

**DUTCH RELIEF ALLIANCE
2024 ANNUAL IMPACT REPORT**



ANNUAL IMPACT REPORT

2024

CONTENTS

1.	Foreword	5
2.	2024 - Our Activities at a Glance	6
3.	About the Dutch Relief Alliance	7
	Take a Closer Look: Life Story in Yemen	8
4.	Our Strategy in 2024	10
4.1	Impact for people in need	10
4.2	Equitable, effective, and efficient joint responses	11
4.3	Quality, learning, and innovation	12
4.4	Visibility and influence	13
	Take a Closer Look: Life Story in Gaza	14
5.	The Acute Crisis Mechanism (ACM)	16
5.2	Overview of ACJRs initiated in 2024	17
5.3	General Observations	19
5.4	Acute Crisis Joint Responses	19
5.4.1	Libya (Floods) Acute Crisis Joint Response 2023 – 2024	20
5.4.2	Gaza (Conflict) Acute Crisis Joint Response 2023 – 2024	22
5.4.3	Afghanistan (Earthquake) Acute Crisis Joint Response 2023 – 2024	23
5.4.4	Somalia (Floods) Acute Crisis Joint Response 2023 – 2024	24
5.4.5	Haiti (Unrest) Acute Crisis Joint Response 2024	26
5.4.6	Chad (Conflict) Acute Crisis Joint Response 2024	28
5.4.7	Myanmar (Conflict) Acute Crisis Joint Response 2024	29
5.4.8	Sudan (Famine) Acute Crisis Joint Response 2024	30
	Take a Closer Look: Localisation	32
6.	Protracted Crisis Joint Responses	34
6.1	The Protracted Crisis Mechanism	34
6.2	General Observations	37
6.3	Protracted Crisis Joint Responses	37
6.3.1	Afghanistan Protracted Crisis Joint Response	38
6.3.2	Democratic Republic of the Congo Protracted Crisis Joint Response	40
6.3.3	Ethiopia Protracted Crisis Joint Response	42
6.3.4	Somalia Protracted Crisis Joint Response	44
6.3.5	South Sudan Protracted Crisis Joint Response	46
6.3.6	Sudan Protracted Crisis Joint Response	48
6.3.7	Syria Government-Controlled Areas Protracted Crisis Joint Response	50
6.3.8	Syria Protracted Crisis Joint Response in Non-Government Controlled Areas	52
6.3.9	Yemen Protracted Crisis Joint Response	54
	Take a Closer Look: Life Story in Syria	56
7.	Structure, Governance and Management	58
7.1	Our Governance Structure	58
7.2	Risk management	62
7.3	Reflections on the functioning of Foundation DRA	63
	Take a Closer Look: Innovation	64
8.	Integrity	66
8.1	Incidents reported in 2024	67
	Take a Closer Look: Life Story in Ethiopia	68
	Annex A: 2024 Financial Report	71
	2024 Consolidated Financial Report	71
	Grant Division per Partner	72
	Overview of Joint Responses Expenditures 2024 through Local and National NGOs	74
	Annex B: Abbreviations	77
	Annex C: Publications in 2024	78
	Annex D: Governance Bodies and Positions	79

1. FOREWORD



Christel Sjauw-Koen-Fa-Mulder



Anton van Wijk



Jessie Bokhoven

We look back on 2024 as a year that shook the humanitarian system to its core.

The humanitarian catastrophe in Gaza unfolded with devastating consequences. Sudan, which should have dominated headlines, became the world's largest forgotten crisis. Yemen peace talks stalled again in one of the world's most protracted crises. Humanitarian workers faced grave risks and were even deliberately targeted. Global humanitarian funding fell to a historic low: by mid year, only 16% of UN appeals were met, leaving millions in emergencies without assistance — and this was before the USAID funding cuts. What keeps us going? Knowing that behind these figures there is a person, a family, a future at stake?

Individuals like Gabi Guyo, an Ethiopian farmer, who shares how the alliance-supported solar-powered water system has changed lives in drought-affected areas: *'Over 4,000 households — and their livestock — can access clean water again. For us, this is survival'.*

And Amina Abdinoor, DRA's Local Advisory Group vice-chair from Somalia, who shares that 'Through the Dutch Relief Alliance, we've moved from being recipients of aid to redefiners of how aid is done. Locally-led Joint Responses and the Local Advisory Group aren't symbolic—they are structural. They give Somali voices not just a seat at the table, but influence over the table itself'.

And over 400 alliance colleagues, working under difficult circumstances, who show up every day with compassion, courage, and resolve—making a difference in communities affected by conflict, disaster, and displacement. Through their work, they make the world a little more just, a little more humane.

This was a year of action and advocacy. We reached over 3 million people in 2024 — delivering lifesaving assistance in Libya, Gaza, Herat, Somalia, Haïti, Chad, Myanmar and Sudan, while also investing in long-term solutions in Sudan, South Sudan, Yemen, Syria, Ethiopia, DRC, Afghanistan, and Somalia. We met our Prime Minister and Minister of Foreign Affairs to negotiate humanitarian access to Gaza. Working with our partner the Ministry we launched a risk sharing pilot, we are developing a roadmap to rebalance risk across the aid delivery chain. We shared lessons learned on collaboration over competition in humanitarian action with the Swedish and South Korean government. And our Fit For Future exercise assessed how our work remains relevant for people in crisis in a fast-changing landscape.

Now entering the alliance's tenth year, the foundations we laid in our first decade were significant. Together — as humanitarian actors, national partners, and in close partnership with the Dutch Ministry of Foreign Affairs — we're ready for the next 10 years, determined to improve, build more equitable partnerships, and ensure people in crisis remain at the centre of everything we do.

Board of Directors,

Christel Sjauw-Koen-Fa-Mulder,
Chair, on behalf of Plan International

Anton van Wijk,
Crisis Response Manager

Jessie Bokhoven,
Alliance Manager

2024 Dutch Relief Alliance Annual Report

Colophon

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2024 - OUR ACTIVITIES AT A GLANCE

3. ABOUT THE DUTCH RELIEF ALLIANCE

The Netherlands:

14

DUTCH NGO'S

In 2024, we have been implementing

20

JOINT RESPONSES

in

13

COUNTRIES



CARE, 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, ZOA, with the support of the Netherlands Ministry of Foreign Affairs.


In 2024, we've reached

4.2

MILLION PEOPLE

with humanitarian assistance¹


We have invested

67.8

MILLION EUROS

in joint responses to acute and protracted crises² of which EUR 60,074,529 expenditures reported in this 2024 report. Additionally, EUR 13,874,499 of ongoing 2023 acute crisis expenditures are reported.


We worked together with

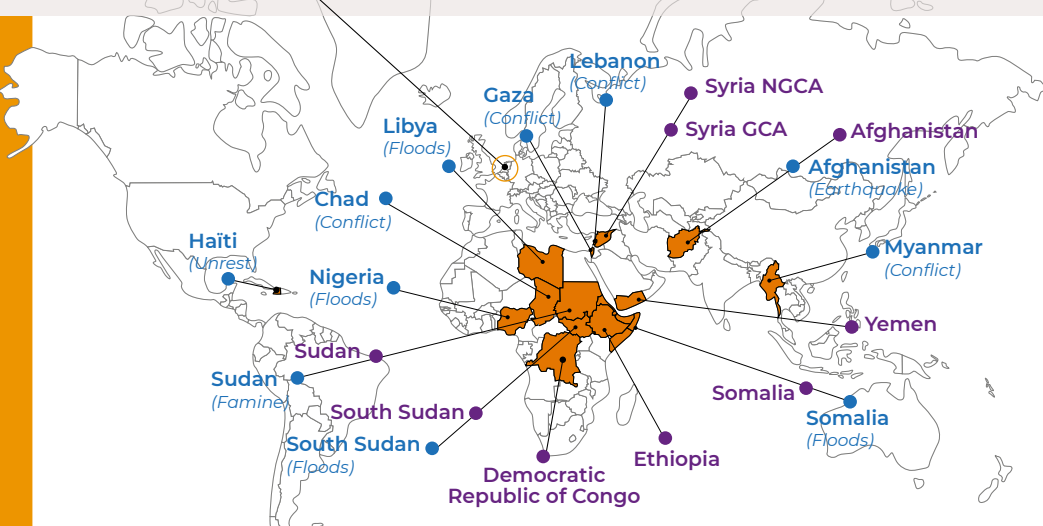
150

LOCAL PARTNERS

Footnotes:

(1) Including Acute Crisis Joint Responses (ACJRs) initiated in 2023, reporting in 2024. Excluding ACJRs started in 2024 that will be reporting in 2025. Including expenditures and people reached with Open Call innovation projects.

(2) Total amount of expenditures, of which EUR 60,074,529 accountable for in 2024 and EUR 7,735,845 of ongoing acute joint responses that will report in 2025. Those amounts do not include the corrections on the 2023 figures in the financial report of 2024.



ACUTE CRISIS JOINT RESPONSES IN 2024		
48,226	Libya (Floods)	Initiated in 2023, concluded in 2024
902,898	Gaza (Conflict)	
72,025	Afghanistan (Earthquake)	
173,381	Somalia (Floods)	
229,398	Chad (Conflict)	3,000,000
75,948	Haiti (Unrest)	3,000,000
71,409	Myanmar (Conflict)	2,994,671
33,811	Sudan (Famine)	2,958,350
Initiated in 2024, reporting in 2025	Nigeria (Floods)	3,000,000
	Lebanon (Conflict)	3,935,845
	South Sudan (Floods)	800,000
PROTRACTED CRISIS JOINT RESPONSES 2024-2026		
216,344	Afghanistan	5,746,188
221,018	Democratic Republic of Congo	6,104,289
250,286	Ethiopia	6,014,810
341,032	Somalia	5,960,840
227,556	South Sudan	7,718,384
162,761	Sudan	5,831,809
334,015	Syria GCA	2,900,778
245,795	Syria NGCA	2,115,216
604,349	Yemen	5,729,194
People reached ¹	TOTALS	Expenditures in EUR ²
4,210,252		67,810,374

We offered assistance in

8

INTERVENTION SECTORS in 2024¹



364,108	Food Security & Livelihoods
2,184,902	Water, Sanitation and Hygiene (WASH)
1,295,294	Health
574,383	Protection
122,650	Nutrition
217,558	Multipurpose Cash Assistance
47,294	Shelter and non-food items
28,966	Education



The Dutch Relief Alliance (DRA) is a coalition of 14 Dutch iNGOs that have joined forces to provide humanitarian assistance to people and communities worldwide. By aligning the efforts of its members, the alliance is able to respond to acute crises within 72 hours. The DRA strives to enhance the impact of its humanitarian responses by partnering with more than 100 national and local NGOs and the Netherlands Ministry of Foreign Affairs.

The DRA was established in 2015 in response to an increase in humanitarian crises worldwide, and the growing number of people affected by these events. The DRA comes into action when disasters affect ordinary people. Together with our partners, we act quickly and decisively, saving lives, alleviating suffering and ensuring that women, men and children can resume their lives.

Over the last decade, the DRA has delivered humanitarian aid to millions of people in over 50 crises around the world by working together with local organisations. The DRA works closely with local organisations and governments. They know best what is needed, and they know best how to reach people in the most vulnerable situations. The alliance has established itself as a global testing ground for the sector's engagement with the Grand Bargain Commitments¹ and Core Humanitarian Standard², specifically regarding themes like localisation, multiyear funding and programming, innovation, accountability, and community engagement.

Our partners

The partnership of the DRA consists of the more than 100 local organisations and 14 Dutch NGO members: CARE, 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, and ZOA.

Our approach

The DRA 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. This means the DRA not only provides life-saving aid immediately after disaster but stays engaged to help people rebuild their lives. Also in regions that have been facing long-term war and conflict.

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

1. interagencystandingcommittee.org/grand-bargain

2. corehumanitarianstandard.org

Take a Closer Look

LIFE STORY IN YEMEN

A Symbol of Hope and a Brighter Future for Women

Restoring hope: Qataba's new emergency obstetric centre is saving the lives of mothers and babies

The Yemen conflict has severely disrupted public services for 10 years, further risking the well-being of Yemeni families. The impact has been devastating for Yemeni women, especially those who are pregnant. Whether displaced, trapped in conflict zones, or desperately clinging to their homes, women's access to reproductive health services has, too often, become a matter of life and death. Pregnant women giving birth in rural Yemen are increasingly at imminent risk of complications and death, mainly due to challenges in accessing appropriate services at health centres.

In 2025, an estimated 19.5 million people in Yemen need health-related assistance, including 3.5 million internally displaced people. Some 24% of those in need (5.5 million) are women who have limited access to a range of medical and reproductive health services, including 4% of pregnant women who require emergency obstetric care. Access to reproductive care is particularly limited in rural and frontline areas, due to a shortage of specialist female doctors and nurses and a lack of essential medical supplies.

Residents of Al Dhale Governorate in southern Yemen face multiple humanitarian challenges, including malnutrition, disease, and a lack of health care. Dr Anhar Shaif, an obstetrician-gynaecologist from Al Dhale Governorate, works at Qataba's Emergency Obstetric and Newborn Care (EmONC) Centre. Dr Shaif speaks about the high number of heartbreaking situations of pregnant women with nowhere to turn. Before the intervention of CARE and the Dutch Relief Alliance (DRA), the centre lacked the most basic equipment for emergency obstetric care, often leaving her feeling 'sad and worried about these pregnant women and their babies'.

'The EmONC centre in Qataba was expected to serve about 37,400 women in the district with the limited equipment and supplies we had', says Dr Anhar. 'The biggest challenge at the centre was the lack of an operating unit to provide a safe environment for women who need surgery during childbirth. This forced us to turn away many serious maternity cases and refer them to distant hospitals or health facilities. I worried about the fate of these pregnant women and their babies. It is sad that we were forced to leave them to the unknown',

'I worried about the fate of these pregnant women and their babies.'

The Dutch Relief Alliance intervened by delivering activities in Qataba District of Al Dhale Governorate as part of efforts to

support the local health system in Yemen and ensure that the most vulnerable and remote communities have access to basic health care. With funding from the Dutch Relief Alliance (DRA) partners were able to set up and equip an operating room and intensive care unit (ICU) at Qataba's health centre.

'Thanks to the new additions to the centre, we can now perform life-saving surgical procedures for women. Just a few days after the operating room was set up, I performed the centre's first caesarean section, completely free of charge.

It wasn't just a medical procedure; it was a symbol of hope and a brighter future for women', Dr Anhar added with emotion.



Dr Anhar with her team in the operating room of Qataba's health centre.

Operating room and intensive care unit (ICU) at Qataba's health centre, set up and equipped by the Dutch Relief Alliance.



4. OUR STRATEGY IN 2024



Our strategy in practice

Despite increasingly complex crises, the Dutch Relief Alliance (DRA) continues to progress in its multiyear strategy, a dynamic framework adapted to meet changing realities.

The DRA's 2023 strategy reprioritisation shaped the working groups' 2024 annual plans, ensuring that their efforts remained focused and relevant. The alliance's response to 2023 Structure Review recommendations also resulted in a stronger Board of Directors.

An external Mid-Term Evaluation (MTE) to assess 2022 – 2023 responses was a key 2024 milestone whose findings will guide institutional learning and strategic alignment for years.

Additionally, the alliance launched a Fit for Future exercise to assess how to stay relevant in a rapidly changing humanitarian landscape while staying true to its core mission — delivering impact for people in crisis.

4.1 Impact for people in need

In 2024, the DRA reaffirmed its core commitment to placing people affected by crisis at the centre of humanitarian action that saves lives, alleviates suffering, restores dignity, and strengthens resilience, thus empowering its over 400 dedicated colleagues to focus on delivering timely, high-quality support to those in need.

Together, the 14 DRA members and over 100 local partners provided life-saving assistance to more than 3 million people living in acute and complex crises.

The alliance continuously refines its guiding frameworks — the Acute and Protracted Crisis Mechanisms. Yet flexibility to deviate from these mechanisms is ensured when required by local context; for example, operational timelines were extended to accommodate evolving needs on the ground in Gaza.

The MTE recognised the DRA as 'surpassing Grand Bargain commitments on locally led action'. The alliance is grateful for this recognition of its front-runner position in promoting locally led action. The MTE also highlighted advances in joint response effectiveness and impact, particularly in enhancing local resilience. However, the gap between ambitions for gender equality and its actual implementation in the field can be improved, so the alliance Gender in Emergencies Group will help strengthen gender responsiveness in its programming.

4.2 Equitable, effective, and efficient joint responses

Partnership survey

The annual partnership survey assesses the equitable nature of partnership in Protracted Crisis Joint Responses (PCJRs) from 2022 through 2026. National/local partners provide honest feedback in this important assessment. These partners rated the equitable nature of their partnership within the joint responses as 7.5 (out of 10) in the 2024 survey. The perceived quality of the partnership improves year over year, a positive indication that joint efforts for more respectful and inclusive partnerships are having an impact. All partners received proportional Indirect Cost Recovery (ICR) for their PCJR work, reflecting a commitment to fair and transparent funding. Additionally, 79% of partners reported meaningful engagement throughout the work, and 70% held contracts lasting longer than two years — key indicators of stability in alliance collaborations.

Yet areas for improvement remain. Feedback loops and partner participation in strategic discussions and learning events need strengthening. Cost coverage for security-related expenses remains challenging, particularly for local actors in high-risk contexts. Lastly, equitable participation in humanitarian coordination mechanisms remains an ongoing alliance priority.



Risk sharing

In 2024, the DRA, in collaboration with the Netherlands Ministry of Foreign Affairs, launched a risk sharing pilot in the Democratic Republic of the Congo, Ethiopia, and Yemen — Syria (NGCA) joined later — to promote joint responsibility and more equal distribution of mitigation efforts and consequences of risk along the aid delivery chain.

All actors in the delivery chain, especially local partners, had equal opportunity to participate in inclusive dialogue on risk management. By addressing interconnected operational, legal, security, and reputational risks, the pilot represented a holistic and collaborative approach to risk sharing.

Key outcomes included improved communication between local and international partners, increased accountability, and a shared understanding of challenges. The pilot demonstrated that risk sharing dialogues could enhance the quality and effectiveness of humanitarian actions through better risk management. Lessons learned will inform ongoing efforts within the DRA and contribute to broader discussions on risk sharing in the global humanitarian sector. A lessons learned learning paper is published.

