
Somalia Joint Response 2022/23	1,698,549	1,615,502	83,047		
Ethiopia Joint Response 2022/2023			0	936,211	719,947
Top up Innovation					
Total Protracted	3,741,039	2,881,262	859,777	3,176,500	1,819,688
Cost for strengthening humanitarian system	48,800	48,705	95	115,813	117,838
TOTAL	6,098,988	5,233,553	865,435	5,275,256	3,721,751
					1,553,505

Title joint of Response	Amount in euro per DRA partner				
	Dorcas		Block Grant Holder		
	Budget	Total expenditures	Balance	Budget	Total expenditures
Acute Crisis Joint Responses					
Somalia Drought Joint Response 2022					
Ukraine Joint Response 2022	897,826	841,654	56,172		
Kenya Drought Joint Response 2022	528,478	540,884	-12,405		
Ethiopia Drought Joint Response 2022					
Pakistan Floods Joint Response 2022					
Somalia Bay Region Joint Response 2022					
Totals Acute	1,426,304	1,382,538	43,766	-	-
Protracted Crisis Joint Responses					
Syria NGCA Joint Response 2022/2023					
Syria GCA Joint Response 2022/2023	845,888	702,785	143,103		
Yemen Joint Response 2022/ 2023	656,964	620,439	36,525		
South Sudan Joint Response 2022/2023	835,861	677,846	158,015		
Sudan Joint Response 2022/2023			-		
Afghanistan Joint Response 2022/2023			-		
Democratic Republic of the Congo Joint Response 2022/2023			-		
Somalia Joint Response 2022/23			-		
Ethiopia Joint Response 2022/2023			-		
Top up Innovation					
Total Protracted	2,338,713	2,001,070	337,643	0	0
Cost for strengthening humanitarian system	7,100	6,600	500	197,100	118,848
TOTAL	3,772,118	3,390,208	381,910	197,100	118,848
					78,252

Title joint Response	Amount in Euro per Dutch Relief Alliance Partner				
	War Child		ZOA		
	Budget	Total expenditures	Balance	Budget	Total expenditures
Acute Crisis Joint Responses					
Somalia Drought Joint Response 2022					
Ukraine Joint Response 2022					
Kenya Drought Joint Response 2022					
Ethiopia Drought Joint Response 2022					
Pakistan Floods Joint Response 2022					
Somalia Bay Region Joint Response 2022					
Total Acute	-	-	-	-	-
Protracted Crisis Joint Responses					
Syria NGCA Joint Response 2022/2023	1,998,764	1,908,641	90,123		
Syria GCA Joint Response 2022/2023			-	2,847,933	998,109
Yemen Joint Response 2022/ 2023			-	641,087	535,568
South Sudan Joint Response 2022/2023	860,495	869,467	-8,972		
Sudan Joint Response 2022/2023			-	1,410,678	985,861
Afghanistan Joint Response 2022/2023			-		
Democratic Republic of the Congo Joint Response 2022/2023	1,269,046	971,355	297,691		
Somalia Joint Response 2022/23			-		
Ethiopia Joint Response 2022/2023			-		
Top up Innovation					
Total Protracted	4,128,305	3,749,464	378,842	4,899,698	2,519,539
Cost for strengthening humanitarian system	83,164	83,164	0	63,450	63,451
TOTAL	4,211,469	3,832,628	378,842	4,963,148	2,582,990
					2,380,158

