

DUTCH RELIEF ALLIANCE 2025 ANNUAL IMPACT REPORT



TABLE OF CONTENTS

	1. Foreword	5
	2. Our Activities at a Glance 2025	6
	3. About the Dutch Relief Alliance	8
	Take a Closer Look Life Story in South Sudan	11
	4. DRA Strategy in 2025	12
	4.1 Impact for people in need	12
	4.2 Equitable, effective, and efficient joint response	13
	4.3 Quality, learning, and innovation	14
	4.4 Visibility and influence	15
	Take a Closer Look Lobby and Advocacy Highlights 2025	16
	5. Acute Crisis Joint Responses	18
	5.1 Consolidated Report 2024 - 2025	19
	5.2 Consolidated Report Overview: 2024 Launch into 2025	20
	5.3 Consolidated Report Overview: 2025 Programmes	21
	5.4 Acute Crisis Joint Responses	22
	5.4.1 Nigeria Floods Acute Crisis Joint Response 2024 – 2025	24
	5.4.2 Lebanon Acute Crisis Joint Response 2024 – 2025	26
	5.4.3 South Sudan Flood Acute Crisis Joint Response 2024 – 2025	27
	5.4.4 Gaza Acute Crisis Joint Response 2025	28
	5.4.5 Democratic Republic of the Congo - Goma Acute Crisis Joint Response 2025	30
	5.4.6 Mozambique Cyclone Acute Crisis Joint Response 2025	32
	5.4.7 Myanmar Earthquake Acute Crisis Joint Response 2025	33
	Take a Closer Look Life Story in Sudan	35
	6. Protracted Crisis Joint Responses	36
	6.1 The Protracted Crisis Mechanism	36
	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 (GCA) Protracted Crisis Joint Response	50
	6.3.8 Syria Non-Government-Controlled Areas (NGCA) Protracted Crisis Joint Response	52
	6.3.9 Yemen Protracted Crisis Joint Response	54
	Take a Closer Look Innovation: Building Resilience through Agricultural Value Chains	57

	7. Structure, Governance, and Management	58
	7.1 The Dutch Relief Alliance (DRA) governance structure	58
	7.2 Risk management	62
	7.3 Reflections on the functioning of Foundation DRA	63
	Take a Closer Look Women-Led NGO: Supporting Somali Women and Girls	65
	8. Integrity	66
	8.1 Incidents reported in 2025	67
	Take a Closer Look Life story featured in “Ten Years of Dutch Relief Alliance in Ten Stories”	69
	Annex A: Abbreviations	71
	Annex B: Publications in 2025	72
	Annex C: Governance Bodies and Positions	74

In 2025, the Dutch Relief Alliance (DRA) marked its 10-year anniversary, celebrating a decade of partnership and humanitarian response. DRA has evolved a strong partnership model responding to complex crises with speed, quality, and our commitment to locally led response. As Board of Directors members, we are incredibly proud of this achievement, and of our colleagues and partners across the world.

Yet we face increasing global challenges. In 2025, the number of people in need was among the highest ever recorded. The humanitarian sector faced severe funding cuts and restrictions on humanitarian space and principles. These facts are not abstract: Every day the communities we serve and our colleagues and partners working among them in the world's most challenging contexts face these realities.

The harrowing events in El Fasher underlined a deepening humanitarian crisis in Sudan. Famine conditions spread across Gaza, while access was severely limited. Conflict and climate change-related disasters affected communities in South Sudan, DRC, Myanmar, and many other locations.

Yet even in these challenging circumstances, stories of hope remind us why our work matters. One of them is Khadiga's, a 44-year old mother from Sudan, who was forced to flee her home. With cash assistance provided through DRA, she was able to meet her family's immediate needs and find a foundation to rebuild. As she shared: 'This cash assistance gave us the hope we so desperately needed. (...) [the] support didn't just meet our needs, it restored our dignity, our confidence, and our hope for a better tomorrow.'

Our collaboration with 124 local organisations in 2025 also gives hope. We are proud that partners reported seeing improved communication and longer-term commitments, which helps them to invest in organisation-building and quality programming.

Together, we reached over 3.8 million people in 2025. We delivered life-saving assistance in Nigeria, Lebanon, South Sudan, Gaza, the Democratic Republic of Congo (DRC) and Goma, Myanmar, and Mozambique while also investing in long-term solutions in Afghanistan, DRC, Ethiopia, Somalia, South Sudan, Sudan, Syria, and Yemen. We also continued to raise awareness of humanitarian needs, access, and principles in the Netherlands and beyond by engaging with Ministers, Parliamentarians, and the wider public.

As we enter the final year of this strategic period and prepare for the next, in partnership with the Ministry of Foreign Affairs of the Netherlands, we will build on these collaborations to provide quality, timely, and flexible assistance to people who need it the most.

Board of Directors,

Milou de Bruijne,
Chair, on behalf of ZOA

Anton van Wijk,
Crisis Response Manager

Jessie Bokhoven,
Alliance Manager



Milou de Bruijne



Anton van Wijk



Jessie Bokhoven

2025 Dutch Relief Alliance Annual Report

Colophon

Coordination: Serina Edward-Pius and Jessie Bokhoven

Text: Dutch Relief Alliance

Editing: Lynn Denton

Design: Saskia Ottenhoff, NIKSdesign

Photography: Dutch Relief Alliance unless otherwise indicated

Contact

Dutch Relief Alliance

Laan van Nieuw Oost-Indië 131-K

2593 BM The Hague

The Netherlands

E: office@dutchrelief.org

I: www.dutchrelief.org

2. OUR ACTIVITIES AT A GLANCE 2025

DUTCH RELIEF ALLIANCE

In 2025,
the Dutch Relief Alliance comprised

14
NON-GOVERNMENTAL ORGANISATIONS

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 Ministry of Foreign Affairs of the Netherlands.

In 2025,
we reached

3.8
MILLION PEOPLE

with humanitarian
assistance¹

¹ Including Acute Crisis Joint Responses (ACJRs) initiated in 2024, reporting in 2025. Excluding ACJRs started in 2025 that will be reported in 2026. Including expenditures and people reached with innovation projects.

We offered
assistance in

8 INTERVENTION
SECTORS in 2025¹

415,071		Food Security & Livelihoods
2,181,873		Water, Sanitation and Hygiene (WASH)
1,015,369		Health
612,011		Protection
211,572		Nutrition
271,620		Multipurpose Cash Assistance
109,692		Shelter and non-food items
37,311		Education

Expenditures
46%
EUR 39,008,169
spent through
LOCAL PARTNERS
(localisation index)



We worked
together with

124
LOCAL PARTNERS

We invested

84.8
MILLION EUROS

in joint responses to acute and protracted crises² of which EUR 69,800,789 expenditures reported in this 2025 report. Additionally, EUR 7,575,432 of ongoing 2024 expenditures are reported.