Safety of humanitarian workers

The safety of our colleagues in the joint responses was severely affected in 2024. Colleagues in Yemen, the DRC, and Gaza were detained and/or deliberately attacked during humanitarian action, underscoring the growing risks that humanitarian personnel face in complex crises.

4.3 Quality, learning, and innovation

DRA's Learning and Knowledge Management Strategy 2024 – 26

Outcome 3.2 of this strategy, which reaches to 2026, identifies innovation and learning as key drivers of humanitarian quality. Innovation means linking solutions to local challenges and scaling them across the alliance. It also emphasises direct funding, preparedness, and contingency planning. Learning refers to strengthening systems for sharing knowledge, so that DRA members can use each other's experiences to improve their programming. By building on good practices already underway, the strategy provides a clear overview of why, what, and how we will systematise learning processes. This strategy also ensures that DRA's collective knowledge contributes to more efficient, effective humanitarian action worldwide.

Inclusion

Another 2024 milestone was the Inclusion Insight Paper publication, which outlines the Six Elements of Inclusive Humanitarian Assistance — a valuable read for anyone committed to equitable, people-centred aid. These six elements apply to all alliance joint responses. This paper boosts the efforts on bridging the gap between ambitions and practice regarding gender equality in our work.



4.4 Visibility and influence

Humanitarian system change

In 2024, the alliance presented findings from its risk sharing pilot to the Council Working Party on Humanitarian Aid and Food Aid (COHAFA) in Brussels, fostering important dialogue on equitable partnerships and shared risk in humanitarian programming.

Alliance members also met with South Korean and Swedish delegations to explore the DRA model for effective, locally led humanitarian action. These conversations highlighted collaboration over competition, reinforcing a commitment to partnership-based approaches.

In addition, the DRA's annual Grand Bargain Report showcased progress made in operationalising locally led humanitarian response. By exceeding funding targets to local actors, the alliance took the lead on the Grand Bargain 3.0 commitments. Through these efforts, the alliance contributes to shaping a more inclusive, accountable, and effective humanitarian system.

The Local Advisory Group (LAG) actively advocated for national partners' access to UN Pooled Funds, emphasising its importance with senior Dutch government officials as well.

System change in the humanitarian sector often begins with small but meaningful shifts. Through anecdotal evidence, the alliance is seeing its core principles — equitable partnerships and quality funding — begin to influence the broader donor landscape. In one example from Ethiopia, a national partner asked another donor why they weren't receiving indirect cost recovery (ICR) and other quality funding provided by the DRA. The donor replied: 'If you can show the Dutch offer these terms, we'll match them' — and they did. These small wins signal a powerful shift and prove that leading by example can drive real change.

Advocacy for humanitarian needs, principles, and access

In 2024, alliance members introduced the DRA to the newly appointed Minister for Foreign Trade and Development Aid. The DRA also actively engaged in high-level humanitarian advocacy by meeting with key officials, including the Prime Minister and Dutch Minister of Foreign Affairs, to discuss humanitarian access in Gaza. In response to the Gaza crisis, the alliance issued several public statements addressing access, humanitarian needs, and core principles. These advocacy efforts drew significant national media attention. DRA spokespersons were featured in news segments and invited to speak on multiple talk shows, offering critical insights on the humanitarian situation in Gaza.

International colleagues — including the LAG member from Sudan — met with Dutch Members of Parliament to elevate urgent humanitarian concerns.

Visibility

In 2024, the DRA made strides in raising local actor visibility. The alliance maintained a strong presence on the European Humanitarian Forum platform and successfully elevated underreported crises — such as Sudan — through national media coverage, including articles in Telegraaf and de Volkskrant. The documentary, Joining Hands for Afghanistan, further amplified the voices of affected communities and local responders. Alliance communications around the Gaza crisis also received national attention, with articles published in several outlets, including Trouw.

In 2024, the alliance finalised its 'new narrative' — a clear, values-driven story that articulates why it does what it does, and how it operates. This narrative helps connect with the Dutch public by explaining the importance of principled humanitarian action and its impact on people affected by crisis. The alliance continued to share news on its work and the crises in which it operates on its website and LinkedIn page.

6 ELEMENTS OF INCLUSIVE HUMANITARIAN ASSISTANCE



Take a Closer Look

LIFE STORY IN GAZA

Games to 'lift the mood and forget the war'

Both children and their parents are encouraged to play games to manage their stress of living in a constant war zone. In this Gaza Acute Crisis Joint Response, the Dutch Relief Alliance is addressing the fear and anxiety families are facing in the conflict zone of Gaza through the Teacher Creativity Center (TCC). The activities are helping families with emotional release by expressing their feelings and thoughts.

A TCC Counsellor shares:

'Every time I hear the words and stories of displaced people, it feels like I'm hearing them for the first time. At the shelter in Al-Qudsiah School in Rafah, I met the Al-Masri family, who had been displaced from Beit Hanoun in northern Gaza. The family was struggling with fear, anxiety, and constant worry due to the ongoing Israeli aggression. The specialists used the "Tree of Life" technique to facilitate discussions about the children's current and future dreams and wishes. The sessions helped participants overcome their fears and express their emotions freely, leading to significant improvements in their psychological and social well-being. Through these sessions, they were able to discover their inner strength, celebrate their achievements, and reconnect with their dreams.'

"Honestly, I felt like a child again. I needed this."

Mrs. Umm

'Through family counselling built on mutual trust, we were able to apply techniques and activities with ease, achieving goals that benefited both the children and their

parents. I engaged the parents in activities alongside their children, creating a space where they could all express themselves freely. I remember the conversations that revealed deeply personal stories that remain etched in my memory. I recall moments filled with both tears and laughter, shared by children, their families, and myself.'

Mrs. Umm, age 40, told me:

'I felt so happy and joyful during the activities — especially since no one else comes to play with us or help relieve our stress. If someone does come, it's usually just for the children, not the whole family. Honestly, I felt like a child again. I needed this. I'll play these games with my children and neighbours to help lift the mood and forget the war.'

In addition, TCC specialists responsible for individual counselling sessions conducted 306 sessions with 111 children. These sessions focused on emotional debriefing through drawing, colouring, and play, as well as relaxation techniques to help the children reduce stress and develop stress management skills. Furthermore, the sessions encouraged promoting of life skills and discussions about the children's hopes and wishes.

TCC Counsellor: 'I never imagined that the work we did would give me strength. Working during such a difficult time, in the middle of this aggression, has been a deeply enriching, unique experience. The challenges and hardships are what make success meaningful.'



5. THE ACUTE CRISIS MECHANISM (ACM)



The Acute Crisis Mechanism (ACM) Responding within 72 hours

The ACM covers crises the DRA responds to that are not protracted crises. Acute crises are ‘new onset emergencies, or a spike in on-going emergencies — including chronic emergencies’. Acute crisis can be severe, thus the response must be swift, effective, and contextualised. Acute Crisis Joint Responses (ACJR) focus on saving lives through emergency assistance. The acute mechanism has a response timeframe of 72 hours, whereas slow-onset crises have a maximum response timeline of three weeks.

5.1. New Acute Joint Responses in 2024

Seven ACJR were launched in 2024, one less than in 2023 — all funded from Block Grant 2024. Five ACJR responded to slow-onset emergencies, and two to sudden-onset emergencies. Most of the 2024 ACJR responded to man-made disasters resulting from armed conflict or civil unrest, while two ACJR responded to natural disasters (flooding).

The 2024 ACM budget was EUR 19,700,000, including ICR and management costs divided amongst seven approved 2024ACJR. This budget included a top up of EUR 3.9 million from the MFA to the 2024 ACM budget for the Lebanon response.

This report covers four ACJR begun in 2023 and ended in 2024: Libya, Gaza, Herat, and Somalia Floods, and the first four ACJR begun in 2024 — Haiti, Chad, Myanmar, and Sudan. The other three — Nigeria, Lebanon, and South Sudan — will be covered in 2025.

5.2 Overview of ACJR initiated in 2024

Country	Lead	Crisis	Disaster	Amount Allocated in EUR	Learning Exercise
Haiti 2024	Tearfund	Slow	Unrest	3,000,000	RRTR
Chad 2024	Stichting Vluchteling	Slow	Conflict	3,000,000	Evaluation
Myanmar 2024	Tearfund	Slow	Conflict	3,000,000	RRTR
Sudan 2024	Plan International	Slow	Famine	3,000,000	RRTR
Nigeria 2024	Plan International	Sudden	Floods	3,000,000	RRTR
Lebanon 2024	World Vision	Sudden	Conflict	3,900,000	RRTR
South Sudan 2024	Help a Child	Slow	Floods	800,000	RRTR



ACM Annual Beneficiary Report 2024

		Food Security & Livelihoods	Nutrition	WASH	Health	Shelter	Education	Multi-Purpose Cash	Protection	TOTAL JR's 2024
										
Haiti (Unrest)	Target	0	0	43,745	11,148	0	540	11,099	2,478	45,529
	Reached	0	0	20,466	57,458	0	540	12,306	35,079	75,948
Chad (Unrest)	Target	13,784	0	145,500	51,559	0	0	0	48,500	169,427
	Reached	33,856	0	143,358	88,675	0	0	0	45,960	229,398
Myanmar (Conflict)	Target	0	0	22,478	0	0	0	42,077	20,470	62,212
	Reached	0	0	27,690	0	0	0	58,205	36,948	71,409
Sudan (Famine)	Target	24,145	26,423	0	0	0	0	0	0	33,955
	Reached	27,440	29,448	0	0	0	0	0	0	33,811
Sector totals in 2024	Target	37,929	26,423	211,723	62,707	0	540	53,176	98,448	311,123
	Reached	61,296	29,448	239,794	109,141	0	540	70,511	117,987	410,566

ACM Annual Beneficiary Report — ACJR started in 2023, ongoing into 2024

		Food Security & Livelihoods	Nutrition	WASH	Health	Shelter	Education	Multi-Purpose Cash	Protection	TOTAL JR's 2023
										
Libya (Floods)	Target	0	0	46,400	7,344	6,380	0	2,250	5,100	63,544
	Reached	0	0	24,165	7,668	14,439	0	0	4,694	48,226
Gaza (Conflict)	Target	0	0	36,000	60,246	6,615	0	13,761	39,009	136,049
	Reached	0	0	588,266	207,336	5,636	0	15,854	104,874	902,898
Afghanistan (Earthquake)	Target	3,150	0	16,800	37,400	4,900	0	21,490	0	55,350
	Reached	2,740	0	14,651	55,857	4,900	0	20,378	0	72,025
Somalia (Floods)	Target	7,972	0	65,673	115,664	8,100	0	400	0	157,734
	Reached	9,401	0	84,053	88,030	9,914	0	400	0	173,381
Sector totals in 2023	Target	11,122	0	164,873	220,654	25,995	0	37,901	44,109	412,677
	Reached	12,141	0	711,135	358,891	34,889	0	36,632	109,568	1,196,530

5.3 General Observations

The four 2024 reported ACJRs reached 410,566 people, an increase of 99,444 more than the originally planned 311,123. The difference came from conservative planning and better resource maximisation.

The four 2023 reported ACJRs supported 1,196,530 people, an increase of 783,853 more than the originally planned 412,677. The difference came from the EUR 5 million top up used for the Gaza ACJR (November 2023).

FSL , health , WASH, protection, and MPCA services under ACM 2023 and 2024 represent the major DRA sectors of expertise in terms of funding and beneficiary reach. Nutrition and shelter/NFIs also had important reach in 2023 and 2024. Education was excluded in 2023 and limited in 2024; therefore, DRA should consider whether education should remain a DRA priority sector in the future.

5.4 Acute Crisis Joint Responses

In the next pages the Acute Crises Joint Responses that reported in 2024 will be explained and explored.



5.4.1
Libya (Floods)
Acute Crisis Joint
Response
2023 – 2024



Joint Response Lead:
Stichting Vluchteling / IRC

Alliance partners:
Terre des Hommes / ACTED,
Cordaid / DCA,
CARE

Local Organisational Partners:
Libyan Red Crescent (LRC)

Introduction, summary, and project information

The Libya Floods ACJR 2023 was launched following Storm Daniel in September 2023 and ended in March 2024, addressing urgent needs in the Derna area. Four sectors — WASH, protection, shelter/NFI, and health — provided health hygiene kits, child psychosocial support, non-food items, medical services, and protection assistance for vulnerable groups. Gender considerations and disability inclusion ensured equitable access and aid distribution. EUR 1,948,326 was expended from the budgeted EUR 2,000,000, reaching 48,206 of a planned 63,544 individuals.

Collaboration and localisation

Coordination contributed to harmonisation of activities and avoiding duplication. DRA members worked with local authorities, including the Ministry of Health (MoH) and the Ministry of Education. The ACJR participated in coordination meetings led by MoH and WHO, and those organised by OCHA. The LRC distributed aid in Derna and Soussa, where limited humanitarian presence left communities in need. Engaging in strategic cooperation, the IRC worked with Terres des Hommes on health awareness-raising sessions.

Challenges

Partners faced bureaucratic hurdles, like challenges with registrations and restrictions posed by local authorities, particularly on protection activities. To mitigate this, organisations redistributed resources through health centres rather than static safe spaces. Extreme weather damaged infrastructure, further delaying operations. Economic constraints, including inflation and fuel shortages, impacted the delivery of aid, while stringent restrictions on cash withdrawals hindered MPCA implementation, leading to budget reallocation towards shelter support. Inaccessibility for international staff and recruitment delays also posed a challenge, which partners mitigated by working with local organisations. Despite these constraints, partners ultimately addressed the multifaceted needs of vulnerable people and critical gaps left by departing NGOs, filling a key void.

Lessons learned

- Local actors' engagement, is always crucial and proved to be beneficial in reaching vulnerable populations in need.
- Integrating protection support within Derna hospitals proved effective in overcoming cultural sensitivities, allowing staff to identify abuse and make referrals.
- Community-based distribution improved access to vulnerable families and facilitated approvals.
- Public awareness and sensitization efforts were more successful when conducted in individual sessions, particularly for Psychological First Aid (PFA), due to social stigma surrounding mental health support.
- A proactive engagement strategy with local authorities early in planning helps expedite response efforts and avoid delays.



20 %

Localisation
**Spent through local/
national partners:**
EUR 384,789 (20%)

Number of people we planned to reach, and actually reached, in 2024:

Sector	Planned	Reached
 WASH	46,400	24,165
 Health	7,344	7,668
 Protection	5,100	4,694
 Shelter and Non-Food	6,380	14,439
 Multipurpose Cash Assistance	2,250	0
Total (without double counting)	63,544	48,226

Budget: EUR 2,000,000 **Expenditure:** EUR 1,948,326
Programme period: 17.09.2023 – 16.03.2024



5.4.2
Gaza (Conflict)
Acute Crisis Joint
Response
2023 – 2024



Joint Response Lead:
War Child

Alliance partners:
Oxfam Novib, Save the Childre,
Terre des Hommes, CARE,
SOS Children's Village
Palestine



52 %

Localisation
Spent through local/
national partners in
2023 – 2024:
EUR 3,674,878 (52%)

Introduction, summary, and project information

The Gaza ACJR 2023 – 2024 was initiated to address humanitarian needs following conflict escalation in October 2023. The response provided WASH, health, shelter, protection, and multi-purpose cash (MPC) assistance to displaced families, vulnerable children, pregnant women, persons with disabilities (PWD), and female/child-headed households.

Despite plans to reach 136,049 people, beneficiaries numbered 902,898, largely due to the EUR 5,000,000 top-up granted by the Ministry of Foreign Affairs and a no-cost extension to October 2024. The intervention included repairing water infrastructure, expanding health services through mobile clinics, and distributing protection kits.

Collaboration and localisation

Local partners were instrumental in rehabilitating water systems, and led health service delivery through mobile clinics and hospitals. The ACJR also prioritised localisation through psychosocial support and GBV prevention.

DRA members collaborated closely with humanitarian clusters and government agencies such as the Palestinian Water Authority and Ministry of Social Development, which ensured efficient procurement, streamlined aid distribution, and prevented duplication of services.

Challenges

- Israeli blockades limiting entry of food, water, and medical supplies.
- Destructed infrastructure (roads, bridges, warehouses) delaying aid delivery.
- Staff security risks and ongoing violence preventing workers from reaching affected areas.
- Inflation, price surges and reduced purchasing power.
- Lack of supplies, requiring procurement from Jordan and Egypt.
- Displacement/shifting service locations as bombing raids rendered sites unsafe.

Nevertheless, the ACJR adapted by relocating health services, implementing e-wallet cash assistance, and restructuring procurement contracts to navigate market fluctuations.

Lessons learned

- Adaptability in volatile environments as security conditions evolved.
- Strengthening local partnerships for greater resilience.
- Continuous monitoring of security updates.
- Diversified procurement channels enhance faster responses.
- Engaging beneficiaries in decision-making, refining interventions based on community feedback.
- Financial flexibility with e-wallet systems.
- Staff well-being and mental health support are important in the severe circumstances.
- Gender and Protection Mainstreaming, ensuring GBV prevention and safer spaces for women and children.
- Technology and Data Management, improving documentation, protection, and accuracy using digital tools.

Number of people we planned to reach, and actually reached, in 2024:

Sector	Planned	Reached
WASH	36,000	588,266
Health	60,246	207,336
Protection	39,009	104,874
Shelter and Non-Food	6,615	5,636
Multipurpose Cash Assistance	13,761	15,854
Total (without double counting)	136,049	902,898

Budget: EUR 7,000,000 **Expenditure:** EUR 7,000,001
Programme period: 14.10.2023 –13.10.2024

5.4.3
Afghanistan
(Earthquake)
Acute Crisis Joint
Response 2023 – 2024



Joint Response Lead:
Cordaïd

Alliance partners:
CARE, Terre des Hommes,
World Vision

Local Organisational Partners:
ASLO, RRAA, WASSA, YVO



45 %

Localisation
Spent through local/
national partners
in 2024:
EUR 870,272 (45%)

Introduction, summary, and project information

The Herat Earthquakes ACJR provided relief to Herat Province, Afghanistan, between October 2023 and April 2024. The project targeted 55,350 individuals and reached 72,025.