Title Joint Response		Amount in Euro per Dutch Relief Alliance Partner					
		World Vision Nederland			Plan International		
		Budget	Total expenditures	Balance	Budget	Total expenditures	Balance
Acute Crisis Joint Responses							
Somalia Drought Joint Response 2022				-			-
Ukraine Joint Response 2022				-			-
Kenya Drought Joint Response 2022				-			-
Ethiopia Drought Joint Response 2022				-		493,388	21,243
Pakistan Floods Joint Response 2022				-			-
Somalia Bay Region Joint Response 2022		808,402	799,483	8,919		514,630	-
Total Acute		808,402	799,483	8,919	514,630	493,388	21,243
Protracted Crisis Joint Responses							
Syria NGCA Joint Response 2022/2023				-			-
Syria GCA Joint Response 2022/2023				-			-
Yemen Joint Response 2022/ 2023				-			-
South Sudan Joint Response 2022/2023				-	705,427	705,311	116
Sudan Joint Response 2022/2023				-	2,068,057	973,143	1,094,914
Afghanistan Joint Response 2022/2023		1,009,538	827,817	181,721			-
Democratic Republic of the Congo Joint Response 2022/2023		1,800,663	1,408,847	391,816			-
Somalia Joint Response 2022/23		1,153,332	946,243	207,089			-
Ethiopia Joint Response 2022/2023		180,000	180,000	-	780,382	454,529	325,853
Top up Innovation				-			
Total Protracted		4,143,533	3,362,907	780,626	3,553,866	2,132,983	1,420,883
Cost for strengthening humanitarian system		57,700	57,700	0	40,864		40,864
TOTAL		5,009,635	4,220,091	789,545	4,109,360	2,626,371	1,482,990

Title Joint Response	Amount in Euro per Dutch Relief Alliance Partner					
	SOS Children's Villages			Terre des Hommes		
	Budget	Total expenditures	Balance	Budget	Total expenditures	Balance
Acute Crisis Joint Responses						
Somalia Drought Joint Response 2022						-
Ukraine Joint Response 2022						-
Kenya Drought Joint Response 2022				432,391	432,388	3
Ethiopia Drought Joint Response 2022	419,413	445,087	-25,674	512,616	512,616	-0
Pakistan Floods Joint Response 2022						-
Somalia Bay Region Joint Response 2022						-
Total Acute	419,413	445,087	-25,674	945,006	945,004	3
Protracted Crisis Joint Responses						
Syria NGCA Joint Response 2022/2023			-			
Syria GCA Joint Response 2022/2023			-	878,046	607,182	270,865
Yemen Joint Response 2022/ 2023			-			-
South Sudan Joint Response 2022/2023			-			-
Sudan Joint Response 2022/2023	1,335,113	1,235,956	99,157			-
Afghanistan Joint Response 2022/2023			-	990,310	813,729	176,581
Democratic Republic of the Congo Joint Response 2022/2023			-			-
Somalia Joint Response 2022/23	1,208,341	1,139,599	68,741			-
Ethiopia Joint Response 2022/2023	1,142,486	1,019,649	122,837	872,600	787,639	84,961
Top up Innovation						
Total Protracted	3,685,940	3,395,204	290,736	2,740,956	2,208,549	532,407
Cost for strengthening humanitarian system						
TOTAL	4,105,353	3,840,291	265,062	3,685,963	3,153,553	532,410

Title Joint Response	Amount in Euro per Dutch Relief Alliance Partner				
	Help a Child		Foundation Dutch Relief Alliance		
	Budget	Total expenditures	Balance	Budget	Total expenditures Balance
Acute Crisis Joint Responses					
Somalia Drought Joint Response 2022					
Ukraine Joint Response 2022					
Kenya Drought Joint Response 2022					
Ethiopia Drought Joint Response 2022					
Pakistan Floods Joint Response 2022					
Somalia Bay Region Joint Response 2022					
Total Acute				-	-
Protracted Crisis Joint Responses					
Syria NGCA Joint Response 2022/2023			-		
Syria GCA Joint Response 2022/2023			-		
Yemen Joint Response 2022/ 2023			-		
South Sudan Joint Response 2022/2023	1,068,380	881,260	187,120,6		
Sudan Joint Response 2022/2023			-		
Afghanistan Joint Response 2022/2023			-		
Democratic Republic of the Congo Joint Response 2022/2023	1,225,755	1,310,684	-84,928,9		
Somalia Joint Response 2022/23	1,482,216	1,482,216	-0,4		
Ethiopia Joint Response 2022/2023			-		
Top up Innovation					
Total Protracted	3,776,351	3,674,160	102,191	-	-
Cost for strengthening humanitarian system				81570	124,188
TOTAL	3,776,351	3,674,160	102,191	81,570	124,188
					-42,618