Expenditures
31%

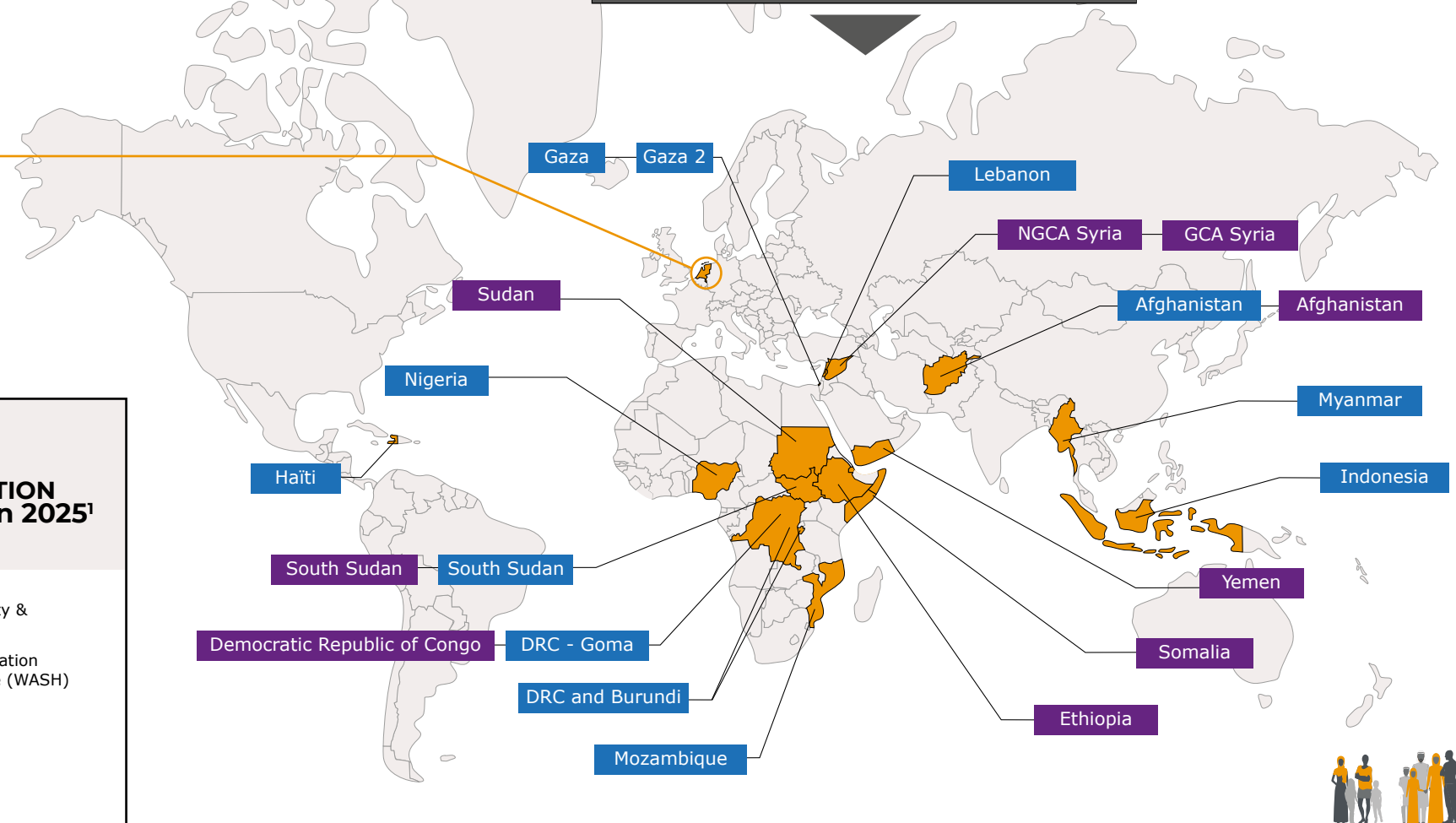
EUR 26,610,472
ACUTE CRISIS JOINT RESPONSES

Expenditures
69%

EUR 58,190,317
PROTRACTED CRISIS JOINT RESPONSES
(incl. top up innovation)

WE INVESTED EUR 84,800,789 IN JOINT RESPONSES TO ACUTE AND PROTRACTED CRISES²

In 2025, we have been
implementing
21
JOINT RESPONSES
in
16
COUNTRIES



WE REACHED 3,887,038 MILLION PEOPLE WITH HUMANITARIAN ASSISTANCE¹

TOTAL

ACUTE CRISIS JOINT RESPONSES IN 2025		
Initiated in 2024, concluded in 2025	Lebanon (Conflict)	148,342
	Nigeria (Floods)	618,412
	South Sudan (Floods)	46,620
2,860,511	DRC - Goma (Conflict)	127,148
2,992,926	Gaza (Conflict)	282,453
2,863,998	Mozambique (Cyclone)	148,903
2,893,036	Myanmar (Earthquake)	86,080
3,000,000	Afghanistan Returnees (Conflict)	
3,000,000	DRC and Burundi (Conflict)	
3,000,000	Gaza 2 (Conflict)	
3,000,000	Haiti (Hurricane)	
3,000,000	Indonesia (Cyclone Senyar)	
TOTAL		
3,887,038		
PROTRACTED CRISIS JOINT RESPONSES 2024-2026		
7,615,024	Afghanistan	296,097
6,640,929	Democratic Republic of Congo	271,929
6,025,892	Ethiopia	196,309
6,120,872	Somalia	347,805
7,602,322	South Sudan	172,063
7,409,554	Sudan	315,748
5,693,950	Syria GCA	373,627
2,403,047	Syria NGCA	214,978
8,678,727	Yemen	240,524
TOTAL		
3,887,038		

² Total amount of expenditures, of which EUR 69,800,789 accountable for in 2025 and EUR 15,000,000 of ongoing acute joint responses that will report in 2026. Those amounts do not include the corrections on the 2024 figures in the financial report of 2025.

3. ABOUT THE DUTCH RELIEF ALLIANCE

The Dutch Relief Alliance (DRA) is a coalition of 14 Dutch iNGOs allied to provide humanitarian assistance to people worldwide. Over the last decade, DRA has delivered aid to millions of people in multiple crises around the world. Collaborating with local communities, DRA supports people to act on their own insights and priorities, helping ensure that assistance is relevant, effective, and reaches those who need it most.

Established in 2015

DRA was established in 2015 in response to the growing number of people affected by ever-increasing humanitarian crises worldwide. Alliance members spring into action when acute disasters affect ordinary people; through its members coordinated efforts, the alliance can respond to these acute crises within 72 hours. Such quick and decisive action saves lives and alleviates suffering. Alliance members then stay and engage to help people rebuild, ensuring that women, men, and children can resume their lives.

DRA equally responds to protracted crises in regions where people are impacted by long-term conflict. In these situations, the alliance is increasingly incorporating elements of the nexus approach, moving towards a closer integration of humanitarian action aiming to strengthen resilience while providing humanitarian assistance.

Alliance partners

DRA's 14 iNGO members are CARE Netherlands, Cordaid, Dorcas, Help a Child, Oxfam Novib, Plan International in the Netherlands, Save the Children Netherlands, SOS Children's Villages Netherlands, Stichting Vluchteling, Tearfund Netherlands, Terre des Hommes Netherlands, War Child Netherlands, World Vision Netherlands, and ZOA. Equally important are DRA's 124 national and local partner organisations around the world. The alliance's work is made possible through the commitment and support of valued donors and partners, especially the Ministry of Foreign Affairs of the Netherlands.

Alliance approach

DRA partners provide equitable humanitarian relief based on solid plans, proven approaches, and close coordination at all levels. Each joint response is unique — involving a distinct set of activities and participants — and is tailored to specific needs, challenges, and capacities.

The alliance's governance and support structures are composed of representatives from participating member organisations, serving both rotational and fixed roles across different levels of the alliance. Members work in teams according to their professional expertise and experience to manage long-term flexible funding and facilitate complex processes on the iNGO members' behalf.

The alliance has established itself as a global testing ground for the humanitarian sector's Grand Bargain Commitments and Core Humanitarian Standards, specifically in localisation, multiyear funding and programming, innovation, accountability, and community engagement.



TAKE A CLOSER LOOK LIFE STORY IN SOUTH SUDAN



“Success is rarely achieved by one organisation alone. It depends on trust, coordination, cultural understanding, and a shared commitment to serving communities with dignity and respect.”

Emmanuel Charles Sebit: Reflections on my Humanitarian Work and Life in South Sudan

I am a Field Coordinator for Help a Child South Sudan under the Dutch Relief Alliance's (DRA) South Sudan Joint Response (SSJR), where I am responsible for coordinating child protection and education interventions across the Greater Pibor Administrative Area. Altogether, I have spent nearly six years serving communities in Greater Pibor, allowing me to build strong relationships and gain a deep understanding of the local context. My current role involves ensuring effective collaboration among INGO partners working in numerous activities, maintaining programme quality, supporting joint planning, monitoring implementation, and coordinating with local authorities and communities.

Memorable experiences

One memorable moment was coordinating the real-time review mission in 2024 across the Greater Pibor Administrative Area, when consortium partners and stakeholders came together to assess the progress, quality, and impact of the SSJR across all programme sectors.

Organising the review required extensive planning and coordination. Reaching remote communities involved overcoming difficult terrain, arranging logistics in areas with limited infrastructure, and engaging closely with community leaders, local authorities, and consortium partners. Our team learned that flexibility and strong coordination are essential to operating successfully in such a complex environment.

Another defining experience came when demolition threats placed several project implementation sites at risk. The situation demanded immediate engagement with the Relief and Rehabilitation Commission and other local authorities. Through continuous dialogue, negotiation, and coordination, we were able to protect critical project facilities and ensure that essential services, such as food security and livelihoods (FSL), and WASH, for vulnerable children and families continued without interruption.