The response focused on food security and livelihoods, WASH, health, shelter & non-food items, multi-purpose cash assistance, and health care. The intervention districts included Injil, Koshk Robat Sangi, Zindajan, Gulran, Ghoryan, Karu, and Gozarah. A health centre in the earthquake zone played a crucial role, complementing eight other static health centres in the region.

Collaboration and Localisation

ACJR local partners played critical roles. ASLO led food security, distributed livestock, and promoted kitchen gardening. RRAA managed WASH and MPC assistance, ensuring vulnerable households received essential support. WASSA facilitated community mobilisation and beneficiary identification. YVO provided Mental Health and Psychosocial Support, distributing psychosocial kits and winterisation assistance.

Challenges

Implementation faced bureaucratic hurdles, security risks, logistical constraints, and financial system disruptions. Challenges included:

- Delays in MoU approvals.
- Restricted access for women.
- Winter weather conditions.
- Banking system failures.
- Overlapping aid distributions.
- Loss of identification documents.
- Limited availability of earthquake-resistant structures.
- High demand for health services.

Lessons Learned

- This response highlighted the importance of flexibility, local engagement, and protection mainstreaming.
- Targets for health interventions require consulting with technical experts .
- Earthquake damage assessments require deep and thorough inspections.
- Gender-Based Violence (GBV) response proved unrealistic in this emergency context; providing dignity kits, psychosocial support, and referral pathways proved more effective.
- The initial target for delivery cases was difficult to achieve due to small population sizes and short project duration.
- Gender-segregated healthcare highlighted the need for male doctors to provide accessible medical services for men.
- Many affected individuals suffered not only physical losses but also emotional trauma. Addressing protection concerns and psychosocial support alongside material aid ensures a holistic recovery approach, particularly for women, children, and the elderly.
- Delays in procurement and distribution hindered aid delivery. Future responses should implement pre-positioning strategies, local procurement networks, and partnerships with suppliers to reduce time investments and improve efficiency.

Number of people we planned to reach, and actually reached, in 2024:

Sector	Planned	Reached
Food Security & Livelihoods	3,150	2,740
WASH	16,800	14,651
Health	37,400	55,857
Shelter and Non-Food	4,900	4,900
Multipurpose Cash Assistance	21,490	20,378
Total (without double counting)	55,350	72,025

Budget: EUR 2,000,000 **Expenditure:** EUR 1,937,640
Programme period: 25.10.2023 – 24.04.2024



Joint Response Lead:
Oxfam Novib

Alliance partners:
Help a Child, Plan International,
Save the Children, Tearfund,
World Vision

Local Organisational Partners:
KAALO, Social-Life &
Agricultural Development
Organization (SADO), Somali
Relief and Development Action
(SRDA), TAAKULO, Wamo
Relief & Rehabilitation services
(WRRS), Zamzam Foundation

Introduction, summary, and project information

The Somalia ACJR responded to devastating floods caused by Deyr rains that affected 2.48 million people, displacing one million across southern Somalia. The Dutch Relief Alliance allocated EUR 3,000,000 to provide life-saving humanitarian assistance in Baidoa (Bay), Beletweyne (Hiiran), Jowhar (Middle Shabelle), Kismayo, and Baardheere (Jubaland State).

The intervention focused on food security & livelihoods, WASH, protection, health, shelter/NFI, and multi-purpose cash assistance. The response targeted 157,734, but reached 173,381.

Collaboration and localisation

The ACJR worked closely with government authorities (Ministry of Health, the Ministry of Energy and Water Resources, and local municipalities), humanitarian clusters, and local organisations. For camp management, community leaders helped verify beneficiaries and prevent duplication. Monthly cluster meetings ensured harmonized efforts, while cross-learning exchanges allowed partners to share best practices. Local partners leveraged their community networks and expertise to ensure effective aid delivery; e.g. Zamzam Foundation deployed emergency teams in Baardheere to provide health care and prevent further disease outbreaks, while TAAKULO provided emergency water trucking and water treatment kits. SADO distributed hygiene kits and rehabilitated or built latrines.

Challenges

- Flooding, road inaccessibility, and security risks, particularly in areas controlled by armed groups.
- Inflation and banking system failures.
- Limited flood-resistant infrastructure.
- High demand for health services.
- Community stigma around mental health, reducing uptake of psychosocial support.

Lessons Learned

1. Flood risk mapping and flexible planning; need for better identification of high-risk areas and planning for infrastructure (wells and sanitation facilities). Flexible programming and rapid funding mechanisms are essential for mitigation of losses.
2. Preparedness for disease outbreaks. Responses should standardise treatment centre design and create community outreach SOPs.
3. Strengthen collaboration with local health authorities; integrated service delivery improves impact. For example through providing combined support in health, WASH, and protection interventions communities were more effective in strengthening their resilience.
4. Inclusive aid for persons with disabilities. The addition of USD 2 to food vouchers for them helped remove financial barriers for transportation costs to access supplies. Future projects should tailor interventions to address mobility challenges, ensuring greater inclusion and accessibility.



40 %

**Localisation
Spent through local/
national partners::
EUR 1,203,504 (40%)**

Number of people we planned to reach, and actually reached, in 2024:

Sector	Planned	Reached
 Food Security & Livelihoods	7,972	9,401
 WASH	65,673	84,053
 Health	115,664	88,030
 Shelter and Non-Food Items	8,100	9,914
 Multipurpose Cash Assistance	400	400
Total (without double counting)	157,734	173,381

Budget: EUR 3,000,000 **Expenditure:** EUR 2,992,545
Programme period: 19.12.2023 – 18.06.2024





Joint Response Lead:
Tearfund

Alliance partners:
Cordaid, Plan International,
Save the Children, Stichting
Vluchteling, World Vision

Local Organisational Partners:
Haiti Survie, Service Chrétien
d'Haiti (SCH), Centre
d'Animation Paysanne et
d'Action Communautaire
(CAPAC), Ligue Alternative
pour la Promotion des Droits
des Enfants des Filles et
des Femmes (LAPDEFF),
Organisation des Coeurs
pour le Changement des
enfants Demunis d'Haiti
(OCCED'H), Fondation Progrès
et Développement (PRODEV),
Fondation pour la Santé
Reproductive et l'Education
Familiale (FOSREF), Fondation
Voix des Communautés de
Base (FVCB), Fondasyon
Chanje Lavi (FCL), Fondasyon
Kominote Kreyten an Aksyon
(FOKA)

Introduction, summary and project information

The Haiti ACJR, April – October 2024, addressed needs stemming from violence in Port-au-Prince and Jacmel, and focussed on WASH, health, protection, and education services. The project reached 75,948 people after targeting 45,529. Cash assistance supported 12,306 people and WASH reached 68,000. In protection, 35,079 benefited from psychosocial support, and 540 children continued their education.

Collaboration and localisation

The 10 local partners (47% of the budget) delivered WASH, health, protection, and cash assistance, leveraging their community trust in high-risk areas. Capacity-building efforts, from genderbased violence case management to financial management, strengthened local capacities.

Coordination efforts employed joint training, cross-partner referrals, and cluster meetings. Local partners facilitated beneficiary selection, while DRA members provided technical support and secured resources. Harmonising cash assistance and co-managing child protection strengthened the integrated approach. Collaboration ensured a more localized, coordinated, and impactful response amid a complex environment.

Challenges

The Haiti response faced significant challenges, largely due to the volatile security situation. Threats from armed gangs disrupted access, required constant security monitoring and adaptations in scheduled deliveries. Difficulties transporting materials, delayed site access, and inflation complicated operations. Inadequate water storage and sanitation facilities at IDP sites required unplanned interventions.

Recruitment and retention of qualified national staff proved difficult due to emigration, resulting in reliance on international personnel. Emerging needs were addressed through community feedback and flexible adjustments. Nevertheless, through adaptations and strong local partnerships for example with site committees , the project expanded its reach and met urgent needs.



47 %

**Localisation
Spent through local/
national partners:**
EUR 1,407,728 (47%)

Lessons learned

- Lessons learned included the need for regular monitoring and beneficiary feedback to adapt interventions and improve impact.
- Local actors ensured access and community trust in insecure contexts.
- Age-specific psychosocial support showed the importance of tailoring activities to different developmental stages. And adjusting cash amounts in response to inflation helped maintain the effectiveness of cash assistance.
- Lastly, the project highlighted the need for standardised monitoring and reporting systems for data consistency, especially on vulnerable groups such as people with disabilities . Together, these lessons underscore the value of contextual sensitivity, flexibility, and strong collaboration mechanisms in navigating complex emergencies.

Number of people we planned to reach, and actually reached, in 2024:

Sector	Planned	Reached
 WASH	43,745	68,746
 Health	11,148	20,466
 Protection	29,478	35,079
 Multipurpose Cash Assistance	11,099	12,306
 Education	540	540
Total (without double counting)	45,529	75,948

Budget: EUR 3,000,000 **Expenditure:** EUR 3,016,018
Programme period: 29.04.2024 – 28.10.2024



5.4.6
Chad (Conflict)
Acute Crisis Joint
Response
2024



Joint Response Lead:
Stichting Vluchteling

Alliance partners:
CARE, Oxfam Novib, SOS
Children's Villages, Tear Fund,
World Vision

Local Organisational Partners:
NIRVANA, BAPE, SAHKAL,
APSELP, OTBPFE, ATALNA,
ADESOH



39 %

**Localisation
Spent through local/
national partners
in 2024:**
EUR 1,157,934 (39%)

Introduction, summary and project information

The Chad ACJR covered Ouaddaï, Sila, and Wadi Fira provinces, addressing needs of Sudanese refugees. The intervention planned to reach 169,427 individuals, but actually reached 216,978 with food security and livelihoods, WASH, health, and protection interventions.

Collaboration and localisation

Partners collaborated through monthly consortium meetings, weekly field-level sessions, and WhatsApp groups. Partners also attended UNHCR, OCHA, and local authorities' meetings.

Local partners were responsible for 39% of the total budget, with 2.4% for capacity strengthening. They provided hygiene promotion, cash distribution, agricultural support, and protection services. Local NGOs supported community protection committees, water point management groups, and CHW networks.

Localisation was a core component, yet national NGOs noted contracting delays and limited involvement in early stages. Still, shared planning and joint implementation enhanced efficiency while integrating local knowledge and community engagement.

Challenges

- Intense rains disrupted access, isolating parts of Sila and Wadi Fira and delaying construction materials and humanitarian supplies. Flooding in Wadis obliged alternative transport and staff shelters.
- UNHCR approval delays of beneficiary lists for cash and kit distributions slowed activities, and telecommunications interruptions affected project management and mobile money transfers.
- Rapid refugee influx increased demand beyond initial planning, straining service delivery. Rising prices for materials and fuel added budgetary pressure, and human resource constraints posed difficulties to field operations.

Lessons learned

- Chad ACJR required project management flexibility and rapid adaptation. Seasonal constraints showed the importance of aligning logistical activities with the rainy season calendar by prepositioning supplies near intervention sites.
- Affected populations helped tailor interventions, yet coverage gaps persisted for the most vulnerable. Actively involving community leaders and expanding channels could improve inclusion. International and local NGO collaboration enhanced engagement, although sometimes hampered by logistical and administrative delays.
- Shared offices improved communication and resource efficiency, while a coordination platform—supported by WhatsApp groups and regular meetings enabled real-time problem-solving.
- Working jointly in camps increased synergy, compared to interventions spread across provinces. Consortium funding allowed for better referral systems, experience sharing, joint advocacy, and capacity development of local actors. Participation of local partners during project design and early contracting are essential contributors to improved project performance.

Number of people we planned to reach, and actually reached, in 2024:

Sector	Planned	Reached
 Food Security & Livelihoods	13,784	33,856
 WASH	145,500	143,358
 Health	51,559	88,675
 Protection	48,500	45,960
Total (without double counting)	169,427	229,398

Budget: EUR 3,000,000 **Expenditure:** EUR 3,004,515
Programme period: 7.05.2024 – 6.11.2024

5.4.7
Myanmar (Conflict)
Acute Crisis
Joint Response
2024



Joint Response Lead:
Tearfund

Alliance partners:
CARE, Oxfam Novib,
Plan International,
Save the Children, ZOA



65 %

**Localisation
Spent through
local/national partners:**
EUR 1,942,457 (65%)

Introduction, summary, and project information

The Myanmar ACJR addressed needs resulting from conflict and natural disasters in Southern Shan, Kayah, Kachin, Rakhine, Sagaing, and Magway states. The project served people affected by Typhoon Yagi, prioritising women-headed families, people with disabilities, and internally displaced persons.

Collaboration and localisation

Their response targeted 62,212 individuals and reached 71,409. Cash assistance benefited 58,205, while WASH hygiene kits, water infrastructure, and awareness sessions reached 27,690. Protection activities supported 36,948.

Local partners implemented 65% of the budget, providing distributions, awareness sessions, and case management, leveraging their contextual knowledge and networks for effective delivery. Meetings in Yangon and cluster-level coordination facilitated information sharing.

Local partners and village committees were trained on financial management , WASH, child protection, PSEA, and CVA. Community leaders were trained in disaster management and psychosocial support. The collaboration enhanced program quality and fostered long term resilience.

Challenges

- Operational, financial, and security challenges were faced throughout. Active conflict led to community displacements, timeline disruptions, and distribution delays. Field visits were occasionally suspended to ensure staff safety. Networks were often interrupted, complicating coordination and reporting.
- Money transfers above USD 10,000 were subject to scrutiny, causing delays, so some partners used staff bank accounts or small-scale transfer systems such as Hundi.
- GBV mechanisms were largely absent in project areas and in some communities, in-kind distributions were replaced by cash to reduce the risk of attention from armed actors. Despite these obstacles, adaptive strategies, strong community engagement, and flexible coordination allowed partners to continue activities and reach more beneficiaries than originally planned .

Lessons learned

- Flexible programming proved essential due to rapid shifts in security conditions.
- Local partners' ability to implement in high-risk areas proved invaluable. Early engagement of village committees and community leaders improved targeting, acceptance, and accountability.
- Exchange rate volatility can have negative and positive implications. Future responses require robust financial planning to manage fluctuations.
- Contract delays hindered timely implementation, so streamlining processes should prevent similar bottlenecks. Finally, the lack of GBV mechanisms highlighted the need for stronger coordination with specialised actors in protection-sensitive settings to ensure safe, comprehensive services.

Number of people we planned to reach, and actually reached, in 2024:

Sector	Planned	Reached
 WASH	22,478	27,690
 Protection	20,470	36,948
 Multipurpose Cash Assistance	42,077	58,205
Total (without double counting)	62,212	71,409

Budget: EUR 3,000,000 **Expenditure:** EUR 2,994,671
Programme period: 7.06.2024 – 6.12.2024

5.4.8
Sudan
(Famine) Acute
Crisis Joint
Response
2024



Joint Response Lead:
Plan International

Alliance partners:
Save the Children, ZOA, World
Vision, Tearfund,
CARE

Local Organisational Partners:
Friends of Peace and
Development (FPDO), Child
Development, Foundation
(CDF), SOS Sahel, Great Family
Organization (GFO), Alsawaid
Alkhadara Organisation
(AAO), Hope and Friendship
Organization (HOPE),
Sudan Social Development
Organisation (SUDO)

Introduction, summary, and project information

The Sudan ACJR responded to the Darfur crisis, prioritising internally displaced persons (IDPs), pregnant and lactating women, and children under five. Food security, livelihoods, and nutrition services reached 33,811 individuals. Cash and voucher assistance, food support, agricultural inputs, and nutrition services were implemented through local partnerships.

Collaboration and localisation

Partners' coordination enabled agile decision-making and real-time adaptation while state-level working groups, coordination platforms, and shared digital tools facilitated information flow. Local and national NGOs drew on their proximity, trust networks, and contextual knowledge to deliver cash, food support, agricultural inputs, and nutrition services; international partners provided technical expertise, financial oversight, and mentoring.

Direct allocations localised assigned 29% of the budget to national NGOs, and indirect cost recovery was shared. Local partners led community engagement, beneficiary selection, and feedback mechanisms, and participated in cluster coordination with authorities. Capacity strengthening went beyond technical training, incorporating infrastructure support and leadership development. These combined efforts allowed for a more rooted and sustainable humanitarian response, even amid access constraints and security volatility in Darfur.

Challenges

- Conflict across Darfur led to mass displacement, with sudden influxes of IDPs, straining resources and requiring re-prioritisation of locations and activities.
- Security risks, including armed groups fighting near project sites, disrupted operations, delayed access, and forced adjustments. Movement restrictions and bureaucratic hurdles frequently slowed implementation.
- Severe liquidity constraints and the sudden change of national banknotes in late 2024 disrupted mobile transfers and delayed cash distributions, while inflation and food price surges reduced purchasing power, making assistance less impactful. One national NGO was unable to implement its nutrition activities due to insecurity and staffing turnover, prompting an iNGO to assume implementation.

Lessons learned

- Local procurement and rapid distribution were critical for operational efficiency. Sourcing food from local markets reduced costs and logistical delays, while single-round distributions minimised looting risks and ensured timely support.
- Insecurity and limited liquidity made direct cash distributions unfeasible, prompting mobile money transfers and value vouchers. This adaptability enhanced both safety and cost-effectiveness.
- Promoting financial inclusion added long-term value. Supporting beneficiaries in opening mobile bank accounts improved autonomy and reduced dependency on intermediaries, laying a foundation for future resilience.
- Inclusive targeting and community engagement strengthened legitimacy and transparency.
- Gender-balanced teams and participatory mechanisms ensured that selection processes prioritised the most at-risk groups and fostered community ownership.



31 %

**Localisation
Spent through local/
national partners in 2024:**
EUR 907,554 (31%)

Number of people we planned to reach, and actually reached, in 2024:

Sector	Planned	Reached
 Food Security & Livelihoods	24,145	27,440
 Nutrition	26,423	29,448
Total (without double counting)	33,955	33,811

Budget: EUR 3,000,000 **Expenditure:** EUR 2,958,350
Programme period: 06.07.2024 – 31.01.2025



Take a Closer Look

LOCALISATION

Strengthening Local Leadership through Capacity Development

Amina Abdinoor, DRA Local Advisory Group Vice Chair

In 2024, under the Dutch Relief Alliance (DRA) localisation agenda, the Somalia Joint Response (SOMJR) launched a capacity strengthening initiative aimed at bridging operational gaps and advancing local leadership in humanitarian response.