Title Joint Response	TOTAL		
	Budget	Total expenditures	Balance
Acute Crisis Joint Responses			
Somalia Drought Joint Response 2022	2,500,000	2,500,000	-0
Ukraine Joint Response 2022	2,500,000	2,395,339	104,661
Kenya Drought Joint Response 2022	2,999,999	2,995,285	4,714
Ethiopia Drought Joint Response 2022	3,000,000	2,822,823	177,177
Pakistan Floods Joint Response 2022	3,000,000	2,960,699	39,302
Somalia Bay Region Joint Response 2022	3,800,000	3,770,283	29,717
Total Acute	17,800,000	17,444,430	355,570
Protracted Crisis Joint Responses			
Syria NGCA Joint Response 2022/2023	1,998,764	1,908,641	90,123
Syria GCA Joint Response 2022/2023	5,718,330	2,846,795	2,871,535
Yemen Joint Response 2022/ 2023	5,531,437	4,533,007	998,430
South Sudan Joint Response 2022/2023	6,458,572	6,041,517	417,055
Sudan Joint Response 2022/2023	4,813,848	3,194,960	1,618,888
Afghanistan Joint Response 2022/2023	5,564,468	4,198,490	1,365,978
Democratic Republic of the Congo Joint Response 2022/2023	6,623,712	6,180,131	443,581
Somalia Joint Response 2022/23	5,542,438	5,183,561	358,877
Ethiopia Joint Response 2022/2023	5,791,795	4,939,792	852,003
Top up Innovation	180,000	180,000	-
Total Protracted	48,223,363	39,206,894	9,016,469
Cost for strengthening humanitarian system	991,431	921,838	69,593
TOTAL	67,014,794	57,573,161	9,441,633

9.3 Overview Strengthening the Humanitarian System (support budget)

Support positions	Annual Unit	Unit cost	Y1	Expenditure 2022	Balance 2022	Deviation 2022	Explanation 2022
Chair Board of Directors	180	460	82,800	82,800	0		
Vice Chair Board of Director	120	460	55,200	55,200	0		
Crisis Coordinator Board of Directors	120	460	55,200	55,200	0		
Support Officer	150	324	48,600	48,600	0		
Programme & Compliance Officer	160	460	73,600	46,861	26,739		
Financial Officer	125	460	57,500	34,307	23,193		
Quality & MEAL Officer	145	460	66,700	66,700	0		
Communication Officer	70	460	32,200	23,413	8,787		
Legal Officer	50	460	23,000	18,324	4,676		
Innovation officer	140	460	64,400	48,300	16,100		
							The communication officer left before the end of the year, further more the costs made in 2022 to close the previous block grant have been paid from the old block grant and account for in the 2021 annual reports,
Subtotal			559,200	479,705	79,495	14%	
Working Groups							
Localisation Working Group							
Chair	50	460	23,000	23,121	-121		
Travel & Events	1	8,000	8,000	0	8,000		
External support partnership survey				16,638	-16,		
Finance Working Group					0		
Chair	25	460	11,500	6,958	4,543		
Fundraising Working Group					0		
Chair	40	460	18,400	21,863	-3,463		
Travel & Events	1	5,000	5,000	594	4,406		
Visibility Working Group							
Chair	60	460	27,600	28,687	-1,087		
Materials/publications	1	30,000	30,000	46,755	-16,755		
Website	1	3,000	3,000	2,144	856		
Advocacy & Communication	1	15,000	15,000	11,484	3,516		
Early Warning Working Group					0		
Chair	10	460	4,600	4,600	0		
Quality Working Group							
Vice Chair	15	460	6,900	6,900	0		
Learning events	1	8,000	8,000	9,364	-1,364		
Subtotal			161,000	179,107	-18,107	-11%	The overspent is due to the Foundation Dutch Relief Alliance Grand Bargain study that was originally not planned,