Personal reflection

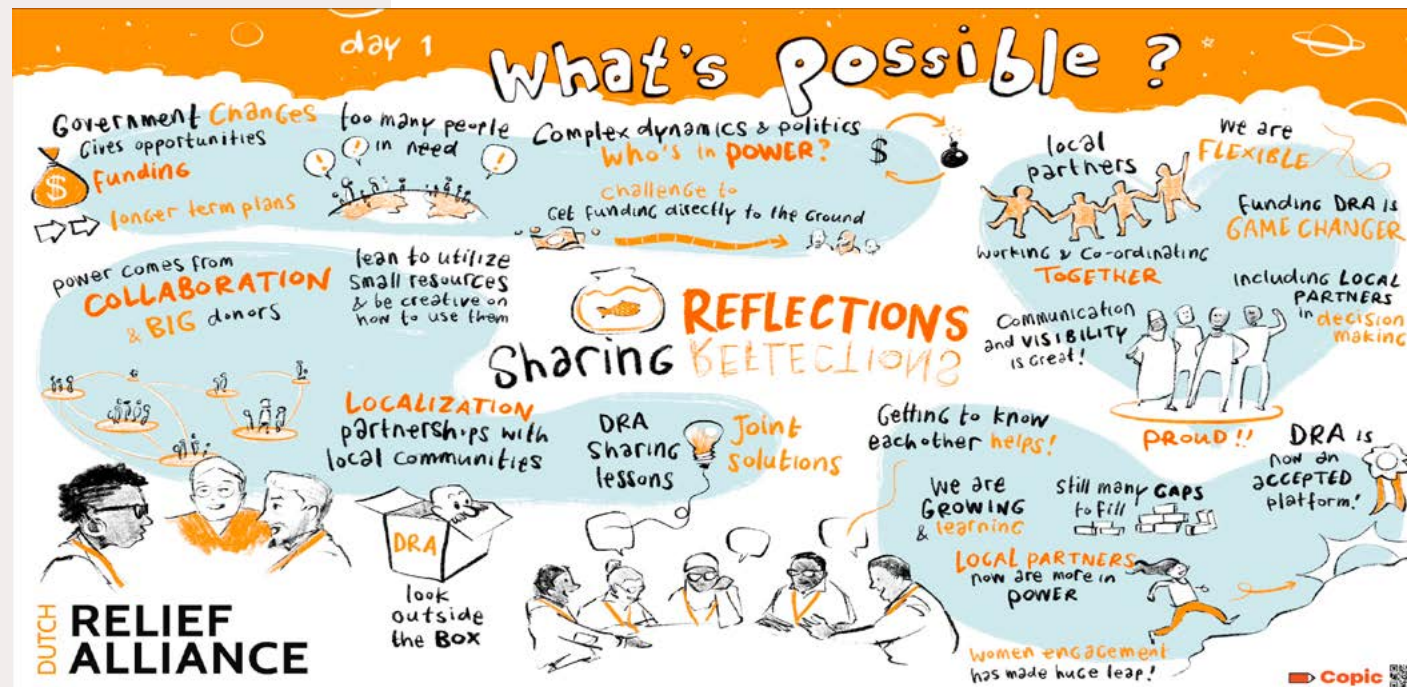
Working in Pibor has taught me that humanitarian action requires resilience, adaptability, and genuine partnership. Success is rarely achieved by one organisation alone. It depends on trust, coordination, cultural understanding, and a shared commitment to serving communities with dignity and respect.

My hope is that readers of the DRA Annual Impact Report will recognise the importance of integrated humanitarian programming. Even in some of the most challenging environments, committed teams working together can create meaningful and lasting change for children and their communities.

Closing thoughts

I leave two reflections from my six years in South Sudan: working in Pibor has taught me that resilience and teamwork are critical in delivering assistance where it is needed most. Despite the challenges, seeing the positive impact on children and communities keeps me moving forward every day.

4. DRA STRATEGY IN 2025



DRA strategy in practice

In 2025, the world was confronted with humanitarian crises of unprecedented scale and intensity, driven by escalating conflict, climate shocks, and protracted and complex crises. Amid the increasing complexity of the work, the Dutch Relief Alliance (DRA) made significant progress on the DRA Strategy and Multi-Annual Plan 2022 – 2026.

DRA's 2023 strategy reprioritisation continued to shape the 2025 annual plans, ensuring that efforts remained focused and relevant.

Late in 2024, 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 need. This exercise was formally completed in 2025 and confirmed the continued relevance of DRA's acute crisis and protract crisis mechanisms, while highlighting the importance of maintaining flexibility to respond and adapt in line with ongoing trends and developments.

4.1 Impact for people in need

People affected by crises are at the centre of DRA's response. DRA works in partnership with people affected by humanitarian emergencies, contributing to reducing suffering and building resilient communities. The alliance provides timely, efficient, and high-quality humanitarian responses, grounded in equitable partnerships and locally led action as core principles.

In 2025, DRA's 14 INGO members and 124 local and national partners in 16 countries provided life-saving assistance to more than three million people living in acute and complex crises. In 2025, DRA was active in nine major crises through its protracted crisis joint response (PCJR) mechanism, and launched seven acute crisis joint responses (ACJRs) to respond to rapidly deteriorating situations in seven countries. DRA received additional top-up funding from the Ministry of Foreign Affairs of the Netherlands for ACJRs in Gaza (humanitarian catastrophe) and Indonesia (Cyclone Seynar).

Crisis Modifiers embedded within the PCJRs proved critical in addressing sudden shocks within ongoing crises. Examples include responses to severe flooding in Yemen, an earthquake in Afghanistan, and conflict in Sudan.

The alliance partners prioritise a people-centred, gender-responsive approach, and timely, quality responses. In 2025, DRA strengthened learning, gender, and inclusion efforts through a series of initiatives. These included joint learning sessions on access and timeliness, updated gender-insight materials showcasing programming across PCJRs, tailored training delivered by the Gender in Emergencies (GiE) team, and updates to the gender programming report. Inclusion was advanced through the development and dissemination of internal and external insight papers; a dedicated learning session with colleagues from Afghanistan, Somalia, and Yemen; and engagement with the Ministry to showcase work on and promote the importance of inclusion.

To expand programmatic reach and sustainability in 2025, DRA supported JRs and local/national partners with fundraising capacity-strengthening initiatives. These included supporting the documentation of joint learning from best practices, and engagement and advocacy efforts with stakeholders and donors.

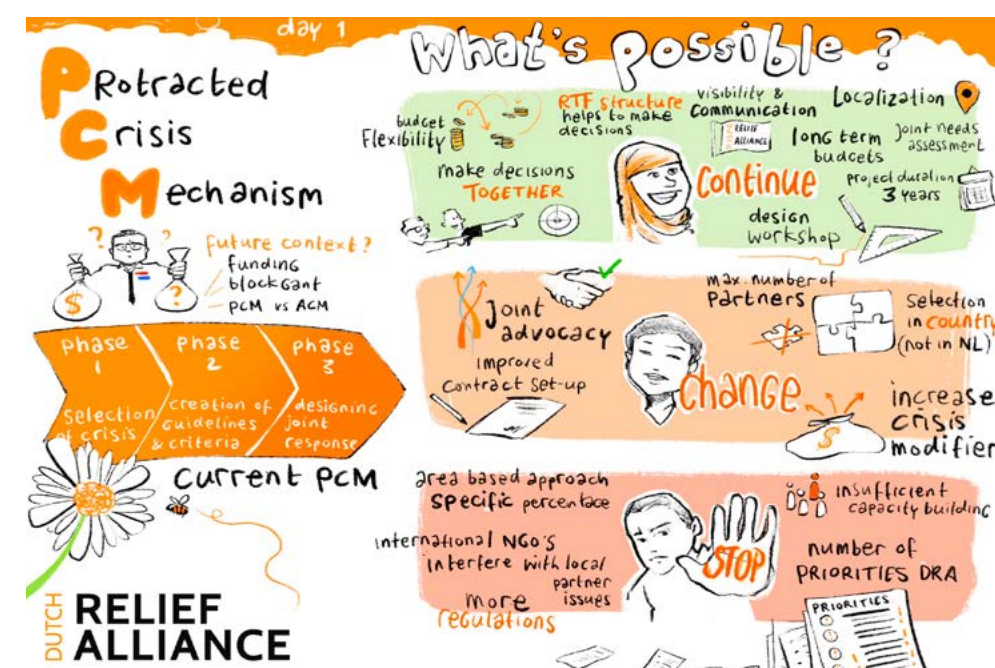
4.2 Equitable, effective, and efficient joint response

Partnership survey and governance

Performance in 2025 demonstrated tangible progress in advancing DRA's commitments to locally led action and equitable partnerships.