The process began with self-led capacity assessment for ten local partner organisations. Each organisation evaluated its strengths, identifying areas for improvement, and set capacity-building priorities. Unlike externally driven evaluations, this methodology fostered ownership, accountability, and contextual relevance.

“The workshop emphasised mutual development – offering space for partners to reflect, exchange experiences, and identify focus areas.”

Self-assessment

The self-assessment was an important step, because for many local partners, this was their first time to undertake an internal review. Some identified key gaps in structure and governance. The process fostered a deeper sense of ownership and responsibility, enabling local organisations to shape their own capacity development paths. It also encouraged

critical reflection on institutional priorities and internal workflows. The exercise also offered the opportunity to use capacity assessment tools, analyse results, and draw lessons. More broadly, the self-assessment process helped streamline operations across partners, fostered learning and knowledge exchange, and strengthened the localisation agenda by showing that local organisations can not only recognise their capacity gaps but also take practical steps to address them in a sustainable and impactful way.

Following these assessments, a joint workshop convened local and international NGOs for collaborative learning and planning. Rather than a top-down model, the workshop emphasised mutual development – offering space for partners to reflect, exchange experiences, and identify focus areas for strengthening local leadership.

Peer learning

The workshop created a conducive environment for experience sharing. One noteworthy outcome was the prioritisation of the Enterprise Resource Planning (ERP) systems by four of the 10 local partners, recognising their role in enhancing financial management, procurement, and donor compliance.

This experience affirms that capacity strengthening is not ancillary to localisation – it is foundational.

Such experience equips local actors to lead responses, manage complex operations, and build resilient institutions. More critically, it reinforces their role as credible drivers of sustainable humanitarian outcomes.



6. PROTRACTED CRISIS JOINT RESPONSES

6.1 The Protracted Crisis Mechanism

In addition to Acute Crisis Joint Responses, the Dutch Relief Alliance (DRA) is also engaged in protracted crisis situations via multiyear Protracted Crisis Joint Responses (PCJR). The Protracted Crisis Mechanism (PCM) helps determine which humanitarian situations we respond to with a PCJR, using the following criteria:

- The crisis has been ongoing 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 disasters. Moreover, the crisis cannot be traced back to single event but rather is caused by extended conflict, which has not necessarily occurred in the proposed country of implementation.
- The government in the affected area may be weak and/or ineffective, may 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 DRA.
- A relatively high percentage of the assistance provided (at least 10% of the Official Development Assistance) is humanitarian assistance rather than development assistance.



In 2023, a selection process was organised within the PCM to determine the countries in which PCJPs would take place from 2024 onwards. The selection process was based on an analysis of humanitarian needs and gaps, and a consideration of the likelihood that a DRA response would add value to the crisis. As a result, in 2024, the DRA continued to work through PCJRs in the same eight countries as in 2022 – 2023, most of them with the same joint response lead organisations.

The 2024 start-up projects will last to the end of 2026. The continuity and multiyear character of the PCJRs introduces predictability for everyone involved — DRA members, local and national partners, and affected communities. The PCM redesign incorporated new standard practices into the PCJRs, such as local partners sharing the indirect cost rate, and local partners also managing the capacity strengthening budget.



Country	Lead	Joint Response Areas	People Targeted 2024 – 2026	People Reached 2024
Afghanistan	Cordaid	Herat, Kandahar, Nangarhar	592,059	216,344
Democratic Republic of the Congo	World Vision	North Kivu, South Kivu	428,859	221,018
Ethiopia	SOS Children's Villages	Amhara, Oromia, Tigray	321,882	250,286
Somalia	Oxfam Novib	Awdal, Banadir, Bari, Gedo, Lower Juba, Lower and Middle Shabelle, Mudug, Togdheer, Waqooyi Galbeed	692,617	341,032
South Sudan	Help a Child	Western and Northern Bahr-el-Ghazal, Unity, Upper Nile, Jonglei, Central Equatoria, Warrap	346,428	221,017
Sudan	Plan International	North and East Darfur, South and North Kordofan, Khartoum, Gaderef, White Nile	115,359	162,671
Syria (GCA)	ZOA	Aleppo, Idleb, Rural Damascus, Al-Hassakeh	504,146	334,015
Syria (NGCA)	War Child	Idleb, Aleppo, Hasakeh, Raqqa, Deir Ez Zor	383,715	245,795
Yemen	CARE	Sa'ada, Hajjah, Sana'a, Taiz, Aden, Al Dhale'e, Dhamar, Al Mahwit, Lahj, Marib	641,384	604,349



6.2 General Observations

The Protracted Crisis Joint Responses supported by the Dutch Relief Alliance in 2024 reached 2.6 million people in need (2,597 million in 2024).

We provided assistance across sectors: Water, Sanitation and Hygiene; Food Security and Livelihoods, Health, Nutrition, Education, Shelter and Non-Food Items, Multipurpose Cash Assistance and Protection. Integrated, **multi-sectoral programming** is common. This integration enhances efficiency and impact, especially in fragile contexts.

Across all projects, **localisation** has been a defining feature. Local partners are deeply involved in governance, planning, and implementation, with many JRs allocating over 40% of their budgets. Women-led organizations are prominently engaged in several countries, reinforcing inclusive leadership.

All JRs faced **significant challenges**, including insecurity, access constraints, inflation, and bureaucratic delays in 2024. The PCJR contexts went through events that significantly impacted the humanitarian situation. To name a few: Yemen was confronted by airstrikes, Sudan with conflict escalation and famine, South Sudan saw an influx of refugees from the North, Afghanistan witnessed mass deportations from Iran and Pakistan and in Syria Hay'at Tahrir al-Sham took over power from the Assad regime.

Despite escalations, local partnerships, mobile teams, and flexible planning helped maintain service delivery. **Adaptability** has been a key strength in dealing with these challenges. Flexible funding and real-time monitoring enabled partners to adjust activities and budgets quickly. Crisis modifiers were widely used to respond to shocks like floods, conflict, or disease outbreaks.

Some of the shocks led to significant sudden- or slow-onset increases in needs, to the extent that the DRA decided to **release additional funding**. In Sudan an ACJR was started in response to famine in July 2024 for the Darfur region with focus on food security and nutrition. The Syria GCA PCJR received a top-up in October 2024 to be able to respond to the needs of refugees and returnees from Lebanon due to the Israel-Lebanon war. In South Sudan an ACJR was started in November 2024 in response to flooding. Some other ACJRs in countries with a PCJR had started in 2023 and continued into 2024, namely the conflict outbreak response in Sudan (until February 2024), the earthquake response in Herat, Afghanistan (until April 2024) and a flooding response in Somalia (until June 2024).

Within the ongoing projects, **community engagement and accountability** were prioritized through feedback mechanisms, inclusive consultations, and participatory planning. These informed program adjustments and strengthened trust.

Finally, **capacity strengthening** and **mutual learning** were embedded across responses, with local partners receiving training and co-leading innovation and risk-sharing initiatives.

6.3 Protracted Crisis Joint Responses

In the next pages the Protracted Crisis Joint Responses that reported in 2024 will be explained and explored.

6.3.1
Afghanistan
Protracted Crisis
Joint Response



Joint Response Lead:
Cordaid

Alliance partners:
Cordaid, Save the Children (SCI),
Stichting Vluchteling (SV),
Terre des Hommes (TdH),
World Vision (WV)

Local Organisational Partners:
OCCD (through SCI),
BARAN (through SV/INTERSOS),
VDO - (women-led) (through WV),
YVO (through TdH),
OAWCK - (women-led)
(through TdH),
OHW (through Cordaid),
RRAA (through Cordaid),
CDRO (through Cordaid)

Introduction, Summary, and Project Information

The Afghanistan Protracted Crisis Joint Response (AFJR) 2024 – 2026, led by Cordaid and implemented with DRA members and local organisations, aims to address the acute humanitarian needs in Herat, Kandahar, Zabul, and Nangarhar provinces. In 2024, the AFJR reached 214,379 individuals — 36.2% of the three-year target — through interventions in health, nutrition, WASH, food security & livelihoods (FSL), and multipurpose cash assistance (MPCA).

Despite Afghanistan’s worsening crisis — marked by economic collapse, drought, and restrictions on women — the AFJR delivered life-saving services. Health interventions reached over 166,000 individuals, including through maternal and child health services via fixed and mobile clinics. Nutrition support targeted hard-to-reach areas, treating malnourished children and pregnant/lactating women. WASH activities benefited nearly 48,000 individuals through the installation of pipe schemes for potable water provision. Responders distributed hygiene kits, constructed hygienic latrines, and provided hygiene training. MPCA helped vulnerable households meet their basic needs. FSL programmes provided vocational training and helped start businesses for women and men. Skilled individuals received tools to launch their own businesses. Workers distributed emergency food in highly food-insecure areas. Over 14,000 people benefited from livestock management and agricultural support.

Protection was mainstreamed across all sectors, with psychosocial support, child protection, and inclusive facility design ensuring safe access for women, children, and persons with disabilities. The AFJR’s integrated, community-based approach ensured that interventions were contextually appropriate and responsive to evolving needs.

Collaboration and Localisation

The AFJR exemplified strong collaboration between international and local actors. Local partners played a central role in governance, planning, implementation, and capacity strengthening. In 2024, leadership roles were transitioned to local organisations such as OHW, RRAA, OCCD, and YVO, ensuring local ownership and contextual relevance.

Women-led organisations like VDO and OAWCK contributed significantly to gender-responsive programming, particularly in child protection and hygiene promotion. Local partners led technical sectors, participated in coordination meetings, and received targeted capacity strengthening. A joint Capacity Strengthening Plan was developed, with 42% of the total funding allocated to local partners.



38 %

Localisation
**Spent through local/
national partners in 2024:**
EUR 2,159,206 (38%)

Efforts to enhance visibility included newsletters, video stories, and stakeholder workshops. Local partners also led community engagement, ensuring inclusive participation and culturally appropriate outreach. The AFJR’s approach to mutual capacity strengthening and risk sharing laid a strong foundation for sustainable, locally led humanitarian action.

Challenges

The AFJR faced several operational and contextual challenges:

- **Security and Access:** Volatile security conditions, including temporary suspensions in Kandahar and a robbery incident, required adaptive planning and strong community ties.
- **Restrictions on Female Staff:** A nationwide ban on female NGO workers posed a major risk. Local negotiations allowed for remote work and continued service delivery, but staffing clinics with female personnel remained difficult.
- **Delays in MoU Approvals:** Bureaucratic delays, particularly in WASH and health sectors, postponed infrastructure projects and reduced cost-efficiency.
- **Infrastructure and Logistics:** Remote locations, harsh weather, and underdeveloped roads hindered access and service delivery.
- **Feedback and Complaints Mechanism:** Despite extensive publicity, very few formal complaints were received through the hotline, as most community members preferred to resolve concerns informally and directly with relevant teams.

These challenges were mitigated through flexible programming, local recruitment, advocacy, and adaptive infrastructure planning.

Lessons Learned

Key lessons from 2024 are informing improvements in 2025.

- **Community Engagement:** Early and continuous involvement of local leaders enhances ownership and cultural relevance.
- **Local Staffing and Mobile Teams:** Hiring from within communities and deploying mobile units improves access to remote areas.
- **Inclusive Communication:** Multi-channel strategies tailored to literacy levels and gender norms are essential for effective outreach.
- **CRM Accessibility:** Awareness campaigns and gender-sensitive focal points are needed to ensure marginalised groups can safely report concerns.
- **Gender-Sensitive Design:** Separate spaces and services for women increase participation and trust.
- **Vocational Training:** Further strengthen the linkage between vocational training programmes and markets.
- **Authority Engagement:** Early and consistent coordination with authorities prevents delays and builds transparency.

These insights underscore the importance of adaptive, inclusive, and locally driven approaches in protracted crisis settings.

Number of people we planned to reach and actually reached:

Sector	Planned 2024 - 2026	Reached 2024
 Food Security & Livelihoods	44,914	14,554
 WASH	116,711	47,608
 Nutrition	55,025	13,412
 Health	431,007	166,616
 Multipurpose Cash Assistance	64,400	13,587
Total (without double counting)	592,059	216,344

Budget 2024-2026: EUR 21,768,002 **Expenditure 2024:** EUR 5,746,188



Joint Response Lead:
World Vision

Alliance partners:
CARE, Tearfund,
Help a Child, Warchild.

**Local Organisational
Partners:**
CODEVAH, HCC, ADED,
Mavuno, KUA,
FEPSI (women-led),
UFP (women-led)

Introduction, Summary, and Project Information

In 2024, the Dutch Relief Alliance (DRA) launched the Protracted Crisis Joint Response (PCJR) in the Democratic Republic of the Congo (DRC), targeting North and South Kivu. Led by World Vision, the project brought together DRA and local partners, including women-led organisations, to address urgent humanitarian needs across sectors: food security and livelihoods (FSL), education, protection, WASH, and multipurpose cash (MPC).

Despite a deteriorating security context, the international and local partners together reached thousands of vulnerable people, improving food security through agricultural support, enhancing access to safe water and sanitation, and strengthening protection mechanisms. Notably, over 593 tonnes of crops were harvested, and self-help groups were formed to boost household resilience. Education infrastructure was improved, and protection risks — such as child exploitation — were addressed through community-based interventions.

Collaboration and Localisation

Collaboration was a cornerstone of the PCJR. Joint programming enabled comprehensive needs assessments and integrated, cross-sectoral responses. Shared office spaces and coordinated field activities reduced costs and increased impact. For example, World Vision’s WASH interventions in schools complemented Tearfund’s work in health facilities, reinforcing hygiene messaging.

Local partners played a central role in design, implementation, and evaluation. HCC led operations in Fizi, and Mavuno participated in the Response Task Force. Local organisations contributed to visibility efforts and accessed new funding opportunities

through their involvement. Capacity strengthening was mutual: local partners developed tailored plans, received training (e.g. safeguarding, MEAL), and invested in tools like accounting software and office equipment.

The Risk Sharing Framework was piloted in 2024, with a workshop in Bukavu identifying key threats and mitigation strategies. This initiative fostered trust and joint responsibility among iNGOs and local partners.

Challenges

- The project faced significant challenges, primarily due to insecurity. Armed group activity (e.g. M23, ADF) and community hostility led to temporary suspensions and relocation of activities. A tragic incident in Musienene in June 2024 resulted in the loss of Tearfund staff and assets, prompting a strategic withdrawal from the area.
- Infrastructure damage and flooding further complicated access, especially in Fizi and Minova, where partners had to rely on boats and air transport.

Despite these obstacles, all planned activities were completed. Adaptations included shifting target areas, reallocating budgets, and responding to community feedback such as expanding WASH services in Kimbulu and constructing new classrooms instead of renovating old ones.

Lessons Learned

- Key lessons emerged around planning, collaboration, and accountability. Effective implementation was linked to experienced staff, strong systems, and local support. Delays highlighted the need for clear deadlines, early submission of terms of reference, and prepositioning of materials.
- Collaboration was most effective when partners co-designed activities and coordinated closely in the field. Weekly coordination meetings and synchronised implementation (e.g. school kit distribution) were recommended to improve alignment.
- Accountability mechanisms, such as suggestion boxes, hotlines, and community meetings, enabled real-time feedback and project adjustments. However, challenges remained in staff ownership of accountability outside MEAL teams and in community awareness of feedback channels. A MEAL refresher training is planned for 2025 to address these gaps.
- The project also demonstrated value for money through shared resources, community contributions, and use of local suppliers.
- Innovations included the Fragile Context Programming Approach, TeamUp for psychosocial support, and a learning trajectory on environmental sustainability using the Nexus Environmental Assessment Tool (NEAT+).



33 %

**Localisation
Spent through local/
national partners in 2024:**
EUR 2,026,456 (33%)

Number of people we planned to reach and actually reached:

Sector	Planned 2024 - 2026	Reached 2024
Food Security & Livelihoods	25,024	36,290
WASH	243,518	123,404
Protection	155,667	97,132
Multipurpose Cash Assistance	12,600	4,791
Education	30,024	11,965
Total (without double counting)	428,859	221,018

Budget 2024-2026: EUR 19,135,664 **Expenditure 2024:** EUR 6,105,743



Joint Response Lead:
SOS Children's Villages

Alliance partners:
Cordaid, Plan International,
Tearfund, Terre des Hommes

Local Organisational Partners:
ANPPCAN, Tesfa Berhan Child
and Family Development
Organization, Positive Action for
Development (PAD), EKHCD
(renamed EKHC-HADC)
Mahibere Hiwot for Social
Development (MSD),
HUNDEE,
Strategies for Northern
Development (SND)

Introduction, Summary, and Project Information

The Ethiopia Joint Response (EJR) 2024 – 2026 is a multisectoral and complementary humanitarian programme operating in four woredas or districts in the Amhara and Oromia regional states — areas severely affected by conflict and climate-induced crises. Led by SOS Children's Villages, the EJR brings together 12 international and local partners to deliver life-saving support and build resilience among displaced and host communities.

In 2024, the response reached 250,286 people with interventions in food security and livelihoods, WASH, health, protection, and multipurpose cash (MPC). Despite deteriorating security and environmental conditions, the EJR adapted dynamically, integrating gender, protection, and accountability principles throughout its activities.

Collaboration and Localisation

Collaboration is a cornerstone of the EJR. From joint needs assessments and programme design to shared offices and field visits, partners have worked collectively to ensure cost-effective, integrated responses. A notable innovation is the joint project agreement with local governments — uncommon in Ethiopia — which fosters transparency and enables partners to share project ownership, efforts, and resources.

Localisation is deeply embedded. Approximately 45% of the 2024 budget was allocated to local partners, exceeding the DRA minimum. Local actors were involved in all phases — from design to implementation — and played leadership roles in coordination and risk-sharing dialogues. The inclusion of a local partner in the Response Task Force (RTF) and Local Advisory Group (LAG) further amplified local voices and influence.

The EJR also piloted a joint complaint and feedback mechanism (CFM) in Dubluk, developed with community input and supported by UN OCHA to ensure collective accountability across the EJR. This initiative, the first of its kind in Ethiopia, is expanding to other locations in 2025.