Support positions	Annual Unit	Unit cost	Y1	Expenditure 2022	Balance 2022	Deviation 2022	Explanation 2022
Other costs**							
Annual Accounts/Meta Audit	1	35,000	35,000	79,364	-44,364		
Audit costs support GA		2,500		30,640	-30,640		
External Evaluation	1	60,500			0		
Banking Costs	1	40,000	40,000	35,023	4,977		
Audit Committee	12	460	5,520	796	4,724		
Local Advisory Group				22,240	-22,240		
Accounting	26	460	11,960	2,074	9,886		
External Expertise & Advise	1	3,500	3,500	7,442	-3,942		
Support Dutch Relief Alliance strategy ambition***					0		
Dutch Relief Alliance Governance Support			20,000		20,000		
Strengthening the Humanitarian System			70,000		70,000		
Innovation Support				5,778	-5,778		
Learning week				21,943	-21,943		
Travel	1	2,000	2,000	3,403	-1,403		
PM & Board of Supervisors meetings	1	3,000	3,000	8,734	-5,734		
D4D - IATI support			30,000		30,000		
Miscellaneous	1	10,000	10,000	12,979	-2,979		
DIO Insurance	1	3,000	3,000	2,360	641		
Subtotal			233,980	232,775	1,205	1%	
BGH COST							
Running cost Block Grant Holder	1	8,000	8,000	4,916	3,084		
Block Grant Holder overhead	311	140	43,540	25,335	18,205		
Subtotal			51,540	30,251	21,289		
TOTAL COST			1,005,720	921,838	83,882	3%	This underspent is related to the underspent of the support positions: less costs hence less overhead.

Note:
921,838 euro spent on “Strengthening the Humanitarian System” in 2022.

9.4 Report on Cash and Voucher Assistance

Titel Joint Response	Programme activities: Cash Transfers		
	Amount in Euro		
	Total Joint Response expenditures 2022	Total expenditures Cash Transfers	Percentage
Acute Crisis Joint Responses			
Somalia Drought Joint Response 2022	2,500,000	909,891	36%
Ukraine Joint Response 2022	2,395,339	915,702	38%
Kenya Drought Joint Response 2022	2,995,285	1,015,978	34%
Ethiopia Drought Joint Response 2022	2,822,823	1,120,677	40%
Pakistan Floods Joint Response 2022	2,960,699	928,336	31%
Somalia Bay Region Joint Response 2022	3,770,284	1,233,714	33%
Totals Acute	17,444,430	6,124,298	35%
Protracted Crisis Joint Responses			
Syria NGCA Joint Response 2022/2023	1,908,641		0%
Syria GCA Joint Response 2022/2023	2,846,795	231,492	8%
Yemen Joint Response 2022/ 2023	4,533,007	830,801	18%
South Sudan Joint Response 2022/2023	6,041,517	222,429	4%
Sudan Joint Response 2022/2023	3,194,960	337,586	11%
Afghanistan Joint Response 2022/2023	4,198,490	985,143	23%
Democratic Republic of the Congo Joint Response 2022/2023	6,180,131	183,015	3%
Somalia Joint Response 2022/2023	5,183,561	410,623	8%
Ethiopia Joint Response 2022/2023	4,939,792	976,641	20%
Top up Innovation	180,000		
Total Protracted	39,206,894	4,177,730	11%
TOTAL Joint Responses	56,651,324	10,302,028	18%

Note:

35% of the 2022 Acute Crisis Expenditures was related to Cash Transfers.