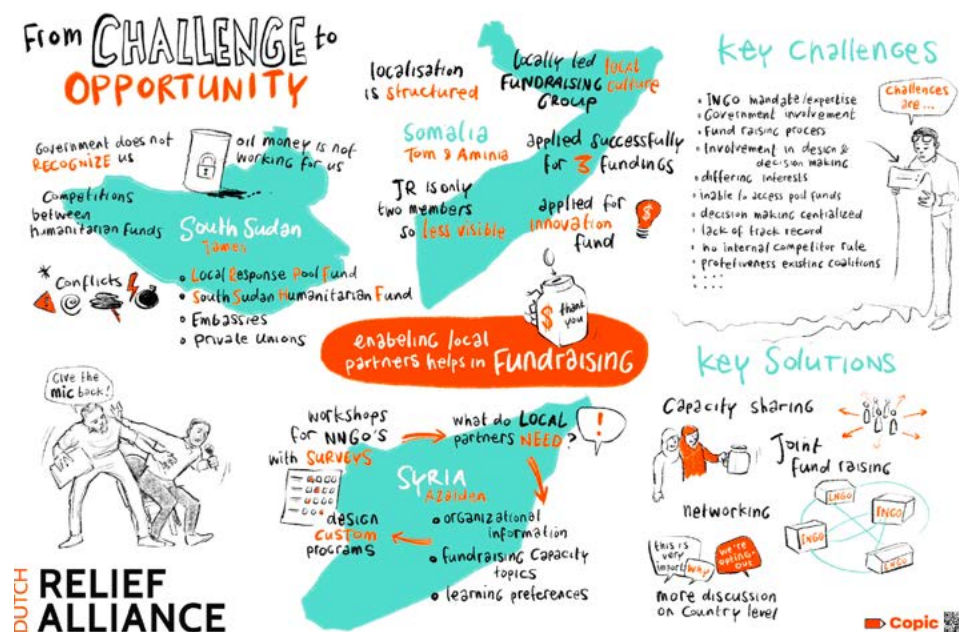
1. The annual partnership survey assesses the equitable nature of partnership in protracted crisis joint responses (PCJRs) from 2022 through 2026. National/local partners provide honest feedback in this important assessment.

The 2025 partnership survey¹ illustrates this commitment. The perception of **equitable partnership** remained broadly stable compared to 2024, with partners rating the equitable nature of their partnership with a 7.4 out of 10. The perceived quality of partnership is progressively improving. Partners reported improved relationships and communication with INGO counterparts (80% assess communication as positive) and partners reported feeling meaningfully engaged. Most partners now hold two-year contracts, financial management practices have notably improved, and for the first time, no partners report a contract shorter than a year. This enabled quality programming and institutional growth. All partners received proportional indirect cost recovery and 46% of the programme budget is handled by local partners.



While overall performance was strong, areas for improvement remain. Adequate cost coverage for security-related expenses and sufficient Duty of Care for frontline staff are key priorities. Addressing these gaps is critical given the increasing insecurity and pressure faced by national staff.

In 2025, DRA also piloted initiatives focused on exploring more locally led and inclusive governance structures. This includes the introduction of the Local Advisory Group (LAG) Chair representation in DRA partners' meetings, and the "Towards Direct Funding Pilot" in Yemen.



Risk sharing

Building on the risk-sharing pilots launched in 2024 in collaboration with the Ministry of Foreign Affairs of the Netherlands, the risk-sharing framework and dialogues were further applied and tested across multiple contexts. In 2025, two additional joint responses — Somalia and Syria (the formerly non-government controlled area – NGCA) – piloted risk sharing, while follow-up actions from the other pilots continued to be implemented. A joint learning paper was published by DRA and the Ministry, capturing key insights from the initial phase.

Safety of humanitarian workers

As in 2024, the safety of humanitarian workers across the sector was severely affected. Likewise, DRA partners from different countries faced access and security concerns while delivering humanitarian support. In addition to supporting preventative measures, DRA actively advocated for the protection of humanitarian needs, access, and principles (including international humanitarian law) and the safety and security of humanitarian workers.

4.3 Quality, learning, and innovation

Core Humanitarian Standard (CHS) on Quality and Accountability

In 2025, DRA made strong progress in integrating the CHS in its monitoring, evaluation, and learning efforts. Nearly all Real-Time Reviews (RTRs) include CHS criteria and CHS criteria are included in the evaluation guidelines. These efforts reflect a systematic commitment to quality and accountability. In parallel, a CHS pilot was launched in collaboration with the CHS alliance, initiating a self-assessment process for local and national partners. This marks an important step towards further streamlining due-diligence processes in collaboration with national and local partners.

Learning, knowledge management, and innovation

Learning and innovation are key drivers of delivering assistance with quality and strengthening humanitarian systems. In 2025, DRA supported its partners in using each other's experiences to improve programming through the development and publication of ACJR learning briefs on DRA responses in Myanmar, Haiti, and Chad; and by organising a learning session on access and timeliness, among others.

Other key innovations and learning milestones are the launch of the anticipatory action and preparedness pilots (critical in the context of growing needs and severity of climate crises), and the rollout of a learning management strategy.



4.4 Visibility and influence

In 2025, DRA continued to act as a leading and forward-looking humanitarian alliance.



A key milestone was DRA's tenth anniversary, which was a moment to jointly reflect on a decade of impact and progress with colleagues and other key stakeholders, including from the Ministry of Foreign Affairs of the Netherlands. In addition to a dedicated event, DRA published *Ten Years of Dutch Relief Alliance in Ten Stories*, capturing the alliance's journey and achievements to date.



Throughout the year, DRA enhanced its corporate branding and joint advocacy efforts. The adoption of the communication strategy and guidelines contributed to greater alignment across the alliance. DRA's visibility was further strengthened externally, including through a feature in a special Vice Versa edition highlighting DRA's localisation efforts.

Advocacy for humanitarian system strengthening and needs, access, and principles

DRA continued advocating for strengthening humanitarian systems. While system change in the humanitarian sector often begins with small but meaningful shifts, DRA's core principles (including equitable partnerships and quality, flexible funding) raise interest within the broader humanitarian landscape. These efforts are visible in-country, but also internationally, for example through engagement with Spain's Ministry of Foreign Affairs on the DRA model, and interest from Australian NGOs and the UK government. DRA also contributed to key platforms such as the European Humanitarian Forum.

At the Netherlands level, DRA strongly engaged in high-level humanitarian advocacy. This included meeting with key officials, including the Prime Minister and Dutch Minister of Foreign Affairs, to discuss humanitarian access in Gaza, and key advocacy efforts on access, humanitarian needs, and principles.

DRA also held an introductory meeting with the newly appointed Secretary of State, who visited the Syria Joint Response in 2025. In addition, DRA partners were invited to brief Parliament on the situation in Sudan, and international colleagues — including the LAG member from Sudan — met with Dutch Members of Parliament to raise awareness on urgent humanitarian concerns. These engagements reflect the growing recognition of DRA's expertise, credibility, and influence within the humanitarian sector and in public debate.

TAKE A CLOSER LOOK
LOBBY AND ADVOCACY HIGHLIGHTS 2025



“Effective humanitarian action depends on collaboration.”

In 2025, the Dutch Relief Alliance (DRA) strengthened its collective advocacy role at a time of escalating humanitarian needs, shrinking global funding, and increasing constraints on humanitarian access. As the alliance celebrated its tenth anniversary, it used its convening power to advocate for principled humanitarian action, stronger partnerships with local organisations, and sustained political commitment to people affected by crises.

A major advocacy priority throughout the year was defending humanitarian access and respect for international humanitarian law (IHL). Building on concrete experiences from joint responses, the alliance continued to speak with governments and relevant authorities to improve access to populations affected by conflict, particularly in highly constrained environments such as Gaza, Yemen, and Sudan. DRA consistently highlighted the need for safe, impartial, and needs-based humanitarian assistance while drawing attention to the increasing risks faced by humanitarian workers, who have increasingly become targets in conflict zones in violation of IHL.

“The growing gap between humanitarian needs and available resources.”

The alliance also intensified its advocacy for localisation, promoting locally led humanitarian action as a core principle rather than an aspiration. Through its Local Advisory Group and partnerships with 124 local organisations, DRA championed greater decision-making power, leadership, and equitable financing for local actors. This commitment extended to practical policy work on risk sharing, helping shift discussions with institutional donors from risk transfer towards more balanced and equitable partnerships.