50 %
Localisation
Spent through local/
national partners in 2024:
EUR 3,022,477 (50%)

Challenges

- The year was marked by significant challenges. In Amhara, active conflict led to frequent suspensions of activities, restricted movement, and communication blackouts. In Oromia, communities continued to suffer from the effects of five consecutive failed rainy seasons, exacerbating food insecurity and protection risks.
- National policy changes — including a currency devaluation and a ban on fuel-powered vehicle imports — further complicated logistics and budgeting. However, the exchange rate gains allowed partners to expand support and adapt to inflationary pressures.
- Operational risks were mitigated through local recruitment, security training, and advocacy. The EJR's proactive risk management, including participation in a risk-sharing dialogue pilot, enabled partners to navigate these challenges collaboratively and transparently.

Lessons Learned

- Joint Approaches Enhance Impact: Shared offices, joint assessments, harmonised tools and joint project agreements improved coordination, reduced costs, and built trust among partners.
- Community Engagement is Crucial: Inclusive targeting and feedback mechanisms ensured that interventions were responsive to evolving needs. Community feedback directly influenced programme adaptations.
- Localisation: Empowering local partners through budget control and leadership roles enhanced programme relevance, resilience and sustainability.
- Adaptability is Essential: Rapid needs assessments and flexible programming allowed the EJR to respond effectively to shifting contexts, including climate shocks and policy changes.
- Risk Sharing Builds Equity: The risk-sharing dialogue fostered mutual understanding and led to practical changes such as enabling local partners to receive funds in hard currency — critical during the devaluation crisis.

The EJR's integrated, locally led, and adaptive approach has laid a strong foundation for continued impact in 2025 and beyond. Its emphasis on collaboration, accountability, and resilience offers valuable insights for future joint responses.

Number of people we planned to reach and actually reached:

Sector	Planned 2024 - 2026	Reached 2024
 Food Security & Livelihoods	44,914	14,554
 WASH	116,711	47,608
 Nutrition	55,025	13,412
 Health	431,007	166,616
 Multipurpose Cash Assistance	64,400	13,587
Total (without double counting)	592,059	216,344

Budget 2024-2026: EUR 21,768,002 **Expenditure 2024:** EUR 6,014,810



Joint Response Lead:
Oxfam Novib

Alliance partners:
Help a Child, SOS Children's
Villages, World Vision

**Local Organisational
Partners:**
GREDO, PASOS, SADO,
SSWC (women-led),
TAAKULO, DAWA, SAACID,
Zamzam Foundation
(women-led), KAALO

Introduction, Summary, and Project Information

The Somalia Protracted Crisis Joint Response (SOMJR) 2024 – 2026 is a multisectoral humanitarian initiative led by Oxfam Novib, operating across 12 regions in Somalia and Somaliland. In 2024, the project responded to the compounded effects of climate shocks, conflict, and displacement, focusing on improving access to health, nutrition, WASH, protection, and livelihoods. The Dutch Relief Alliance (DRA) international and local partners aimed to reduce morbidity and mortality, enhance food security, and strengthen community resilience. The interventions were designed to be inclusive and responsive, targeting internally displaced persons, pregnant and lactating women, children under five, the elderly, and people with disabilities. Community engagement was central to the project's design and implementation, with regular consultations ensuring that the voices of women, youth, and persons with disabilities shaped the response. Gender and disability inclusion were prioritised, and the project adopted a participatory approach that fostered ownership and accountability among affected populations.

Collaboration and Localisation

Collaboration and localisation were key pillars of the SOMJR. The consortium included nine local partners, several of which are women-led, who played a central role in implementation, decision-making, and innovation. The SOMJR established a robust coordination mechanism, including bi-monthly meetings and transparent voting mechanisms, such as for selecting the representative to the DRA Local Advisory Group. Zamzam Foundation was elected to this role, reinforcing local leadership and co-governance. Local partners led several innovations, such as hydroponic fodder production and inclusive water infrastructure design. Through activation of crisis modifiers, partners were able to respond quickly to additional crises like displacement and flooding. These efforts demonstrated the capacity of local actors to respond effectively and adaptively to emerging needs. Capacity strengthening was also prioritised, with a joint plan developed to address digitalisation, advocacy, innovation, and strengthening gender-sensitive programming. Lastly, partners have often successfully integrated capacity building and peacebuilding into their initiatives. For example, the project collaborated with the national and regional governments, humanitarian, and development organisations to create synergies and streamline responses.

Challenges

- Somalia is in a severe protracted humanitarian crisis resulting from a combination of factors — frequent climate-related disasters, ongoing conflict and insecurity, disease outbreaks (cholera, acute waterborne diseases, measles), and widespread poverty — that are ravaging the country.
- Security risks remained a concern due to ongoing conflict. While no major escalations occurred, the potential for renewed violence persists. Response monitoring remains a challenge since security risk measures at times result in the inability of monitors to visit project sites.



- The SOMJR is developing a risk sharing plan. Risk sharing refers to a collaborative approach where multiple actors in the delivery chain (donors, implementing partners, et al) agree to share the responsibility for managing and mitigating potential risks. In November 2024, all the partners had the first workshops to identify key risks. In 2025, discussions are being held on different levels and with the inclusion of different stakeholders to be able to implement the risk sharing framework.

Lessons Learned

- In this first year of the project, establishing community protection committees (CPCs) and involving community elders, alongside the existing village health committees (VHCs), enhanced community involvement and participation in the project.
- Furthermore, some of the indicator targets, for example health consultations, were adjusted to better reflect the reality on the ground. Through regular review and adjustment, the SOMJR ensures that these stay accurate.
- Lastly, limiting barriers for children to access feedback mechanisms made them more inclusive.



34 %

**Localisation
Spent through local/
national partners in 2024:**
EUR 1,945,605 (34%)

Number of people we planned to reach and actually reached:

Sector	Planned 2024 - 2026	Reached 2024
 Food Security & Livelihoods	44,195	14,577
 WASH	348,645	184,409
 Nutrition	151,618	48,419
 Health	470,003	131,667
 Protection	74,837	26,833
 Multipurpose Cash Assistance	11,722	9,113
Total (without double counting)	692,617	341,032

Budget 2024-2026: EUR 18,654,578 **Expenditure 2024:** EUR 5,960,840



Joint Response Lead:
Help a Child

Alliance partners:
Plan International, Help a Child,
War Child, Tearfund, Dorcas,
CARE Netherlands, Save the
Children

Local Organisational Partners:
ACROSS, WOCO (women-led),
SAADO, ALO (women-led), CEF,
CH, ADA, WDG (women-led),
UNIDOR

Introduction, Summary, and Project Information

The South Sudan Protracted Crisis Joint Response (SSJR) entered its ninth year in 2024, marking the beginning of a new three-year cycle. The programme expanded to include new locations, partners, and the education sector, reflecting a commitment to adapt to evolving humanitarian needs. Operating in eight regions — Abyei, Akobo, Malakal, Mayendit, Melut, Pibor, Rubkona, and Tonj North — the SSJR aimed to deliver integrated assistance across food security and livelihoods, WASH, education, protection, and nutrition. The context remained deeply challenging, with widespread flooding, inflation, and insecurity exacerbated by the influx of refugees and returnees from Sudan.

Despite these pressures, the SSJR achieved significant results. The programme focused on resilience-building, aiming to strengthen communities' capacity to withstand future shocks. Protection emerged as the largest sector, with deliberate efforts to create safe spaces and strengthen referral pathways for survivors of violence. The programme also prioritised gender and disability inclusion, ensuring that interventions were responsive to the diverse needs of affected populations. The total project budget for 2024 – 2026 is EUR 22.75 million, with EUR 7.7 million spent in 2024.

Collaboration and Localisation

Collaboration was a cornerstone of the SSJR's implementation strategy. At least two partners were active in each location, ensuring that interventions were multisectoral and complementary. Partners shared resources such as vehicles and office space, and joint planning workshops and field visits fostered cohesion and mutual learning. Partners supported each other with technical expertise, and coordinated advocacy and visibility efforts. The Real Time Review and Accountability to Affected Populations (AAP) mechanisms were also implemented collaboratively.

Localisation was embedded into the programme's structure. A national partner served as co-lead, participating in strategic decision-making and managing peer organisations. Local partners led the implementation of crisis modifiers and AAP activities, reinforcing their leadership in both operational and accountability domains. Capacity strengthening was prioritised through tailored plans and joint workshops, with governance identified as a shared area for development. Despite logistical and staffing challenges, local partners demonstrated growing influence in coordination mechanisms and advocacy platforms, contributing to a more equitable and locally led humanitarian response.

Challenges

- Severe flooding rendered many areas inaccessible by road for extended periods, necessitating costly air transport and delaying the delivery of materials.
- Inflation, driven by the economic fallout from the conflict in Sudan, significantly impacted procurement and implementation, forcing adjustments to planned activities and budgets.
- Security risks, including intercommunal violence and looting, disrupted operations and posed threats to staff safety.
- Humanitarian access was further constrained by bureaucratic impediments such as illegal checkpoints and interference in recruitment processes. These barriers delayed responses and complicated logistics, particularly in regions affected by cholera outbreaks.
- The broader political context remained unstable, with delays in the peace process and elections fueling tensions. The influx of refugees and returnees from Sudan intensified competition for resources, increasing the risk of conflict in already fragile communities. These overlapping crises underscored the need for adaptive programming and robust risk management systems.

Lessons Learned

- Several key lessons emerged from the project in 2024. Early procurement was identified as critical to mitigating the impact of seasonal flooding. This requires timely fund transfers across all levels of the partnership chain. Local procurement, particularly of seeds and crops, was found to enhance community acceptance and reduce logistical burdens.
- The importance of strong relationships with government stakeholders was reaffirmed. Engaging line ministries and local authorities in planning and capacity-building activities helped ensure alignment and sustainability. Coordination among partners proved invaluable, not only in resource sharing but also in technical support and joint advocacy.
- AAP mechanisms were highlighted as a success, with increased feedback from women attributed to the presence of female officers. This insight led to a decision to ensure gender balance among AAP staff across all locations. Adaptive programming was also emphasised, with partners encouraged to remain flexible and responsive to emerging needs. The crisis modifier, accessible only to national partners, was widely used to address urgent issues such as displacement and climate-related shocks.
- Finally, the Real Time Review provided actionable recommendations, including diversifying livelihoods to enhance climate resilience and improving the design of WASH infrastructure to withstand flooding. These insights are informing 2025 implementation strategy, alongside efforts to strengthen the sustainability of interventions and prepare communities for eventual programme exit.



38 %

Localisation
Spent through local/
national partners in 2024:
EUR 2,841,435 (38%)

Number of people we planned to reach and actually reached:

Sector	Planned 2024 - 2026	Reached 2024
 Food Security & Livelihoods	92,892	43,733
 WASH	87,840	73,630
 Nutrition	18,000	6,549
 Protection	294,823	127,928
 Multipurpose Cash Assistance	7,194	5,739
 Education	10,357	6,751
Total (without double counting)	346,428	227,566

Budget 2024-2026: EUR 22,964,903 **Expenditure 2024:** EUR 7,557,370

6.3.6
Sudan
Protracted Crisis
Joint Response



Joint Response Lead:
Plan international

Alliance partners:
Stichting Vluchteling,
International Rescue
Committee (IRC),
SOS Children's Villages,
ZOA

Local Organisational Partners:
Al-Manar Voluntary
Organization (AMVO),
Alsawaid Alkadra Organization,
Organization for Voluntary
Assistance Humanitarian
Programme (ASSIST),
CAFA Development
Organization (CAFA),
Friends of Peace and
Development
Organization (FPDO),
Green Peace Association (GPA),
National Humanitarian
Aid (NAHA), SOS Sahel,
Vet-Care Organization

Introduction, Summary, and Project Information

The Sudan Protracted Crisis Joint Response (SDNJR) 2024 – 2026 was launched to address the escalating humanitarian crisis in Sudan. The programme operates across seven states, delivering integrated, multisectoral assistance in protection, food security and livelihoods, WASH, nutrition, education, health, shelter, and multipurpose cash. The first year of implementation unfolded in a context of severe conflict between the Sudanese Armed Forces and the Rapid Support Forces, which displaced over 8.6 million people and left 25 million in need of humanitarian aid. Despite widespread insecurity, inflation, and logistical disruptions, the programme reached vulnerable populations with life-saving support and essential services. The use of crisis modifier mechanisms enabled rapid adaptation to emerging needs, while strong coordination with local authorities ensured relevance and responsiveness.

Collaboration and Localisation

Collaboration and localisation were foundational to the joint response's design and execution. The programme was implemented by a consortium of thirteen international and national NGOs, operating under a decentralised governance model that promoted equal partnership and local ownership. Decision-making authority was shared through the National Programme Committee and state-level working groups, ensuring that interventions were contextually grounded and community-led. Local partners played a pivotal role in implementation, leveraging their cultural knowledge, community networks, and relationships with authorities to enhance outreach and effectiveness. A dedicated localisation working group, led by national NGOs, developed a multiyear action plan and framework that informed capacity strengthening and coordination efforts. Training programmes, joint fieldwork, and mentorship supported local actors in areas such as project management, safeguarding, and humanitarian standards. These efforts not only improved programme delivery but also laid the foundation for sustainable, locally owned humanitarian action.



Localisation
Spent through local/
national partners in 2024:
EUR 2,011,168 (34%)

Challenges

- The volatile security situation, marked by active conflict zones and displacement, necessitated frequent reprogramming of activities. In Al Jazeera State, escalating violence forced the relocation of operations to Kassala and White Nile, where displaced populations had fled. In North Darfur, market instability and violence hindered income-generating activities and delayed infrastructure projects. Access constraints in South Kordofan and East Darfur required innovative solutions such as transporting goods by camel and shifting activities to safer areas.
- Delays in tax exemptions and procurement, as well as the collapse of health facilities, further complicated implementation. Inflation and currency devaluation strained budgets, while internet blackouts impeded communication and banking disruptions delayed financial transactions.

Despite these obstacles, partners demonstrated resilience and adaptability, reprogramming activities, coordinating with local stakeholders, and employing flexible delivery models to maintain service continuity.

Lessons Learned

- The crisis modifier mechanism proved highly effective in enabling timely, targeted responses. Flexibility in programme design and funding allowed partners to adapt to rapidly changing conditions, while strong coordination and communication ensured alignment with humanitarian standards and avoided duplication.
- Engaging local actors — such as community health volunteers and protection networks — enhanced trust, relevance, and sustainability. Real-time monitoring and data-driven decision-making supported continuous learning and responsiveness.
- The integration of gender, age, and disability considerations across sectors ensured that interventions were inclusive and equitable. For example, WASH facilities were adapted for people with disabilities, and safe spaces were established for women and girls.
- The programme also emphasised accountability to affected populations, with feedback mechanisms and community consultations informing programme design and adaptation.

Looking ahead, the joint response will continue to build on these foundations, advancing recovery and resilience through community-led approaches and sustained investment in local capacity.

Number of people we planned to reach and actually reached:

Sector	Planned 2024 - 2026	Reached 2024
 Food Security & Livelihoods	14,002	28,054
 WASH	88,765	138,993
 Nutrition	10,000	4,094
 Health	25,000	14,789
 Protection	35,413	20,228
 Shelter and Non-Food Items	0	1,200
 Multipurpose Cash Assistance	8,400	11,212
 Education	1,952	5,268
Total (without double counting)	115,359	162,671

Budget 2024-2026: EUR 23,337,713 Expenditure 2024: EUR 5,831,809



Joint Response Lead:
ZOA

Alliance partners:
Dorcas, Terre des Hommes,
Oxfam Novib

Local Organisational Partners:
MSJM (women-led),
SSSD, SARC, EPDC, GOPA-DERD
Multiple Faith-Based Organisations (FBOs):
OYM, Children of Word (under the Presbyterian Church),
Latin Church,
Armenian Orthodox Church,
Armenian Protestant Church,
Greek Catholic Church,
Syriac Orthodox Church,
Syriac Catholic Church,
Maronite Church,
Greek Orthodox Church,
JRS, Chaldean Church

Introduction, Summary, and Project Information

The Syria Joint Response (SJR) in Government Controlled Areas (GCA) was implemented throughout 2024 under the leadership of ZOA, in partnership with Dorcas, Oxfam, Terre des Hommes, and a diverse group of local organisations. Operating in Aleppo, Hama, Homs, Rural Damascus, and Tartous, the project aimed to deliver humanitarian assistance and recovery support across sectors including food security, health, WASH, protection, shelter, and education. Despite a volatile context marked by political upheaval and regional conflict, the SJR reached over 330,000 individuals with a combination of emergency relief and longer-term resilience-building interventions.

Collaboration and Localisation

The collaborative nature of the SJR was central to its success. International and local partners worked in close coordination, leveraging each other’s strengths to enhance reach and impact. Local organisations played a pivotal role in needs assessments, implementation, and emergency response, particularly during the influx of displaced persons from Lebanon in late 2024. Their deep community ties and contextual knowledge enabled rapid and targeted interventions. Coordination meetings and joint planning fostered trust and accountability, while shared visibility and decision-making ensured equitable representation. Examples of effective collaboration included joint service delivery in Aleppo and Rural Damascus, and coordinated referral systems between community centres and health facilities.

Localisation was further strengthened through capacity-building efforts. Based on organisational capacity assessments, tailored training plans were developed to address operational and technical gaps. These efforts were complemented by initiatives to promote local ownership, such as empowering community-based volunteers and establishing peer support groups. Infrastructure rehabilitation projects, including bakery upgrades and water system improvements, were designed with sustainability in mind, ensuring continued service delivery beyond the project’s lifespan.



38 %

**Localisation
Spent through local/
national partners in 2024:**
EUR 1,112,442 (38%)

Challenges

- The fall of the Assad regime in December 2024 led to widespread insecurity, disrupted operations, and necessitated the relocation of activities and assets.
- Delays in governmental approvals and financial constraints, including liquidity issues and currency fluctuations, further hindered implementation.
- Access to remote areas remained difficult due to high transportation costs and security risks.
- Additionally, the absence of an in-country coordinator for much of the year limited internal coordination and slowed progress on joint activities.
- Proposal: Additionally, due to delays in the recruitment process of a new in-country coordinator, internal coordination was limited and progress on joint activities slowed.