11% of the 2022 Protracted Crisis Expenditures was related to Cash Transfers.

18% of the total Joint Response expenditures was incurred with Cash Transfers.

10. ANNEXES



10.1 Governance bodies and positions explained

Chair

The Chair of the Dutch Relief Alliance is responsible for the overall coordination of alliance activities and serves as the main point of contact for the alliance partners, the Netherlands Ministry of Foreign Affairs and other stakeholders. The Chair oversees the implementation of the alliance's long-term strategy, working closely together with the other members of the Board of Directors, i.e. the Vice Chair and the Crisis Coordinator. The Chair is functionally supported by a team of seven officers: the Support Officer, the Programme & Compliance Officer, the Finance Officer, the Innovation Officer, the Communication Officer, the Quality & MEAL Officer and the Legal Officer.

Vice Chair

The Vice Chair of the Dutch Relief Alliance supports

the Chair in overall coordination and serves as a second point of contact for the alliance partners, the Netherlands Ministry of Foreign Affairs and other stakeholders. The Vice Chair also supports the Chair with regard to the implementation of the alliance's long-term strategy, working closely together with the other members of the Board of Directors, i.e. the Chair and the Crisis Coordinator. In addition, the Vice Chair is responsible for supervising interns at the Dutch Relief Alliance.

Crisis Coordinator

The Crisis Coordinator oversees the Dutch Relief Alliance's Protracted and Acute Crisis Joint Responses, manages coordination and interaction between individual Joint Responses and liaises with the Netherlands Ministry of Foreign Affairs. In

addition, the Crisis Coordinator ensures that the alliance’s strategic objectives with respect to Impact, Quality, Efficiency and Effectiveness are integrated within the design, implementation and reporting of its Joint Responses. The Crisis Coordinator is functionally supported by the Quality & MEAL Officer, and supports this officer in the review of Acute and Protracted Crisis Joint Response proposals. The Crisis Coordinator offers guidance and support with regard to realising the alliance’s strategic ambitions within Joint Responses and strengthening the impact of alliance collaborations.

Support Officer

The Support Officer supports the Board of Directors in the day-to-day management of the Dutch Relief Alliance and aligns and facilitates the flow of information between the partner organisations, the Board of Directors, the Working Groups, the Netherlands Ministry of Foreign Affairs and other stakeholders.

Programme & Compliance Officer

The Programme & Compliance officer oversees the contractual processes of all Joint Responses and manages control and compliance in the context of, among other things, annual plans, annual reports, deviations, contractual arrangements, revised proposals, changes and deviations. The officer ensures that Joint Responses conform to the relevant Crisis Mechanism and contributes to other activities that are geared toward increasing efficiency within the alliance.

Finance Officer

The Finance Officer oversees financial management and control within the Dutch Relief Alliance, which includes drawing up annual plans and liquidity requests, checking financial reports, consolidating annual financial reports and managing the annual account and meta-audit of the foundation. The officer supports Joint Responses with regard to a range of financial matters, including the filing of documentation for auditing purposes.

Innovation Officer

The Innovation officer contributes to the alliance’s strategic and operational management regarding the fulfilment of its Innovation ambitions. In addition, the officer offers Joint Response Leads technical expertise in the design and scaling of innovations within Joint Response programmes and plays a critical role in safeguarding the quality, coherency and viability of innovation project investments, testing elements of the strategy and sharing learning within the alliance and the humanitarian sector as a whole.

Communication Officer

The Communication Officer oversees the alliance’s communication with parties in the Netherlands (e.g. the Netherlands Ministry of Foreign Affairs, the Dutch public and members of parliament) and with the international humanitarian sector, paying specific attention to the commitments set out in the Grand Bargain agreement. The Communication Officer works together with the Visibility Working Group on the development of the alliance’s Communication Plan and supports the Board of Directors, the Working Groups and the Joint Responses in a variety of matters relating to communication.