Recognising the challenging funding landscape, DRA engaged with the Ministry of Foreign Affairs of the Netherlands and other stakeholders to demonstrate the value of flexible, collaborative humanitarian financing. The alliance emphasised that collective responses enable faster, more efficient, and better-coordinated assistance while strengthening accountability and learning across partners. Throughout the year, it also highlighted the growing gap between humanitarian needs and available resources, calling for sustained investment in humanitarian action.

The alliance continued to promote implementation of the Grand Bargain commitments, including locally led action, multiyear funding, accountability to affected communities, and meaningful participation. By sharing lessons from joint responses and innovation initiatives, DRA positioned itself as a platform for advancing system-wide improvements in humanitarian practice rather than focusing solely on emergency delivery.



Finally, DRA used its tenth anniversary to reinforce its advocacy message that effective humanitarian action depends on collaboration. Bringing together 14 Dutch humanitarian organisations and dozens of national and local partners, the alliance highlighted how collective advocacy, shared learning, and coordinated responses can improve both humanitarian outcomes and the resilience of the international humanitarian system. Looking ahead, DRA reaffirmed its commitment to influencing policy, strengthening local leadership, and ensuring that people affected by crises remain at the centre of humanitarian decision-making.

5. Acute Crisis Joint Responses

New acute crisis joint responses (ACJR)

In 2025, the Dutch Relief Alliance (DRA) launched nine acute crisis joint responses, funded from Block Grant 2025 — two more than in 2024. Five joint responses were activated in slow-onset crises and another four in sudden-onset crises. Most of the acute responses were necessitated by man-made disasters related to armed conflict or civil unrest; four responded to natural disasters.

The budget for acute crisis management in 2025 was EUR 27 million, including indirect cost recovery and management cost divided among the nine responses. This budget included EUR 3 million brought forward from the 2026 budget for a joint response in DRC and Burundi.

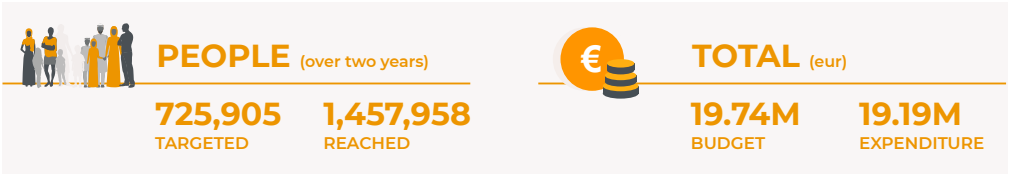
This report covers the first four acute joint responses of 2025, as the other five will only submit final reports after the completion of this report. Thereby, only the acute crisis joint responses for Gaza 1, DRC – Goma, Myanmar, and Mozambique are reported in the 2025 report, and the other five will be reported in the 2026 report. This report also includes three acute crisis joint responses from 2024 not covered in the 2024 report: Lebanon, Nigeria, and South Sudan.

Joint Response	Country	Lead	Crisis Onset	Disaster	Allocated EUR	Learning Exercise
Gaza 1	Occupied Palestinian Territory, Gaza Strip	War Child	Slow	Conflict	3,000,000	Rapid Real-Time Review
DRC – Goma	DRC	Tearfund NL	Sudden	Conflict	3,000,000	External End Evaluation
Myanmar earthquake	Myanmar	World Vision	Sudden	Earthquake	3,000,000	Rapid Real-Time Review
Mozambique cyclone	Mozambique	CARE NL	Slow	Cyclone	3,000,000	Rapid Real-Time Review
Joint Response will be reported in the 2026 report						
Afghanistan returnee crisis	Afghanistan	World Vision	Slow	Conflict	3,000,000	Rapid Real-Time Review
Gaza 2	Occupied Palestinian Territory, Gaza Strip	War Child	Slow	Conflict	3,000,000	Rapid Real-Time Review
Haiti	Haiti	Tearfund	Sudden	Hurricane	3,000,000	Rapid Real-Time Review
Indonesia Cyclone Senyar	Indonesia	Plan International	Slow	Cyclone/Floods	3,000,000	Rapid Real-Time Review
DRC and Burundi	Burundi and DRC	Help a Child	Sudden	Conflict	3,000,000	Rapid Real-Time Review



5.1 Consolidated Report 2024 - 2025

As stated above, this report is a consolidated report covering **seven acute crisis joint responses** from 2024 and 2025 — Lebanon, Nigeria, and South Sudan (2024) and DRC – Goma, Mozambique, Myanmar, and Gaza (2025), classified by response start date. Together the responses **targeted 725,905 people** but **reached 1,457,958**, drawing on a combined **budget of EUR 19.74 million**, with **EUR 19.19 million spent**. Responses spanned across sectors, including food security, WASH, health, and nutrition, among others, exceeding reach targets while investing heavily in local and national partnerships.



5.2 Consolidated Report Overview: 2024 Launch into 2025

This 2024 consolidated report covers DRA acute crisis joint responses in Lebanon, Nigeria, and South Sudan. Responses spanned food security, WASH, health, nutrition, shelter/NFIs, multi-purpose cash assistance, and protection.



Response highlights

Lebanon (War Child lead).
Following the October 2024 border escalation and November ceasefire, six DRA partners reached 148,342 people (218% of 68,031 targeted) across six governorates. Over 70,000 received food assistance, 63,562 people accessed WASH facilities, 24,494 received shelter support, and 6,708 benefitted from cash distribution. **Budget EUR 3.94 million, expenditure EUR 3.86 million, with 45% channelled through local partners.**

Nigeria – Floods (Plan International lead).
After the September 2024 Maiduguri dam break displaced over 400,000 households, six partners reached 618,412 people against a 147,600 target. WASH reached 543,107 people, cash 47,187, and protection 36,669, with a 96% cure rate for severe acute malnutrition. **Budget EUR 3 million, expenditure EUR 2.92 million, 36% spent through local partners.**

South Sudan – Floods (Help a Child lead).
Tearfund and two local NGO partners responded to flooding in Fangak County, reaching 46,620 people against a 22,200 target. 2,000 households received multi-purpose cash assistance and 2,300 received shelter/NFI kits; 96% reported improved well-being. **Budget EUR 800,000, expenditure EUR 788,610, with 83% implemented through local partners.**



Cross-cutting findings
Localisation was central, as local partners led frontline delivery, enabling access to insecure environments and mobilising emergency distributions within 48 hours. Efficiency gains resulted in increased coverage due to integrated multi-sector delivery, favourable procurement, and lower cash- transfer values. Common challenges included shifting contexts (Lebanese ceasefire, Nigerian camp closures), access constraints from damaged infrastructure and insecurity, and difficulty tracking highly mobile displaced populations.

5.3 Consolidated Report Overview: 2025 Programmes

This 2025 report covers DRA acute crisis joint responses in DRC – Goma, Mozambique, Myanmar, and Gaza. Responses covered food security, WASH, health, shelter/NFI, multi-purpose cash assistance, and protection, delivered in highly insecure, access-constrained settings.



Response highlights

DRC – Goma (Tearfund lead).
After the M23 takeover of Goma, six partners reached 127,148 people (target 114,941). 128,244 people were reached in the WASH sector, protection 30,423 (incl.15,746 children and 204 family reunifications) and cash assistance 19,733. **Budget EUR 3 million, expenditure EUR 2.86 million, 43% through local partners.**

Mozambique – Cyclone Jude (CARE lead).
Six partners responded across Nampula and Cabo Delgado, reaching 148,903 people against a 90,950 target. 168,082 people were reached in the WASH sector, protection 71,026, food 17,263, and shelter 10,926. **Budget EUR 3 million, expenditure EUR 2.86 million, 52% through national partners.**

Myanmar – earthquake (World Vision lead).
Responding to the strongest earthquakes since 1912, six partners reached 86,080 people (target 71,836). Multi-purpose cash assistance was central (60% of direct costs), reaching 58,253. **Budget EUR 3 million, expenditure EUR 2.89 million (96%), with 68% through 11 local partners — the highest localisation rate of all ACJRs.**

Gaza (War Child lead).
Despite blockades, bombardment, and famine conditions, seven Palestinian partners enabled the response to exceed target by 34%, reaching 282,453 over the planned 210,347. Health reached 142,780, 107,255 people were reached in the WASH sector, and protection/MHPSS 22,633. **Budget EUR 3 million, expenditure EUR 3 million, 52% through local partners.**

Cross-cutting findings
Localisation underpinned every response, with 43 – 68% of budgets channelled through local partners who maintained service continuity where international access was impossible. Mobile and integrated delivery models, shifts to mobile money and e-wallets, and embedded accountability mechanisms improved reach and trust. Shared challenges included extreme insecurity, disrupted banking, damaged infrastructure, and difficulty in tracking displaced populations.