Lessons Learned

- The need for contingency planning and flexible funding mechanisms was underscored by the rapid shifts in context and population movements. The crisis modifier and DRA top-up funds proved essential in enabling timely responses to emerging needs.
- Partners recognised the importance of adaptive procurement strategies and diversified delivery methods to mitigate financial instability.
- Reaching vulnerable populations, particularly persons with disabilities and elderly individuals, required tailored approaches and stronger coordination with local actors. The integration of awareness sessions alongside material aid was found to enhance the effectiveness of interventions, particularly in areas such as health and protection.
- Inclusivity and gender equality were prioritised through intentional design choices, such as providing childcare during sessions and involving women in facilitation roles. These measures improved participation and fostered empowerment.
- The Real Time Review highlighted the value of regular reassessment of needs and the potential for a unified assessment system. It also emphasised the importance of balancing emergency response with long-term recovery efforts, particularly in livelihoods and education.

In summary, the SJR (GCA) demonstrated the power of joint action and local leadership in navigating a complex humanitarian landscape. Through adaptive strategies, strong partnerships, and a commitment to accountability, the response delivered meaningful support to affected populations while laying the groundwork for resilience and recovery.

Number of people we planned to reach and actually reached:

Sector	Planned 2024 - 2026	Reached 2024
 Food Security & Livelihoods	94,280	86,537
 WASH	127,059	41,580
 Health	185,646	182,727
 Protection	91,686	18,467
 Shelter and Non-Food Items	9,310	3,274
 Education	8,608	1,318
Total (without double counting)	504,146	334,015

Budget 2024-2026: EUR 14,818,714 **Expenditure 2024:** EUR 2,900,778



Joint Response Lead:
War Child

Local Organisational Partners:
Independent Doctors Association (IDA), Humanitarian Relief Association (IYD), Ghiras Al-Nahda (GAN), Ashti Centre for Peace and Development (Ashti) (women-led), Dan for Relief and Development (DRD)

Introduction, Summary, and Project Information

n 2024, the Syria Joint Response (SJR) in Non-Government Controlled Areas (NGCA) continued to deliver critical humanitarian assistance across Idlib in Northwest Syria and Raqqa, Hasakeh, and Deir Ez Zor in Northeast Syria. The project, led by War Child, in collaboration with five local partners, focused on addressing urgent needs in health, protection, nutrition, WASH, shelter, education, and livelihoods. Despite significant contextual challenges — including access restrictions, political instability, and the suspension of activities during the December government overthrow — the alliance maintained a strong commitment to reaching the most vulnerable populations, including displaced families, women, children, and persons with disabilities.

Health services were expanded through support to public health centres, while nutrition interventions targeted acute malnutrition among children and pregnant and lactating women. WASH activities improved water access through solar-powered systems and infrastructure upgrades. Shelter interventions enhanced safety and accessibility in camps, and education services included formal, non -formal, and vocational training. Livelihoods support was provided through vocational training and small business grants. Protection efforts included psychosocial support, GBV awareness, and case management for children.

The alliance's joint planning and coordination mechanisms ensured integrated, multisectoral responses. Regular feedback loops and community consultations informed adaptive programming, while a strong emphasis on gender and inclusion guided implementation. The project reached over 245,000 individuals in 2024.

Collaboration and Localisation

The SJR exemplified a locally led and collaborative approach. War Child and its local partners shared decision-making power through structures such as the Response Task Force (RTF), which included rotating representation from local organisations. Local partners led key components of the response, including the crisis modifier and capacity building initiatives. The consortium also piloted a co-creation model, enabling communities to shape interventions directly.

Risk sharing was a central theme, with workshops held to align perspectives among iNGOs and local partners. These sessions fostered transparency and mutual accountability, and led to the development of a framework agreement outlining equitable partnership principles. Local partners were empowered to engage directly with donors and to participate in cluster coordination, reinforcing their leadership roles.

Capacity strengthening was embedded throughout the programme. Partners identified their own needs and participated in tailored trainings on topics such as gender, inclusion, fundraising, and digital systems. A power awareness workshop and the development of an Organisational Capacity Assessment further supported institutional growth. The alliance also prioritised mutual accountability, with regular partnership reviews and shared reporting practices.

Challenges

- The operating environment in Syria remained volatile throughout 2024. Access constraints, particularly in Northeast Syria, delayed some activities. Political developments, including the December overthrow of the government, led to temporary suspensions of operations. Tribal conflicts in Raqqa and Deir Ez Zor also disrupted programming. Security incidents included the death of a student in an airstrike and the killing of two local staff members during a distribution.
- Education programming faced specific challenges due to restrictions imposed by local authorities, necessitating a shift from the Self Learning Programme to the Accelerated Learning Programme.
- Additionally, the crisis modifier could not be activated in 2024 due to the fluid context , though it was strategically deployed in early 2025 once needs became clearer.

Despite these challenges, the alliance demonstrated resilience and adaptability. Mobile teams, community referrals, and flexible planning helped maintain service delivery. A new risk register is being developed to reflect the evolving context and guide mitigation strategies.

Lessons Learned

- The Real Time Review conducted in early 2025 highlighted several key lessons. First, the importance of inclusive service design was reaffirmed, with targeted outreach and accessible communication proving essential for reaching the most vulnerable. Second, continuous engagement with community leaders and local committees enhanced cultural relevance and responsiveness.
- Responders identified peer learning and cross-organisational reflection as valuable tools for accountability and innovation. Feedback mechanisms were strengthened through child-friendly tools and transparent communication. The use of digital platforms improved data accuracy and service efficiency, though connectivity challenges remain.
- Mental health and psychosocial support emerged as a critical component for both staff and beneficiaries . Innovations such as mobile clinics and solar-powered infrastructure demonstrated strong potential for scale-up and sustainability. Addressing logistical constraints — particularly transportation and fuel access — was also noted as essential for maintaining continuity.
- The alliance's commitment to adaptive, evidence-based programming was reinforced through ongoing reviews and participatory workshops. These processes ensure that the response remains aligned with community needs and capable of navigating a complex and shifting humanitarian landscape.



68 %

**Localisation
Spent through local/
national partners in 2024:**
EUR 1,391,301 (68%)

Number of people we planned to reach and actually reached:

Sector	Planned 2024 - 2026	Reached 2024
 Food Security & Livelihoods	263	20
 WASH	19,325	19,111
 Nutrition	48,000	20,728
 Health	306,000	194,878
 Protection	14,485	14,515
 Shelter and Non-Food Items	6,260	7,934
 Education	3,867	3,124
Total (without double counting)	383,715	245,795

Budget 2024-2026: EUR 6,561,415 **Expenditure 2024:** EUR 2,039,143

6.3.9
Yemen
Protracted Crisis
Joint Response



Joint Response Lead:
CARE Netherlands

Alliance partners:
Save the Children, Cordaid,
Dorcas, Oxfam Novib, Stichting
Vluchteling/INTERSOS, ZOA

Local Organisational Partners:
Al Tadhmon Foundation for
Development (AFD) (women-led),
Benevolence Coalition of
Humanitarian Relief (BCHR),
Family Counseling &
Development Foundation
(FCDF) (women-led),
Diversity International Training
and Development Centre (ITDC),
Mawada Foundation for Child
Care (women-led),
Nahda Makers Organization
(NMO) (women-led),
Saving Children and
Youth (CYPF), Social Service
Foundation for
Development (SSFD),
Sphereye Foundation (SF),
Sustainable Development
Foundation (SDF) (women-led),
Yemen Family Care Association
(YFCA) (women-led),
Yemeni Scouts Association

Introduction, Summary, and Project Information

The Yemen Joint Response (YJR) 2024 – 2026 aims to deliver life-saving humanitarian assistance while fostering early recovery and resilience. In 2024, the programme operated across multiple sectors — food security and livelihoods, health, multipurpose cash, protection, and WASH. In its first year, the YJR reached significantly more people than initially planned, demonstrating both agility and relevance.

The response was characterised by integrated, inclusive programming that prioritised the most vulnerable populations. Through adaptive mechanisms such as the Crisis Modifier, the programme addressed acute needs arising from cholera outbreaks, flooding, and displacement, while also investing in longer-term recovery through infrastructure rehabilitation and cash-for-work initiatives. Protection and gender equality were mainstreamed throughout, with interventions tailored to the needs of women, children, persons with disabilities, and marginalised groups.

Collaboration and Localisation

Regular coordination meetings, joint field visits, peer reviews, and an Annual Learning Event facilitated shared learning and harmonised implementation strategies. These platforms fostered a culture of mutual accountability and continuous improvement.

Local partners played a central role in all phases of the response — from needs assessments and implementation to monitoring and decision-making. Their leadership was institutionalised through participation in governance structures such as the Local Advisory Group, the Response Task Force, and the Innovation Working Group. These bodies ensured that programming remained contextually appropriate and community-driven.

The YJR also advanced localisation through mutual capacity strengthening. Local partners co-developed capacity-building plans with international counterparts, focusing on areas such as financial management, compliance, and technical skills. Training sessions, mentoring, and hybrid learning events supported long-term sustainability. Women-led organisations were particularly empowered, assuming leadership roles and contributing to gender-responsive programming.

Efforts to promote inclusive governance extended to national and international coordination platforms, where local actors were supported to represent the response and influence broader humanitarian strategies. The YJR's experience also informed the DRA's risk sharing pilot, contributing to sector-wide learning on equitable partnerships.

Challenges

- The YJR faced a range of operational, financial, and contextual challenges. Access constraints and delays in obtaining agreements from authorities in both northern and southern regions disrupted the timely start of activities. These administrative hurdles were compounded by evolving demands from local authorities, including requests for budget reallocations and additional monitoring requirements.
- Security risks were a persistent concern. In the north, the arrest of humanitarian personnel and regional instability necessitated heightened caution and limited staff movement. In the south, economic deterioration and social tensions occasionally led to threats against project teams and community protests. These risks were mitigated through adaptive planning, stakeholder engagement, and transparent communication.
- Financial challenges also emerged, particularly due to a sudden banking freeze that prevented two Yemeni organisations from accessing their 2024 funding. This posed significant operational risks. In response, the alliance activated a risk sharing mechanism, using the Crisis Modifier to pre-finance activities and exploring private pre-financing options. This collective strategy safeguarded implementation and underscored the importance of flexibility and solidarity in crisis contexts.
- Other challenges included delays in civil documentation processes, reputational risks from social media campaigns, and difficulties in managing community expectations during cash distributions. These were addressed through strengthened communication strategies, inclusive feedback mechanisms, and proactive community engagement.

Lessons Learned

- The first lesson underscored the importance of structured risk sharing dialogue. Early and transparent conversations among donors, iNGOs, and local partners enabled joint problem-solving and fostered a sense of shared responsibility. This approach proved critical in navigating the banking crisis and is being further developed in 2025.
- The value of dedicated learning platforms was reaffirmed. The Real-Time Review and Annual Learning Event provided space for reflection and adaptation, while peer exchanges and joint monitoring visits enhanced operational coherence. Scaling up sector-specific reviews and field-based learning is recommended for future cycles.
- The need for adaptive planning in fragile contexts was highlighted. Delays in approvals and access restrictions reinforced the importance of flexible work plans, phased implementation, and diversified banking strategies. Aligning activities with seasonal calendars and engaging authorities early were also identified as best practices.
- The Crisis Modifier emerged as a vital tool for rapid response. Its activation across multiple emergencies demonstrated its effectiveness, though calls were made to expand its scope and funding. Anticipatory approaches — such as pre-positioning resources and reinforcing early warning systems — were also recommended to enhance preparedness.
- Finally, the integration of sectors and community engagement were found to increase both impact and efficiency. Linking health, WASH, and cash programming addressed complex needs more holistically, while inclusive decision-making and transparent communication strengthened trust and sustainability.



39 %

Localisation
**Spent through local/
national partners in 2024:**
EUR 2,244,760 (39%)

Number of people we planned to reach and actually reached:

Sector	Planned 2024 - 2026	Reached 2024
 Food Security & Livelihoods	38,438	11,327
 WASH	400,229	522,708
 Health	85,480	32,251
 Protection	78,774	11,746
 Multipurpose Cash Assistance	40,965	35,479
Total (without double counting)	641,384	604,349

Budget 2024-2026: EUR 23,337,713 **Expenditure 2024:** EUR 5,683,930

Take a Closer Look

LIFE STORY IN SYRIA

Bringing back a life 'filled with hope and optimism'

In Dana, a town near the city of Idlib, Syria, a four-year-old girl named Lujain lives with her grandmother and four brothers. Lujain lost her father, who worked as a construction worker, in a tragic accident while he was on the job, leaving the family in a state of grief and severe poverty.

'Lujain is a cheerful and lively child, but she suffers from severe bronchitis, which makes her health fragile and requires continuous medical attention', says her grandmother. 'Given our difficult living conditions, I am unable to afford the cost of treatment at private health centres. Fortunately, there is a health centre in Dana run by the Independent Doctors Organization, where all medical services are free. This centre has become a safe haven for us, and I regularly take Lujain there to receive the necessary treatment'.

'I feel deep gratitude to everyone working at the centre.'

Lujain's grandmother

One day Lujain had severe difficulty breathing, so her grandmother rushed her to the Independent Doctors Organization in Dana. The medical staff know Lujain well, as her visits have become a part of their daily routine. The doctor gently examined Lujain and then referred her to the centre's nutrition department, where her health condition is now monitored and appropriate food is provided to boost her immunity and improve her health.

The centre offered comprehensive support to the family, not only by treating Lujain, but also by providing necessary nutritional guidance to enhance her health.

Thanks to this continuous support, Lujain's condition began to improve gradually, bringing joy and hope into the hearts of all the family.

'I feel deep gratitude to everyone working at the centre,' says Lujain's grandmother. 'I know that the free medical care provided by the Independent Doctors Organization is the only way to maintain my granddaughter's health. I feel at ease knowing that Lujain is getting the best possible care despite the difficult circumstances we live in'.

Despite the significant challenges, Lujain finds joy and comfort in playing with her brothers and in the loving care of her grandmother. The family relied on love and solidarity among themselves and the support they received from the Dana PHC.

Thanks to the noble efforts of the doctors and staff at the centre and the power of familial love and unity, Lujain and her brothers live a life with their grandmother filled with hope and optimism. Lujain's story reflects how community support can make a significant difference in the lives of children and families during the most challenging times.



7. STRUCTURE, GOVERNANCE AND MANAGEMENT

7.1 Our Governance Structure

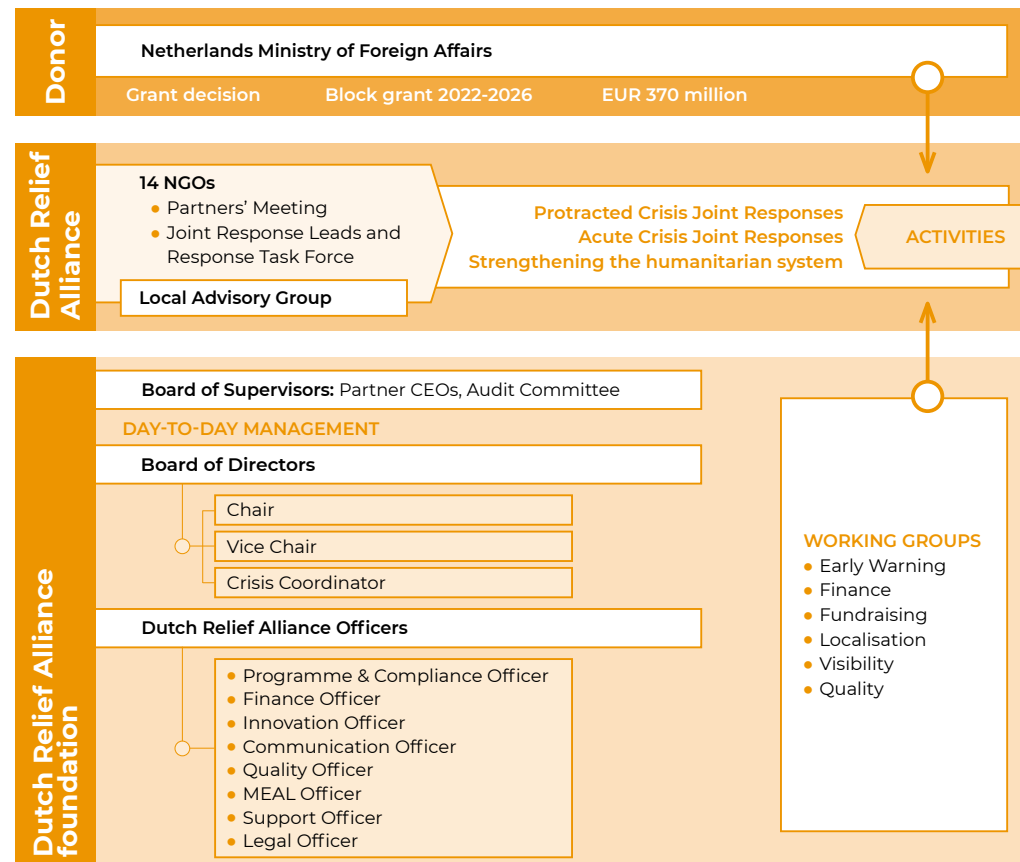


Exhibit:
DRA Structure and
Governance

DRA Team including Board of Directors (BoD) and Officers

In 2024, the DRA daily management consisted of the Board of Directors and a team of officers.

The DRA Board of Directors was composed of:

- **Chair:**
Arjen Joosse, seconded by World Vision from 1 January to 30 June,
Tram Nguyen, seconded by CARE from 1 July till 31 December
- **Vice Chair:**
Christel Sjauw-Koen-Fa-Mulder, seconded by Plan International
- **Crisis Coordinator:**
Anton van Wijk, seconded by Dorcas

The appointments of DRA Board of Director positions for 2024 were formalised by the DRA Board of Supervisors in 2023. In 2024, the DRA Board of Supervisors also formalised the appointment of Christel Sjauw-Koen-Fa-Mulder as the Chair for 2025, to be seconded by Plan International Nederland as well as the appointment of Jessie Bokhoven as Alliance Manager as at 1 January 2025. The Alliance Manager position substitutes the vice chair position from 2025 onwards.