Quality & MEAL Officer

The Quality & MEAL Officer works together with the Joint Response Leads to ensure that the design and implementation of Protracted and Acute Crisis Joint Responses are in line with the Core Humanitarian Standard (CHS) and the key priorities set out in the Dutch Relief Alliance’s 2022-2026 Strategy. The Quality & MEAL Officer identifies areas for improvement in the execution of processes and programmes, bears responsibility for Monitoring, Evaluation, Accountability and Learning and ensures that the alliance has access to the systems and high quality data required for measuring programme quality and progress in the fulfilment of its strategic ambitions.

Legal Officer

The Legal Officer offers legal advice and recommendations at the request of the Dutch Relief Alliance’s Board of Directors, Support Officer or Working Groups. The officer develops and updates legal documents in line with the requirements established by the Netherlands Ministry of Foreign Affairs and the Dutch Relief Alliance’s governing documents.

Working Groups

Finance Working Group

The Finance Working Group monitors the budgets of the Dutch Relief Alliance and individual Joint Responses. In addition, it develops custom financial management tools that are tailored to the needs of the Joint Responses. Within the working group, the Finance Task Force assesses financial risks in general and provides technical financial support where required.

Quality Working Group

The Quality Working Group works to improve the execution and quality of Joint Response activities and align them with the Dutch Relief Alliance’s strategic priorities and the milestones of the Multi-Annual Plan.



Fundraising Working Group

The Fundraising Working Groups supports Joint Responses by identifying opportunities to work together with third parties, and supports the Dutch Relief Alliance and the Netherlands Ministry of Foreign Affairs by developing and taking advantage of funding opportunities within the EU Delegated Cooperation aid delivery mechanism.

Visibility Working Group

The Visibility Working Group is made up of various communication and advocacy experts who work to increase the visibility of the Dutch Relief Alliance’s activities and broader advocacy themes. The Working Group supports the alliance’s efforts to draw attention to specific crises and increase its transparency vis-à-vis the Dutch government, the general public and people in the affected areas.

Localisation Working Group

The Localisation Working Group supports and facilitates the partner organisations in their collaborative promotion of locally led action in Joint Response areas, as well as the Dutch Relief Alliance’s collaboration with the Local Advisory Group.

Early Warning Working Group

The Early Warning Working Group monitors, identifies and prioritises emerging humanitarian crises and formulates recommendations with regard to possible Joint Responses under the Acute Crisis Mechanism, where appropriate.

Board of Supervisors

The Dutch Relief Alliance’s Board of Supervisors is made up of the respective CEOs of the participating partner organisations – or an executive director nominated by the relevant CEO.

The Board of Supervisors is responsible for approving the alliance’s governance framework and strategy. In addition, the Board fulfils a non-executive role in mandating and supervising the Dutch Relief Alliance’s activities. The Board of Supervisors has a statutory and regulatory position within both the alliance foundation and the Dutch Relief Alliance itself. The Board of Supervisors appoints and oversees the Dutch Relief Alliance’s Board of Directors.

In principle, the Board of Supervisors is chaired by the same partner organisation that delegates the Chair of the Dutch Relief Alliance’s Board of Directors.

Dutch Relief Alliance Partners

In 2022, the Alliance consisted of 14 Dutch partner organisations (the Dutch Relief Alliance partners), each of which has signed the Dutch Relief Alliance Partnership Agreement. The partners are the alliance’s primary stakeholders. They determine the alliance’s course – in line with its regulations – through a variety of procedures, including decision making, endorsement and procuring information from other parties within the Dutch Relief Alliance network (e.g. via delegated representatives, voting, Partners’ Meetings, etc.). According to Article 6.1 of the Dutch Relief Alliance Regulations, the Partners’ Meeting provides a means to discuss general issues that relate to the alliance at a higher level: ‘The Partners will meet at least once every quarter in a regular Partners Meeting to discuss issues such as the performance of the DRA in general, the partnership process, on-going Joint Responses and other relevant issues, and take decisions when necessary.’