Consolidated Beneficiary Table 2024 (sum of the three joint responses)

		Food Security & Livelihoods	Nutrition	WASH	Health	Shelter	Multi-Purpose Cash	Protection	TOTAL JR's 2024
									
Lebanon	Target	36,393	-	27,100	7,000	9,100	5,650	10,588	68,031
	Reached	70,883	-	63,562	6,231	24,494	6,708	8,835	148,342
Nigeria	Target	6,000	8,906	106,950	-	10,500	27,700	40,000	147,600
	Reached	17,802	9,384	543,107	-	25,228	47,187	36,669	618,412
South Sudan	Target	12,600	-	-	-	13,800	-	-	22,200
	Reached	18,240	-	-	-	28,380	-	-	46,620
Sector totals in 2024	Target	54,993	8,906	134,050	7,000	33,400	33,350	50,588	237,831
	Reached	106,925	9,384	606,669	6,231	78,102	53,895	45,504	813,374

Sector figures are summed across responses; totals reflect each response's reported total without double counting. Depending on the context, not each sector was covered in each joint response. Combined budget EUR 7.74 M/expenditure EUR 7.58 M.

Consolidated Beneficiary Table 2025 (sum of the four joint responses)

		Food Security & Livelihoods	WASH	Health	Shelter/ Non-Food Items	Multi-Purpose Cash	Protection	TOTAL JR's 2025
								
DRC – Goma	Target	4,200	122,780	17,028	-	14,360	32,100	114,941
	Reached	4,854	128,224	7,739	-	19,733	30,423	127,148
Mozambique	Target	15,750	83,750	-	10,500	-	27,500	90,950
	Reached	17,263	168,082	-	10,926	-	71,026	148,903
Myanmar	Target	-	35,080	10,608	-	39,176	14,000	71,836
	Reached	-	24,839	6,047	-	58,253	12,752	86,080
Gaza	Target	7,450	97,450	89,925	-	3,080	12,442	210,347
	Reached	10,355	107,255	142,780	2,229	3,791	22,633	282,453
Sector totals in 2024	Target	27,400	339,060	117,561	10,500	56,616	86,042	488,074
	Reached	32,472	428,400	156,566	13,155	81,777	136,834	644,584

Sector figures are summed across responses; totals reflect each response's reported total without double counting. Dashes (-) indicate sectors not active in a given response. Combined budget EUR 12 M/expenditure EUR 11.61 M.

5.4 Acute Crisis Joint Responses

In the next pages the Acute Crises Joint Responses that reported in 2025 will be introduced.



Joint Response Lead:
Plan International

Alliance Partners:
CARE, Oxfam Novib, Plan International, Stichting Vluchteling/IRC, Terre des Hommes, ZOA

Local Partners:
Centre for Community Health and Development, Christian Rural and Urban Development Association of Nigeria, Center for Advocacy, Transparency and Accountability Initiative, Ekklesiyar Yan'uwa a Nigeria, Life at Best Development Initiative, Life Helpers Initiative, Care Best Initiative, Global Village Healthcare Initiative for Africa

Localisation
Spent through local/
national partners:



Budget:
EUR 3,000,000

Expenditure:
EUR 2,922,100

Programme Period:
23 September 2024 – 22 March 2025



Project information

Following the catastrophic dam break in Borno State in September 2024, displacing 400,000 households, six Dutch Relief Alliance (DRA) partners launched a multisectoral emergency response in four locations. The response significantly exceeded its target of 147,600 individuals, reaching 618,412.

Collaboration and localisation

The consortium established a coordination framework and partners harmonised target criteria and aligned cash transfer values. Borno State's flood response committee assigned communities to DRA partners, improving response speed and reducing duplication. Some 36% of project budgets were disbursed to local implementing partners who led implementation across all sectors.

Challenges

The closure of Bakassi and Gubio IDP camps mid-implementation forced rapid re-strategising and beneficiary tracing. Flood-damaged infrastructure, including key bridges, restricted access to affected populations. Security risks from ongoing insurgency required strict travel protocols. Recruitment delays due to short-term contracts affected timely activity rollout.

Lessons learned

- **Localisation:** The significant budget allocation to local partners empowered local leadership and contributed to cost-effectiveness. Local partners' contextual knowledge enabled faster mobilisation and improved access to remote areas.
- **Innovation:** Shifting from water trucking to cash-for-water programmes proved sustainable and cost-effective. Community-based referral systems using Mid-Upper Arm Circumference (MUAC) training of mothers created decentralised early-detection networks that remained functional after camp closures. Multisectoral integration of WASH into child protection and nutrition programming enhanced impact beyond what individual sector interventions could have achieved.



419%
of target
reached

Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned	Reached
Food Security and Livelihoods	6,000	17,802
WASH	106,950	543,107
Protection	40,000	36,669
Nutrition	8,906	9,384
Multi-Purpose Cash Assistance	27,700	47,187
Shelter and Non-Food Items	10,500	25,228
Total (without double counting)	147,600	618,412



Joint Response Lead:
War Child

Alliance Partners:
CARE, Oxfam Novib, Plan International, Stichting Vluchteling/IRC, World Vision

Local Partners:
Lebanese Organisation for Studies and Training, Social Innovation Hub, Remedy Medical Center, Habtoor Medical Center, Nabaa, Caritas Lebanon, Nusaned, Rassemblement Democratique Femmes Libanaises, Basmeh & Zeitooneh, Development for People and Nature Association

Project information

In October 2024, hostilities along Lebanon’s southern border triggered widespread displacement. Six alliance partners responded across six regions. A November ceasefire shifted emphasis to multisectoral returnee interventions.

Collaboration and localisation

Three working groups were established to ensure harmonised implementation and adaptive decision-making. Partners coordinated with municipalities, and units and cluster systems aligned with the Lebanon Humanitarian Response Plan. Some 46% of the budget was channelled through 10 local partners who led frontline delivery, community engagement, and beneficiary targeting, leveraging community trust for culturally sensitive programming.

Challenges

The November 2024 ceasefire required shifting from shelter to community-based returnee programming amid access restrictions. Tracking highly mobile populations complicated targeting and accountability. Procurement delays required accelerated tendering and budget flexibility. Staff well-being was affected by the volatile security environment, requiring psychosocial support and flexible working arrangements. Close collaboration with municipalities ensured access to remote locations, but created challenges in accessing beneficiary data.

Lessons learned

- **Localisation:** Channelling 46% of funds through local partners proved critical for rapid access amid security constraints. Local partners’ community trust enabled culturally sensitive programming and real-time needs identification. Capacity strengthening in financial management, safeguarding, and MEAL positioned local organisations for sustained leadership in future responses.

Number of people we planned to reach, and actually reached, in 2024-2025:

Sector	Planned	Reached
🌾 Food Security and Livelihoods	36,393	70,883
💧 WASH	27,100	63,562
❤️ Health	7,000	6,231
🛡️ Protection	10,588	8,835
💰 Multi-Purpose Cash Assistance	5,650	6,708
🏠 Shelter and Non-Food Items	9,100	24,494
Total (without double counting)	68,031	148,342



218%
of target
reached

**Localisation
Spent through local/
national partners:**



46%

Budget:
EUR 3,935,845

Expenditure:
EUR 3,864,722

Programme Period:
17 October 2024 – 16 April 2025

Joint Response Lead:
Help a Child

Alliance Partners:
Tearfund

Local Partners:
Coalition for Humanity, Africa Development Aid

Project Information

Tearfund, with local partners Coalition for Humanity and Africa Development Aid, responded to flooding in Fangak County, South Sudan, which displaced 154,000 people. This was an additional Joint Response with a limited budget and a limited number of partners already active in the DRA’s protracted crisis joint response to South Sudan, made possible by underspending from the 2022-2023 ACM budget. The response provided multi-purpose cash assistance of USD 118 per household (50% of the Minimum Expenditure Basket) to 2,000 households, reaching 18,240 individuals; 91% used the cash primarily for food, with 96% reporting improved well-being.