In 2024, the DRA Board of Directors convened the following meetings: 26 regular meetings of the Board of Directors, including two meetings with members of the DRA Local Advisory Group (LAG)

- 12 formal and one ad hoc DRA Partners meetings
- 12 formal and informal meetings with the Ministry of Foreign Affairs
- 9 DRA team meetings, and 1 DRA team day focusing on team collaboration and dynamics
- 1 General Assembly, with participants from DRA partners including local partners, DRA team and working groups, the Ministry of Foreign Affairs, and various external DRA stakeholders and contacts

In 2024, the DRA team furthermore included nine officers:

- **Support Officer:**
Marlous Rottier, seconded by Tearfund until 30 April 2024, and
Anne-Marie van der Veer, seconded by CARE from 1 March 2024
- **Programme & Compliance Officer:**
Ignacio Arteche Prieto, seconded by Cordaid
- **Finance Officer:**
Ninfoon Zoumaro-Djayoon, seconded by Cordaid
- **Innovation Officer:**
Richard Kooge, seconded by CARE
- **Communication Officer:**
KlaasJan Baas, seconded by ZOA from 1 March
- **Quality officer:**
Eleni Diker, seconded by Oxfam Novib
- **Meal officer:**
Mark van der Boon, seconded by Plan International Nederland
- **Integrity Officer:**
Dorien Boxhoorn, seconded by Stichting Vluchteling
- **Legal Officer:**
Barber Dordregter, contracted as consultant by CARE Netherlands



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New appointments (Support officer and Communication officer) took place based on the Terms of Reference as approved by DRA Partners and nominations received from DRA Partners, followed by interviews and appointment by the DRA Board of Directors.

Furthermore, in 2024 the DRA consisted of the following Working Groups with Chairs and Co/Vice Chairs as indicated:

- **Early Warning Working Group:**
Britt Dutour-Geerling, seconded by Save the Children, and Laurens den Dulk (Vice Chair), seconded by Cordaid
- **Finance Working Group:**
Marinke Barelds (Chair), seconded by ZOA, and Martin Vierhuizen (Vice Chair), seconded by Help a Child
- **Fundraising Working Group:**
Babette Schots, seconded by Oxfam Novib, and Loanna Charalambous (Vice Chair), seconded by War Child
- **Localisation Working Group:**
Nada Helal, seconded by Stichting Vluchteling, and Alycke de Haan-Slomp (Co-Chair), seconded by ZOA
- **Quality Working Group:**
Eleni Diker (Chair), seconded by Oxfam Novib, and Mark van der Boon (Vice Chair), seconded by Plan International
- **Visibility Working Group:**
Paul van den Berg (Chair), seconded by Cordaid, and KlaasJan Baas (Vice Chair), seconded by ZOA

In 2024, the DRA BoD, Officers and Working Groups made significant progress in implementation of the DRA strategy and annual plan 2024 as outlined in the previous chapters.

DRA Board of Supervisors (BoS) and DRA Audit Committee

In 2024, the DRA Board of Supervisors (BoS) consisted of the following members:

	function (organisation)
Reintje van Haeringen	chair BoS (CEO, CARE Netherlands)
Heleen van den Berg	member (CEO, Cordaid)
Agnes Kroese	member (CEO, Dorcas)
Pepijn Gerrits	member (Director International Programmes, Oxfam Novib)
Garance Reus-Deelder	member (CEO, Plan International in the Netherlands)
Andries Schuttinga	member (CEO, Help a Child)
Pim Kraan	member (CEO, Save the Children Netherlands)
Arian Buurman	member (Managing Director, SOS Children's Villages Netherlands)
Benoit de Gryse	delegated member, on behalf of Tineke Ceelen (CEO, Stichting Vluchteling)
Guido de Vries	member (CEO, Tearfund Netherlands)
Julie Verhaar	member (CEO, Terre des Hommes Netherlands)
Ernst Suur	member (Managing Director, War Child Netherlands)
Marco van der Graaf	member (CEO, World Vision Netherlands)
Edwin Visser	delegated member, on behalf of Chris Lukkien (CEO, ZOA)

Following DRA regulations, supported by the DRA Board of Directors, the DRA Board of Supervisors convened the following meetings:

- three informal meetings on strategic topics relevant for DRA Partner Executives
- three formal meetings with the Ministry of Foreign Affairs (of which one meeting was with the DRA Local Advisory Group), on topics related to strategy and governance, including outlook on the humanitarian landscape and political context
- four formal business meetings for regulatory and statutory matters requiring BoS approval (of which one meeting was held with the DRA Local Advisory Group)

In addition to the regular meetings with the Ministry of Foreign Affairs, the Board of Supervisors also met with the Minister of Foreign Trade and Development Cooperation. Furthermore, throughout 2024 there were two additional meetings of a delegation of DRA BoS members with the Minister and one meeting with the Prime Minister.

The DRA Audit Committee carried out its mandate from the DRA Board of Supervisors to support supervision of the financial management of the Foundation DRA. In 2024, the DRA Audit Committee consisted of the following members:

- **Chair: Marten Naaktgeboren, external** (Strategic Portfolio Advisor, Achmea Investment Management)
- **Member: Thomas Pal, external** (Senior Controller, Vitens Evides International)
- **Member: Julie Verhaar** (CEO, Terre des Hommes)
- **Member: Andries Schuttinga** (CEO, Help a Child)
- **Member: Marinke Barelds** seconded by ZOA, attended the meetings in her capacity as chair of the Finance Working Group

The DRA Audit Committee provided advice and recommendations on finance reporting and risk control concerning the annual financial report and annual accounts of the DRA. In 2024, the Audit Committee met four times to monitor progress on the annual accounts and financial report, and to discuss optimisations in the financial processes of the DRA, including implementation of recommendations from the audit of annual accounts, and concluded the review and recommendations on the MFA audit protocols for the Foundation DRA and the Joint Responses.



DRA Partners, including Joint Responses, Local Partners, and Local Advisory Group

In 2024, the DRA consisted of 14 partners in the Netherlands, and more than 96 local partners in the various Joint Responses.

Throughout 2024, the partners worked on 9 Protracted Crises and 7 new Acute Crises, each coordinated by Leads, together with members of the Response Task Force, and with other Joint Response members, including local partners. For more information, see relevant sections of this annual report.

The DRA Local Advisory Group (LAG) has as its mandate to provide feedback and advice (solicited and unsolicited) on localisation at DRA overall level (mandated by DRA members) and to represent voices of local partners involved in DRA at the overall DRA level (mandated by Local Partners in the JRs who elect the LAG).



In 2024, the LAG met monthly, chaired by Shahida Suleiman from SSWC (Somalia) and Faiza Al Tamimi from Nahda Makers Organization (NMO). Additionally, the LAG had two meetings with the DRA Board of Directors, and also joined two meetings with the DRA Board of Supervisors and the Dutch Ministry of Foreign Affairs, as well as a meeting with the Dutch Minister for Trade and Development Cooperation.

The Local Advisory Group in 2024 included the following members:

- **Chair, Member Somalia:**
Shahida Suleiman Ngotho, Save Somali Women and Children (SSWC)
- **Member Afghanistan:**
Shahabuddin Hamdard, Organization of Human Welfare (OHW)
- **Member DR Congo:**
Paulin Bishakabalya Koker, Comité pour le Développement et Assistance Humanitaire (CODEVAH)
- **Member Ethiopia:**
Workayehu Bizu, African Network for the Prevention and Protection Against Child Abuse and Neglect (ANPPCAN-Ethiopia)
- **Member South Sudan:**
James Keah, Universal Intervention and Development Organization (UNIDOR)
- **Member Sudan:**
Shamseldin Eisa, Friends of Peace and Development Organization (FPDO)
- **Member Syria GCA:**
Basheer Srour, Monastery of Saint James the Mutilated (MSJM)
- **Member Syria NGCA:**
Nourredin Alhamwi, Ghiras Al-Nahda (GAN)
- **Member Yemen:**
Faiza Altamimi, Nahda Makers Organization (NMO)

7.2 Risk management

For the evaluation of risk in 2024 it is important to emphasise that the DRA Joint Responses and operations of DRA partners are implemented in fragile, volatile, hostile, and therefore unpredictable contexts. Within the Dutch Relief Alliance we have continued to identify, monitor, and mitigate risks in the following categories, both at Joint Response level (by Joint Response Leads and members, with supervision of the DRA Crisis Coordinator), and at the DRA overall level (by the DRA Board of Directors):

- **Security risk:** physical risk to individuals and assets from acts of war, violence, and crime.
- **Fiduciary risk:** the risk that money or materials are not used for intended purposes (e.g. fraud, theft, corruption).
- **Legal/compliance risk:** the risk that laws and relevant regulations are violated by the organisation or associated personnel.
- **Operational risk:** the risk of technical or human error, or capacity deficits, leading to operational failure/inability to achieve objectives. Includes financial risk (the risk of unexpected fiscal outcomes or being unable to finance activities) as distinct from fiduciary risk.
- **Information risk:** the risk of confidentiality breaches or data loss/theft.
- **Reputational risk:** damage to the organisation's image and reputation that results in future harm or losses.
- **Ethical risk:** the risk of harm caused by unethical behaviours, including sexual misconduct and exploitation, inadequate duty of care, or insufficient consideration of humanitarian principles.

Joint Response level

During the design phase of a JR, a comprehensive risk assessment is conducted. This includes detailing various risks within the specified categories, rating these risks in terms of impact and likelihood, and implementing measures to mitigate the identified risks. Throughout the implementation of a JR, risks are continuously monitored and reported through updated risk assessments, which cover materialised risks, changes in risks, and mitigation measures. These updates are included in midterm and end of year reports and, if necessary, escalated to the Crisis Coordinator (and onward to the Board of Directors and the Ministry of Foreign Affairs where required). Evaluation and learning exchange sessions provide opportunities for DRA partners to discuss frequently encountered risks. Additionally, innovative strategies are considered and applied to identify and mitigate risks.

DRA overall level

In addition to managing risks at the JR level, risks at the overall DRA level are also addressed. It is important to address the Risk Sharing Pilot as an innovative pilot mentioned in previous chapters as well.



7.3 Reflections on the functioning of Foundation DRA

MDF Consultancy was tasked with a review of the structure and governance in 2023, including the functioning of the Alliance and the Foundation.

The structure review led to a management response that included a timeline for implementation. The recommendations were operationalised in 2024, with several key changes, including adjustments to the rotational nature of the Board of Directors (BOD). Two positions were made more 'permanent', namely, the Vice Chair (now referred to as the Alliance Manager) and the Crisis Coordinator in order to ensure greater continuity and oversight. As a result, an Alliance Manager was recruited late 2024, and there are plans to recruit a permanent Crisis Coordinator in 2025. Additionally, the role of partner meetings was clarified and strengthened and increased attention given to the interaction with the working groups. Another notable development was the revision of the Acute Joint Crisis Response mechanism, which began in 2024.

The findings and recommendations as well as the management response of the DRA Board of Directors are available as a separate document and implementation is kept up-to-date in the recommendation tracker.

Take a Closer Look

INNOVATION

Innovation Deep Dive: Transforming Livelihoods through Hydroponic Fodder Production in Baidoa, Somalia

In the drought-prone district of Baidoa district in Somalia, years of recurrent crises had severely affected access to water and livestock feed. With the 2024 DRA Innovation Grant, in partnership with Oxfam, Zamzam Foundation piloted hydroponic fodder production – a soil-free, water-efficient farming solution – as an innovative response to chronic food insecurity and livelihood loss. The project reached 1,000 crisis-affected individuals, including pastoralists, farmers, and internally displaced persons (IDPs). The initiative not only introduced a novel agricultural technique but also changed community perceptions about what’s possible in an arid, resource-scarce context.

Community Role Models

A powerful example of transformation came from this initiative in which 15 individuals (five pastoralists, five farmers, and five IDPs) were provided with small-scale hydroponic units. After receiving training and supplies, all of the individuals established successful fodder production at their homes. Their efforts inspired surrounding community members, shifting perceptions and fostering widespread interest in hydroponic technology.

The project produced a consistent yield of 64.8 tonnes of green fodder, with each beneficiary receiving approximately 16.2 kg per month. This led to increased livestock survival in the drought, improved milk production, and reduced feed costs, directly enhancing household livelihoods.

Participants frequently shared how the training changed their understanding of sustainable agriculture. One beneficiary noted, ‘I never believed we could grow green fodder without soil or rain. Now, even in drought, I can feed my animals’.

This testament illustrates the project’s success in building resilience through capacity development and innovation.

‘I never believed we could grow green fodder without soil or rain.’

One of the most significant changes witnessed during the project was the empowerment of women and IDPs through equitable inclusion . More than half of the beneficiaries were women, a deliberate effort to enhance gender equity in agricultural innovation. Many women, initially unfamiliar with the technology, emerged as confident practitioners of hydroponic farming, gaining the skills to produce and manage fodder independently. This shift not only elevated their household roles but also allowed them to contribute directly to family income and livestock productivity.

The hydroponic fodder initiative in Baidoa illustrates how locally led innovation, when paired with inclusive training and community engagement, can generate tangible, lasting impact. Even in the harshest conditions, sustainable solutions can flourish, improving the lives and securing the futures of resilient



‘Now, even in drought, I can feed my animals’.

8. INTEGRITY

The Dutch Relief Alliance (DRA) and its members are highly committed to countering and eradicating sexual harassment, exploitation, and abuse in its work and organisations. In 2018, the DRA developed and adopted its Integrity Guidance Note, establishing a set of minimum standards for Protection from Sexual Exploitation and Abuse (PSEA) that took into account the Core Humanitarian Standard (CHS). The policy set reporting requirements and committed to capacity-building on PSEA within joint responses. The Integrity Guidance Note was later revised, resulting in an updated version that took effect on 4 December 2022. DRA also decided to use the Integrity Guidance Note report formats for all types of incidents.

Each DRA member has the responsibility to ensure that its own policies, processes, actions, and staff comply with this guidance note. Concerning cooperative arrangements involving DRA funds, each member has chain responsibility to assure that consultants, implementing parties, contracted parties, and other third parties comply with the guidance note. Thus, members must train, assess, and monitor third parties' compliance with the guidance note. For more information, see the DRA Integrity Guidance Note annex.



The guidance note prescribes when and how (suspicion of) misconduct or other type of incident needs to be reported to MFA. In 2024, 15 incidents were reported to FDRA and MFA, of which 12 were related to financial misconduct, two related to sexual misconduct, one to banking issues, and one to a data breach. Ten incidents were reported under the protracted crisis joint responses, four under an acute joint response, and one was related to the DRA Foundation.

Since 2020 and with prior adaptations to Dutch law, DRA also adheres to the Inter-Agency Misconduct Disclosure Scheme (MDS). The scheme facilitates the sharing of misconduct data between employers. The scheme consists of two main commitments:

- 1. A commitment to systematically check with previous employers about any SEA issues relating to potential new hires (to cover a period of at least the five years preceding the request); and
- 2. A commitment to respond systematically to such checks from others. It enables hiring organisations to get accurate references to make a well-informed hiring decision.

8.1 Incidents reported in 2024

JR GAs Country	Mechanism	Year	Type
Netherlands	DRA email	2024	Integrity email breach
South Sudan 2023	Protracted	2024	Financial misconduct
Somalia	Protracted	2024	Financial misconduct
South Sudan	Protracted	2024	Financial misconduct
Somalia	Protracted	2024	Financial misconduct
South Sudan	Protracted	2024	Financial misconduct (armed robbery assault)
Afghanistan	Protracted	2024	Financial misconduct
Somalia Floods 2023	Acute	2024	Sexual misconduct
Myanmar 2023	Acute	2024	Financial misconduct (bribery)
Yemen	Protracted	2024	Frozen bank funds
South Sudan	Protracted	2024	Financial misconduct
Afghanistan	Acute	2024	Financial misconduct
South Sudan	Protracted	2024	Financial misconduct
Gaza	Acute	2024	Financial misconduct
DR Congo	Protracted	2024	Sexual & financial misconduct

Take a Closer Look

LIFE STORY IN ETHIOPIA

A new generation is coming

The armed conflicts and devastating drought in Ethiopia give many farming families only one choice — to flee across Ethiopia with the little livestock left, looking for a place to survive. All too often they end up in places where violence, neglect, and sexual abuse are common responses to stress, poverty, and insecurity. The rights of women and children are constantly being violated.

Jiloe, a Woman of Power

When you see Jiloe (48), it's clear that she is a powerful woman. When Jiloe lost all her cattle to the drought, she had to flee with her children to survive. She ended up in the Dubluk community, where she now works hard to stand up for the rights of children and women. "I have no money to help others, but I have a voice to stand up for them," she says.

'I am getting stronger because I am finally understood and heard'

She is on three committees, including the protection committee, organised by the Dutch Relief Alliance.

Another of these committees stands up for the rights of children. This group discusses abuse, violence, and neglect — problems many in the community face.

In her role on the protection committee, Jiloe communicates people's needs to Dutch Relief Alliance partners and the government. She works hard until everyone gets the support they so desperately need. When asked how she remains so strong after all her setbacks, she replies, 'I am getting stronger because I am finally understood and heard'.

By working together as a community and raising awareness of rights, families become more resilient to the major challenges they face daily.

Wakala, a Caring Father

As a father, Wakala (52) knows the importance of children's rights. Due to the drought, Wakala lost almost all of his livestock. The lack of income left him unable to send his children to school. With some financial support from the Dutch Relief Alliance, Wakala bought tools to grow and sell crops, and with that income, he bought books and uniforms for his children. Thanks to Wakala's new income, all of his children now go to school.

'Children are the future. They start organisations that do good. Tomorrow they will lead the country. A new generation is coming'.

Wakala believes that children are the key to a bright future. That is why he speaks a lot in his committee about a child's right to go to school. Wakala sees the community changing: parents as well as children now point out their rights to each other.



'I have no money to help others, but I have a voice to stand up for them.'