Joint Response Lead / Joint Response Task Force

Within each of the alliance's Joint Responses, the lead organisation is represented by a Lead Coordinator in the Netherlands and a Joint Response Country Coordinator in the country where the Joint Response is being implemented.

The **Lead Coordinator** is responsible for overall compliance, serves as the main liaison between the Joint Response and the Dutch Relief Alliance foundation and puts the Dutch Relief Alliance's policy into practice. He or she is supported by Working Groups, which provide structure and a framework for the Joint Response Country Coordinator and the Joint Response's Dutch and local partners to work within. The Lead Coordinator is mandated to hold the Joint Response Country Coordinator and the Joint Response's Dutch and local partners accountable for fulfilling the agreed-upon responsibilities and quality standards.

In the affected region itself, the Joint Response **Country Coordinator** is mandated to coordinate, oversee and monitor the local implementation of the Joint Response and its overall quality. The Joint Response Country Coordinator takes proactive measures to keep the Joint Response on course and provides coordination and a supportive structure and environment for all parties involved. The Joint Response Country Coordinator takes the lead in the implementation of joint activities.

The lead organisation can decide to appoint a co-lead (Co-Coordinator) delegated by one of the local partner organisations.

The Joint Response Country Coordinator is mandated to hold the Joint Response's Dutch and local partners accountable for fulfilling the agreed-upon responsibilities. In addition, the Joint Response Country Coordinator is mandated to hold the Dutch Joint Response Lead accountable with regard to the agreed-upon responsibilities.

The main decision-making body within the Joint Response is the **Response Task Force**. It is formed by the Lead Coordinator and the representatives of two other Joint Response partners (Dutch or local). It is the Dutch Relief Alliance's ambition to have at least one local representative sit on each Task Force. The Joint Response Task Forces are expected to take parties' common interest into account and at the very least consult all Joint Response partners (Dutch and local) before making any decisions.

While the Joint Response Country Coordinator does sit in on the Task Force meetings and is expected to offer advice and recommendations, he or she does not participate in its votes. The Task Force decides on and approves the guidelines for the Joint Response's design and final proposal, as well as the possible allocation of contingency funds and other matters as they present themselves.

The Joint Response Task Force can decide to delegate its decision-making to a body at the country level. In preparation for this step, the Task Force needs to specify in writing the nature of its decision (mandate) and which decision-making model (majority voting/consensus) is to be adopted.

Advisory Entities

Local Advisory Group

The Local Advisory Group is mandated by the 14 partner NGOs in the Netherlands to provide feedback and advice (both solicited and unsolicited) regarding localisation at the alliance level. In addition, it is mandated by the local partners participating in Joint Responses to represent them within the broader alliance organisation.

Within each Joint Response, the LAG members serve as main contact for localisation information and support. This means they are also mandated to provide advice (both solicited and unsolicited) regarding localisation in consultation with, and where appropriate on behalf of, the local Joint Response partners. The LAG convenes on a monthly basis. It also meets twice a year separately with the Board of Directors, and twice a year with the Board of Directors and the Board of Supervisors.

Audit Committee

The Audit Committee supervises the financial management of the Dutch Relief Alliance foundation and advises the Board of Directors and Board of Supervisors on finance reporting, risk management in relation to the alliance's annual financial report and annual accounts and other pertinent matters. The Audit Committee meets at least three times a year to evaluate audit recommendations (including recommendations that came out of the audit of annual accounts), monitor progress made in their implementation and formulate recommendations with respect to the audit protocols for the Dutch Relief Alliance foundation and the Joint Responses. The committee issues advice to the Board of Directors based on its conclusions, and informs the Board of Supervisors in writing of its recommendations.



DUTCH RELIEF ALLIANCE



Ministry of Foreign Affairs of the Netherlands