Jiloe



ANNEX A: 2024 Financial Report

All financial amounts in this report are in euro

2024 Consolidated Financial Report

		Actuals 2022	Actuals 2023	Budget 2024	Actuals 2024	Balance 2024	Deviation 2024
1	Direct costs for protracted crisis joint responses						
1.1	Direct costs for protracted crisis joint responses	35,563,255	53,331,779	56,477,813	43,408,506	13,069,307	23 %
1.2	Direct costs for innovation top ups	163,944	1,479,792	1,088,664	440,024	648,639	60 %
	Total direct costs protracted crisis joint responses	35,727,199	54,811,571	57,566,477	43,848,530	13,717,946	24 %
2	Management costs protracted crisis joint responses						
2.1	Indirect cost rate (8 % of (total costs - management costs))	3,106,712	4,760,439	5,011,566	3,812,916	1,198,650	24 %
2.2	Management costs (1 % of total costs)	372,984	579,390	673,727	460,063	213,663	32 %
	Total Management cost protracted crisis joint responses	3,479,695	5,339,830	5,685,292	4,272,979	1,412,314	25 %
TOTAL PROTRACTED CRISIS JOINT RESPONSES ¹		39,206,894	60,151,401	63,251,769	48,121,509	15,130,260	24 %
3	Direct costs for acute crisis joint responses						
3.1	Direct costs for acute crisis joint responses	15,888,388	23,274,989	17,976,431	17,799,742	176,689	1 %
	Total direct costs for acute crisis joint responses	15,888,388	23,274,989	17,976,431	17,799,742	176,689	1 %
4	Management cost acute crisis joint responses						
4.1	Indirect cost rate (8 % of (total costs-management costs))	1,381,600	2,023,912	1,563,167	1,548,319	14,848	1 %
4.2	Management costs (1 % of total costs)	174,444	255,544	197,370	194,915	2,455	1 %
	Total Management cost acute crisis joint responses	1,556,044	2,279,456	1,760,537	1,743,234	17,304	1 %
TOTAL ACUTE CRISIS JOINT RESPONSES ²		17,444,432	25,554,445	19,736,968	19,542,976	193,992	1 %
5	Costs for strengthening humanitarian system						
5.1	Annual costs Foundation DRA	916,922	1,141,779	1,412,083	1,173,270	238,813	17%
5.2	Annual running costs Block Grant Holder	4,916	10,000	9,568	9,711	-144	-2%
TOTAL COSTS FOR STRENGHTENING HUMANITARIAN SYSTEM ³		921,838	1,151,778	1,421,651	1,182,982	238,669	17 %
GRAND TOTAL ⁴		57,573,163	86,857,624	84,410,388	68,847,467	15,562,922	18%
	Received budget from the Ministry of Foreign Affairs in 2024	70,000,000	75,242,484		83,597,942		
	Budget Balance per 31 December 2024	12,426,837	-11,615,140		14,750,475		

Notes table 1 2024 Consolidated Financial Report

1.

2024 was the first year of the 3-year protracted crisis joint response contract period. The start up of activities took time, particularly due to required government approvals that came late, causing the actual implementation of part of the activities to start late. In addition, the crises in Syria and the freezing of funds of some local partners in Yemen have also delayed the implementation of the related joint responses.
2.

The acute crises joint response activities are implemented and the budget well spent despite challenging security circumstances. These expenditures include the full contract amounts of the ongoing Lebanon, Nigeria and South Sudan acute crisis joint responses, started in 2024. Corrections will be included in the 2025 report upon actual expenditures.
3.

2024 shows some unspending in this budget line, for multiple reasons: a. At the end of 2024 FDRA received a top up for the Lebanon ACJR that includes a top up for the support budget. Use of this top up is planned for 2025. b. Some activities requested less budget in 2024 than planned for. c. BGH costs for annual reporting 2024 will be paid in 2025.
4.

The consolidated financial report 2024 shows a total deviation of 18% compared to the FDRA budget 2024 with a burn rate of 82% and a balance of 15,562,922 from the total revised budget 2024.
From the total balance:
EUR 15,130,260 is carried over to 2025 for the continuation of the protracted joint response activities and therefore remained with the Joint response leads and Foundation DRA
EUR 193,992 will be used to fund new Acute Crisis Joint Responses
EUR 238,669 will be carried over to the 2025 support budget of the foundation DRA and the block grant holder
For 2025 a speed up of the activities is expected. FDRA will monitor closely.

Grant Division per Partner

DRA Partners	Budget 2024	Total Expenditures 2024	Balance 2024
CARE	6,864,685	5,943,398	921,287
Tearfund	6,593,348	6,308,253	285,095
Stichting Vluchteling	6,532,876	5,369,650	1,163,226
Save the Children	5,681,647	4,672,555	1,009,092
Oxfam Novib	6,714,114	4,920,653	1,793,461
Cordaid	5,122,640	3,341,047	1,781,594
Dorcas	3,583,596	3,018,076	565,520
War Child	5,632,590	5,310,009	322,581
ZOA	6,014,395	4,968,170	1,046,225
World Vision	7,044,228	5,918,082	1,126,146
Plan International	7,121,823	5,678,845	1,442,978
SOS Children's Villages	5,828,570	5,189,772	638,798
Terre des Hommes	4,756,418	3,785,080	971,338
Help a Child	4,564,108	4,342,857	221,251
Foundation DRA	125,347	81,018	44,329
TOTAL	82,180,385	68,847,466	13,332,920

Notes table 2.2 Grant Division per Partner

- Unspent 2023 Protracted Crisis and Innovation budget carried over to 2024 was partially allocated to joint responses in 2024 and planned to be fully allocated in 2025.



Overview of Joint Responses Expenditures 2024 through Local and National NGOs

Acute Crisis Joint Responses & Starting Year	Total Expenditures 2024	A Local Implementing Direct Partners Expenditures	B Local Partners ICR	C Capacity Strengthening Local Partners and Local Actors (From Consolidated Budget)	D Localization including Capacity Strengthening Local Actors (from Joint expenditures)	TOTAL (A+B+C+D) spent directly by Local Partners and by DRA Partners for the Capacity Strengthening of Local Partners	Percentage
Haiti (Unrest) 2024	3,000,000	1,309,877	83,785	14,066		1,407,728	47%
Chad (Conflict) 2024	3,000,000	1,051,315	64,616	28,855	13,148	1,157,934	39%
Myanmar (Conflict) 2024	2,994,671	1,818,294	119,630	4,533		1,942,457	65%
Sudan (Famine) 2024	2,958,350	806,221	50,573	42,786	7,974	907,554	31%
Nigeria (Floods) 2024	3,000,000	964,511	69,176	31,989	11,000	1,076,676	36%
Lebanon (Conflict) 2024	3,935,845	1,740,082	115,618	121,395	59,288	2,036,383	52%
South Sudan (Floods) 2024	800,000	629,457	37,767			667,224	83%
Libya (Floods) 2023 ¹	-51,674	29,513	-221	8,491		37,783	
Gaza (Conflict) 2023 (incl 5M addendum) ¹	-4,012	21,530	13,043	8,992	407	43,972	
Afghanistan (Earthquake) 2023 ¹	-82,750	-12,939	-690	-2,000		-15,629	
Somalia (Floods) 2023 ¹	-7,455	-20,418	-1,595	-1,365		-23,378	
Total Acute Crisis Joint Responses 2024	19,542,975	8,337,443	551,702	257,742	91,817	9,238,703	47%

2024-2026 Protracted Crisis Joint Response	Total Expenditures 2024	A Local Implementing Direct Partners Expenditures	B Local Partners ICR	C Capacity Strengthening Local Partners and Local Actors (From Consolidated Budget)	D Localization including Capacity Strengthening Local Actors (from Joint expenditures)	TOTAL (A+B+C+D) spent directly by Local Partners and by DRA Partners for the Capacity Strengthening of Local Partners	Percentage
Syria Non-Government Controlled Area	2,039,143	1,287,541	78,924	9,976	14,860	1,391,301	68%
Syria Government Controlled Area	2,900,778	1,017,268	61,036	24,205	9,933	1,112,442	38%
Yemen	5,683,930	2,034,904	118,972	71,284	19,600	2,244,760	39%
South Sudan	7,557,370	2,428,616	152,059	136,439	124,321	2,841,435	38%
Sudan	5,831,809	1,875,762	112,546	22,860		2,011,168	34%
Afghanistan	5,746,188	1,966,711	107,961	46,381	38,153	2,159,206	38%
Democratic Republic of Congo	6,104,289	1,911,777	114,706	99,667	22,106	2,148,256	35%
Somalia	5,760,840	1,666,280	135,693	139,318	4,314	1,945,605	34%
Ethiopia	6,014,810	2,779,444	166,767	55,101	21,165	3,022,477	50%
Total Protracted Crisis Joint Responses	47,639,158	16,968,303	1,048,664	605,231	254,452	18,876,650	40%

2024 Innovation Open Call Top Up for PCJRs	Total Expenditures 2023	A Local Implementing Direct Partners Expenditures	B Local Partners ICR	C Capacity Strengthening Local Partners and Local Actors (From Consolidated Budget)	D Localization including Capacity Strengthening Local Actors (from Joint expenditures)	TOTAL (A+B+C+D) spent directly by Local Partners and by DRA Partners for the Capacity Strengthening of Local Partners	Percentage
Syria Non-Government Controlled Area	76,073	27,861	1,672			29,533	39%
Yemen	45,264					-	0%
South Sudan	161,014	107,131	6,428			113,559	71%
Somalia	200,000	170,137	15,425			185,562	93%
Ethiopia						-	
Total 2024 Top Up Innovation	482,351	305,129	23,525	-	-	328,654	68%

Grand Total 2024 Joint Responses ²	67,664,483	25,610,875	1,623,891	862,973	346,269	28,444,007	42%
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Notes table 2.4 Overview of Joint Responses Expenditures 2024 through Local and National NGOs:

- 1
 - Localisation investments for the ACJRs starting in 2023, have already been discounted in the 2023 report.
- 2
 - EUR 27,234,766 (A+B) is directly spent by local implementing partners which represent 40% of the 2024 total Joint Response expenditures.
 - EUR 1,209,242 (C+D) is spent by DRA partners for the capacity strengthening of the local implementing partners which represent 2% of the 2024 total Joint Response expenditures.
 - Hence a total of EUR 28,444,007 (A+B+C+D) is spent by joint responses directly through local implementing and by DRA partners for the capacity strengthening of local partners which represent 42% of the total Joint Responses Expenditures in 2024.



ANNEX B: Abbreviations

ACM	Acute Crisis Mechanism	MPCA	Multi-purpose Cash Assistance
AFGJR	Afghanistan Joint Response	MYMJR	Myanmar Joint Response
BoD	Board of Directors	NCE	No Cost Extension
BGH	Block Grant Holder	NFIs	Non-Food Items
BGM	Block Grant Manager	NUT	Nutrition
CHS	Core Humanitarian Standard	PCM	Protracted Crisis Mechanism
CM	Crisis Modifier	PSEA	Protection Against Sexual Exploitation and Abuse
DRA	Dutch Relief Alliance	QWG	Quality Working Group
DRAC	DRA Committee	RTF	Response Task Force
DRCJR	Democratic Republic of the Congo Joint Response	RTR	Real Time Review
EJR	Ethiopia Joint Response	RRTR	Rapid Real Time Review
EWTF	Early Warning Task Force	SC	Support Costs
FARDC	Armed Forces DRC (Forces armées de la république démocratique du Congo)	SDNJR	Sudan Joint Response
FCPA	Fragile Context Programme Approach	SOMJR	Somalia Joint Response
FDRA	Foundation Dutch Relief Alliance	SOMFJR	Somalia Floods Joint Response
FSL	Food Security and Livelihoods	SSJR	South Sudan Joint Response
GZAJR	Gaza Joint Response	SYJR GA	Syria Governmental Area Joint Response
GBV	Gender Based Violence	SYEJR	Syria Earthquake Joint Response
HEJR	Herat Joint Response	SYJR NGA	Syria Non-Governmental Area Joint Response
HEA	Health	TA	Travel Approval
ICR	Indirect Cost Recovery	TF	Task Force
IDP	Internally Displaced Persons	UN	United Nations
IWG	Innovation Working Group	WASH	Water, Sanitation, and Hygiene
JB	Joint Budget	WG	Working Group
JR	Joint Response	YNMJR	Yemen Joint Response
LAG	Local Advisory Group		
LIBJR	Libya Joint Response		
LWG	Localisation Working Group		
MAP	Multi-annual Plan		
MEAL	Monitoring, Evaluation, Accountability, and Learning		
MFA	Ministry of Foreign Affairs		
MoU	Memorandum of Understanding		
MOZJR	Mozambique Joint Response		

Lessons Learned from the Risk Sharing Pilot in Humanitarian Programming

This publication outlines the lessons learned from a Risk-Sharing Pilot in humanitarian programming. | Dutch Relief Alliance and the Dutch Ministry of Foreign Affairs

Grand Bargain 3.0: The Story of the Dutch Relief Alliance

How the Dutch Relief Alliance is implementing the Grand Bargain 3.0 framework (emphasizing localisation, flexible and multi-year funding, accountability, and innovation) to enable locally led humanitarian responses across multiple crises, illustrating successes, challenges, and reflections from practitioners on the ground. | Dutch Relief Alliance

When Every Second Counts: Humanitarian Response after the Herat Earthquake

Impressive publication on the Afghanistan Herat Earthquake Joint Response. | Dutch Relief Alliance

Inclusion Insight Paper

The two-page Inclusion Insight summary underscores how the Dutch Relief Alliance embeds gender and inclusivity across its humanitarian responses by spotlighting adaptive practices, inclusive partner engagement, and accountability to vulnerable groups - making it a relevant read for anyone aiming to ensure that humanitarian aid is both equitable and responsive. | Dutch Relief Alliance

DRA Team including Board of Directors (BoD) and Officers

Chair

The Chair of the DRA manages the overall coordination of the Alliance and is the main point of contact for DRA Partners, the Ministry of Foreign Affairs (MFA), and other stakeholders. The Chair oversees the overall implementation of the DRA strategy, works closely with the other BoD members, the Vice Chair, and the Crisis Coordinator, and has a functional matrix line with the Officers (Support officer, Innovation officer, Finance officer, Programme & Compliance officer, Communication officer, and Legal officer).

Vice Chair

The Vice Chair of the DRA supports the Chair in the overall coordination of the Alliance and is a point of contact for DRA Partners, the Ministry of Foreign Affairs (MFA), and other stakeholders. The Vice Chair supports the Chair in overseeing the overall implementation of the DRA strategy and works closely with the other BoD members, the Chair, and the Crisis Coordinator. The Vice Chair supervises DRA interns.

Crisis Coordinator

The Crisis Coordinator oversees DRA's Protracted and Acute Joint Responses. The Crisis Coordinator manages the coordination and linkages across Joint Responses, and with MFA, and ensures integration of DRA's strategic objectives on Impact, Quality, Efficiency, and Effectiveness within the joint response designs, operations, and reporting. The Crisis Coordinator has a functional matrix line with the Quality officer and the MEAL officer and provides support in reviewing ACJR and PCJR proposals and in providing guidance and support on operationalisation of DRA strategic ambitions within Joint Responses and strengthening collaborative impact.

Support Officer

The Support officer of the DRA supports the BoD in the day-to-day management of the Alliance and aligns and facilitates the information flows among the DRA Partners, BoD, BoS, Working Groups, MFA, and other external stakeholders.

Quality & MEAL Officer

The Quality & MEAL Officer works with JR leads to ensure quality design and implementation of Protracted and Acute Crises JRs, in line with the Core Humanitarian Standard (CHS) and the thematic priorities of the DRA strategy 2022 – 26, and identifies areas for improvement in the implementation of processes and the execution of programmes. The officer leads on Monitoring Evaluation, Accountability and Learning for the DRA, ensuring that systems are in place to measure the quality of programmes, and guarantees high-quality data is available to demonstrate progress on the strategic ambitions of the DRA.

Innovation officer

The Innovation officer contributes to the strategic and operational direction of the DRA ambition on Innovation, and supports JR Leads through technical expertise in the design and scaling lifecycle of innovations in JRs. The officer plays a critical role in ensuring the quality, coherency, and viability of innovation project investments, in testing elements of the strategy, and in providing shared learning for the DRA and for the wider humanitarian sector.



Finance officer

The Finance officer oversees the financial management and control for DRA, including preparing annual plans, liquidity requests, checking financial reports, consolidating annual financial reports, and leading annual account and meta-audit of the foundation. The officer supports in all Joint Response financial issues, including the filing documentation for auditing purposes.

Program & Compliance officer

The Program & Compliance officer oversees the contractual process of all the Joint Responses, ensuring control and compliance, including annual plans, annual reports, deviations, contractual arrangements, revisions of JRs proposals, managing changes or deviations, ensuring alignment with PCM and ACM, and contributing to other tasks that support the efficiency of the DRA.

Communications officer

The Communications officer focuses on communication in the Netherlands (MFA, Dutch public, parliamentarians) and communication towards the international humanitarian sector, with specific attention for the Grand Bargain commitments. The Communications officer – together with the Visibility Working Group – develops a communication plan, and supports the BoD, Working Groups, and JRs in communication tasks.

Legal officer

The Legal officer provides legal advice and recommendations upon request of the BoD, Support officer, and Working Groups of the DRA. The officer develops and updates legal documents in line with the requirements of MFA, and the governing documents of the DRA.

DRA Working Groups (WG)

Early Warning WG

The Early Warning WG monitors, identifies, and prioritises new humanitarian crises emerging and makes recommendations for the start of new AC JRs.

Finance WG

The Finance WG monitors the DRA and the Joint Responses' budgets. In addition, it develops tools tailored to the needs of the Joint Responses with respect to financial management. In general, the Finance Task Force assesses financial risks and provides technical financial support when needed.

Fundraising WG

The Fundraising WG aims to support Joint Responses through identification of cooperation opportunities with third parties and supports DRA and MFA in creating and exploiting EU Delegated Cooperation funding opportunities.

Localisation WG

The Localisation WG supports and facilitates the DRA Partners in realising a collaborative impact on locally led action in the countries where DRA implements a Joint Response, and ensures close collaboration with the Local Advisory Group.

Quality WG

The Quality WG contributes to improved implementation and quality of Joint Responses in line with DRA's strategic priorities, multiyear objectives, and MEAL framework.

Visibility WG

The Visibility WG is a group of communication and advocacy experts who focus on the visibility of DRA's work and broader DRA lobby. The WG boosts the DRA's efforts to: 1) gain attention for specific crises, and 2) to increase transparency to the government as well as the Dutch public and the affected populations.