Collaboration and Localisation

Tearfund provided technical oversight, while the local partners participated in all stages including planning, assessment, data collection, and monitoring. Community committees comprising local leaders ensured accurate targeting. Despite experiencing a mid-project displacement, local partners still managed to mobilise emergency distributions within 48 hours.

Challenges

Poor infrastructure and sites accessible only via rivers and swamps hindered transport, requiring speedboat hire. Distributions planned for late December were delayed to January due to the festive season, flight interruptions, and road inaccessibility. Exchange rate fluctuations required agreeing a fixed rate with local authorities. Security



challenges, including fighting between government and opposition forces, prevented completion of the shelter/non-food items (NFI) post-distribution monitoring. Some 55% of respondents reported limited access to complaints and feedback mechanisms.

Lessons Learned

- **Localisation:** Local partners’ community ties, contextual knowledge, and logistical capacity were critical, enabling faster mobilisation and stronger community acceptance. During renewed flooding, local partners still initiated emergency distributions within 48 hours. A key learning was to involve local partners earlier from the design phase to ensure contextual relevance and operational feasibility.
- **Efficiency:** Households receiving integrated support (both cash and shelter/NFI) in Pulita showed stronger coping capacities and improved well-being, underscoring the value of service layering at household level. Future responses will prioritise shifting from parallel to integrated operational planning with clear partner roles and shared timelines.

Number of people we planned to reach, and actually reached, in 2024-2025:

Sector	Planned	Reached
🌾 Food Security and Livelihoods	12,600	18,240
🏠 Shelter and Non-Food Items	13,800	28,380
Total (without double counting)	22,200	46,620



210%
of target
reached

**Localisation
Implementation through
local partners:**



85%

Budget:
EUR 800,000

Expenditure:
EUR 788,610

Programme Period:
25 November 2024 – 24 March 2025

Gaza
Acute Crisis Joint Response 2025

Joint Response Lead:
War Child

Alliance Partners:
CARE, Oxfam, Plan International, Terre des Hommes, Save the Children, War Child

Local Partners:
Cultural and Free Thought Association, Coastal Municipality Water Utility, Community Training Center and Crisis Management, Juzoor, Taawon, Palestinian Medical Relief Society, Save Youth Future Foundation, Abdul Shafi Community Health Association



134%
of target
reached

Localisation
Spent through local/
national partners:



52%

Budget:
EUR 3,000,000

Expenditure:
EUR 2,992,926

Programme Period:
24 January 2025 – 23 October 2025
(incl. three-month NCE)

Project information

Gaza ACJR was launched on 24 January 2025 after the ceasefire of 19 January. Israel imposed a total blockade on 2 March and collapsed the ceasefire on 18 March, resulting in relentless bombardment, mass forced displacements, and famine. The response exceeded its target by 34%, reaching 282,453 of 210,347 planned people, enabled by a three-month no-cost extension.



Collaboration and localisation

Joint coordination amplified Dutch government advocacy on humanitarian access and international humanitarian law. Palestinian partners received 52% of the budget and were instrumental: they provided situational analysis in inaccessible areas, pivoted from static to mobile centres, and secured supplies when international supply chains were blocked.

Challenges

The March 2025 blockade disrupted supply chains and depleted stocks. Four of five health facilities in the Joint Response were destroyed, damaged, or forcibly displaced, requiring repeated relocation. Bombardment, displacement orders, and movement restrictions reduced accessible area to 18% of Gaza, with North Gaza cut off. Famine was officially declared in August 2025. Staff faced extreme risks including displacement, starvation, and loss of family.

Lessons learned

- **Localisation:** Working with Palestinian partners assured service continuity, maintained operations amid destruction and displacement, and contributed to civil society resilience. Integrating psychosocial support (PSS) with material relief improved effectiveness, as meeting basic needs reduced survival anxiety and enabled engagement in PSS. The transition to e-wallets improved accessibility during liquidity shortages. A microlearning platform with 16 courses and 545 learners supported frontline worker capacity.

Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned	Reached
🌾 Food Security and Livelihoods	7,450	10,355
💧 WASH	97,450	107,255
❤️ Health	89,925	142,780
🛡️ Protection	12,442	22,633
💰 Multi-Purpose Cash Assistance	3,080	3,791
🏠 Shelter and Non-Food Items	–	2,229
Total (without double counting)	210,347	282,453



Joint Response Lead:
Tearfund

Alliance Partners:
Tearfund, CARE, Help a Child, Stichting Vluchteling/IRC, War Child, World Vision

Local Partners:
Appui au Développement de l'Enfant en Détresse, Kujitemea Action, Union de Femmes pour la Paix, Bon Dieu dans la Rue, Association Femmes Sourdes, Église Anglicane du Congo, Collective Alpha Ujuvi, Mouvement International des Droits de l'Enfant, de la Femme et de l'Homme Veuf et leur Protection Sociale

Localisation
Spent through local/
national partners:



Budget:
EUR 3,000,000

Expenditure:
EUR 2,860,511

Programme Period:
7 February 2025 – 6 August 2025

Project information

Following M23’s takeover of Goma in 2025, displacements and IDP camp dismantlement created urgent needs. DRA responded to displaced, host, and returning populations in Goma and surrounding zones, reaching 127,148 people against a target of 114,941.



Collaboration and localisation
Tearfund coordinated planning, workshops, and monitoring sessions while consortium meetings facilitated harmonisation of operations and problem-solving. OCHA led coordination and sectoral clusters aligned with the Humanitarian Response Plan. At community level, committees, health facilities, youth, and volunteers facilitated service delivery. Eight local partners received 43% of the budget and were key to implementation, leveraging their local acceptance and community trust to reach isolated locations.

Challenges

Security challenges constrained staff movement, requiring strict travel protocols. Banking shutdowns and high USD exchange rates limited cash access, prompting a shift to mobile money. IDP camp closures and population returns reduced health attendance to 45% of planned consultations. Community tensions, due to limited capacity, were mitigated through local leader involvement.



Lessons learned

- **Localisation:** Channelling 43% of the budget through local partners proved essential for reaching isolated communities. Local partners accurately identified beneficiaries during population movements, assuring service delivery. Local accountability committees and complaint management strengthened local ownership and transparency
- **Innovation:** Integrating multiple sectors at single distribution points improved efficiency and beneficiary satisfaction. The shift to mobile money reduced fraud risks and protection incidents, with 90% community approval.



111%
of target
reached

Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned	Reached
Food Security and Livelihoods	4,200	4,854
WASH	122,780	128,224
Health	17,028	7,739
Protection	32,100	30,423
Multi-Purpose Cash Assistance	14,360	19,733
Total (without double counting)	114,941	127,148

Joint Response Lead:
CARE

Alliance Partners:
CARE, Cordaid, Oxfam,
Plan International, Tearfund,
World Vision

Local Partners:
Fundação Wiwanana,
Associação do Meio Ambiente,
Caritas Diocesana de Pemba,
Kulima, Associação Nacional
de Extensão Rural, Associação
Social de Apoio Comunitário



Project information

Six Dutch Relief Alliance (DRA) partners responded to Cyclone Jude across Nampula (Memba and Monapo districts) and Cabo Delgado (Mecufi district), addressing food security, shelter, protection, and WASH needs, and reaching 148,903 individuals against a target of 90,950.

Collaboration and localisation

Kick-off meetings within the first 10 days aligned expectations, roles, and strategies. Bi-weekly technical discussions, joint monitoring visits, and a Rapid Real-Time Review (RRTR) strengthened coordination. In districts where multiple partners operated, coordinated division of communities optimised coverage. Six national partners received 52% of the budget and played increasingly autonomous roles in procurement, distribution, community mobilisation, and monitoring, with their contextual knowledge and community trust significantly improving targeting and participation.

Challenges

Flooding, damaged roads, and the destroyed Monapo River bridge delayed transport of supplies across multiple districts. Supply chain bottlenecks arose from limited market capacity and high regional demand. Local authorities and staff turnover at district level delayed implementation. Household sizes were larger than the estimated five members, contributing to overachievement of targets.

Lessons learned

- Localisation:** Channelling 52% of the budget through six national partners enabled meaningful local engagement improved timeliness, cultural appropriateness, and community ownership. Local partners led procurements, conducted independent distributions, and managed budget allocations. Community-led hygiene promotion in local dialects ensured messaging was effective.
- Scale:** Integrated multisectoral delivery combining shelter, WASH, protection, and hygiene at household level proved more efficient and led to more holistic outcomes than siloed approaches. A consortium-wide CHS training at the start reinforced shared accountability. The RRTR enabled peer learning across districts and informed corrective actions mid-implementation.

Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned	Reached
 Food Security and Livelihoods	15,750	17,263
 WASH	83,750	168,082
 Protection	27,500	71,026
 Shelter and Non-Food Items	10,500	10,926
Total (without double counting)	90,950	148,903



111%
of target
reached

Localisation
Spent through local/
national partners:



52%

Budget:
EUR 3,000,000

Expenditure:
EUR 2,863,998

Programme Period:
2 April 2025 – 30 September 2025

Joint Response Lead:
World Vision

Alliance Partners:
CARE, Cordaid, Stichting
Vluchteling, Tearfund, ZOA,
World Vision

Local Partners:
ANI, AYO, CDA, CPM,
DIOY, GFF, KBCSM, KMSS,
KYDO, LCM, SMDO

Project Information

Six Dutch Relief Alliance (DRA) partners responded to severe earthquakes that struck Myanmar on 28 March 2025. DRA reached 86,080 individuals in Mandalay and Sagaing against a targeted 71,836 (+19.8%). Multi-purpose cash assistance (MPCA) was the most effective, resulting in a high beneficiary satisfaction rate.

Collaboration and Localisation

Regular coordination meetings, joint planning, and harmonised tools reduced duplication and improved targeting. A jointly conducted rapid real-time review assessed performance against the Core Humanitarian Standard. JR members engaged with the Dutch Embassy in Yangon. 11 local partners received 68% of the budget — the highest localisation rate across all ACJRs — and led frontline implementation using “hyper-local” and low-visibility delivery models essential in this conflict-affected, access-restricted environment.

Challenges

The volatile security situation in Sagaing, including conflict, checkpoints, surveillance, and airstrikes, constrained staff mobility and field monitoring. Administrative interference caused delays and required adaptive targeting. Disrupted banking systems impeded cash transfers, mitigated through alternative financial service providers and decentralised cash handling. Communication constraints and incomplete administrative records complicated household-level verification, particularly for displaced populations.



Lessons Learned

- Localisation:** With 68% of expenditure through local partners, this third consecutive Myanmar ACJR empowered that faith-based and community-embedded actors are indispensable where international access is restricted. Mentoring approaches proved more effective than transactional partnerships, fostering ownership and sustainability. Local partners led assessments, targeting, delivery, and accountability.
- Innovation:** MPCA as the dominant modality (60% of direct costs) proved the most efficient and preferred assistance, with households flexibly prioritising shelter, food, or health needs. Integrating protection and Protection from Sexual Exploitation and Abuse messaging into cash distributions strengthened safety outcomes. Embedding accountability mechanisms throughout the JR cycle enhanced trust and community acceptance.

Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned	Reached
 WASH	35,080	24,839
 Health	10,608	6,047
 Protection	14,000	12,752
 Multi-Purpose Cash Assistance	39,176	58,253
Total (without double counting)	71,836	86,080



120%
of target
reached

Localisation
Implementation through
local partners



68%

Budget:
EUR 3,000,000

Expenditure:
EUR 2,893,036 (96%)

Programme Period:
1 April 2025 – 30 September 2025

TAKE A CLOSER LOOK LIFE STORY IN SUDAN

Khadiga's Story: From Desperation to Determination

Khadiga Ibrahim Ahmed, a 44-year-old mother, and her family were forced by conflict to flee their home in Al-Shuqaylab area in Khartoum State. They now live in Al-Karama Camp in Kassala City.

'When we arrived here, we were exhausted and empty-handed', Khadiga recalled. 'My husband suffers from a chronic illness, and three of my youngest children were severely malnourished. We had no income, no relatives nearby, and no one to depend on. Every day was a struggle just to survive.'

Recognising her family's urgent needs, Vet-Care Organisation (VCO) selected Khadiga to benefit from the multi-purpose cash assistance programme in 2025. She received a one-time cash transfer of SDG 692,000 (~EUR 1,000) to cover essential household needs for three months.

Khadiga described the impact of the support with heartfelt gratitude: *'This cash assistance gave us the hope we so desperately needed. I could buy medicine for my husband and pay for his treatments. I could also purchase household necessities and school supplies for my three children, who are now happily attending school in Al-Karama Camp. For the first time in months, I felt like a mother again — able to provide and protect.'*

Looking ahead, Khadiga is determined to turn the opportunity into lasting change: *'I know this programme is short term, but it gave me the foundation to rebuild. I've started saving part of the money to open a vegetable kiosk outside the camp. My dream is to earn a steady income and become self-reliant again.'*

She concluded with sincere appreciation: *'I want to thank VCO, SOS Children's Villages Netherlands, and the Dutch Relief Alliance (DRA) for standing with families like mine. Your support didn't just meet our needs — it restored our dignity, our confidence, and our hope for a better tomorrow.'*

Khadiga's family were among 150 vulnerable IDP households reached in Garb Algash and Sharg Algash Administrative Units of Kassala locality. The unconditional cash support enabled them to prioritise their most urgent needs — whether food, shelter, medical care, or education — while preserving their dignity and stimulating local market activity. This flexibility not only strengthened household resilience but also contributed to community-level recovery and longer-term stability.

The programme, funded by DRA and led by Plan International, brings together 13 international and national NGOs, ensuring wide geographic coverage across seven states and promoting coordinated, high-quality programming that places affected people at the centre of response efforts.



“For the first time in months, I felt like a mother again, able to provide and protect.”

“I’ve started saving part of the money to open a vegetable kiosk outside the camp. My dream is to earn a steady income and become self-reliant again.”

“Your support didn’t just meet our needs: it restored our dignity, our confidence, and our hope for a better tomorrow.”

6. Protracted Crisis Joint Responses

6.1 The Protracted Crisis Mechanism

The Dutch Relief Alliance (DRA) is engaged in protracted crisis situations via multiyear protracted crisis joint responses (PCJR). The protracted crisis mechanism (PCM) helps determine which humanitarian situations to respond to, 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 a 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 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 took place to determine the countries in which PCJRs would take place from 2024 to 2026. 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. The PCJRs in 2025 were hence a continuation of those started in 2024. The continuity and multiyear character of the PCJRs introduce predictability for everyone involved — DRA members, local and national partners, and affected communities.

Country	Lead	Joint Response Areas	People Targeted 2024 – 2026	People Reached 2025
Afghanistan	Cordaid	Herat, Kandahar, Nangarhar	592,059	296,097
Democratic Republic of the Congo	World Vision	North Kivu, South Kivu	428,859	317,002
Ethiopia	SOS Children's Villages	Amhara, Oromia, Tigray	321,882	290,511
Somalia	Oxfam Novib	Awdal, Banadir, Bari, Gedo, Lower Juba, Lower and Middle Shabelle, Mudug, Togdheer, Waqooyi Galbeed	692,617	383,466
South Sudan	Help a Child	Western and Northern Bahr-el-Ghazal, Unity, Upper Nile, Jonglei, Central Equatoria, Warrap	346,428	208,931
Sudan	Plan International	North and East Darfur, South and North Kordofan, Khartoum, Gaderef, White Nile	194,161	374,882
Syria (GCA)	ZOA	Aleppo, Idleb, Rural Damascus, Al-Hassakeh	685,963	373,724
Syria (NGCA)	War Child	Idleb, Aleppo, Hasakeh, Raqqqa, Deir Ez Zor	383,715	219,433
Yemen	CARE	Sa'ada, Hajjah, Sana'a, Taiz, Aden, Al Dhale'e, Dhamar, Al Mahwit, Lahj, Marib	653,310	298,693



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6.2 General Observations

DRA's PCJRs reached 2.7 million people in need in 2025 by providing assistance in WASH, food security and livelihoods, health, nutrition, education, shelter and non-food items, multi-purpose cash assistance, and protection.

Localisation was a defining feature, with local partners deeply involved in governance, planning, and implementation. Many JRs allocated over 40% of their budgets locally.

Challenges included insecurity and access constraints, shrinking humanitarian funding, economic and liquidity pressures, and the growing impact of climate- and conflict-related shocks. Across the portfolio, crises became increasingly layered, with conflict, displacement, climate events, disease outbreaks, and economic deterioration occurring simultaneously. As a result, JRs were required to continuously adapt implementation modalities, strengthen local leadership, and use flexible mechanisms to maintain assistance to affected populations.

Despite escalations, local partnerships, mobile teams, and flexible planning helped maintain service delivery. 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.

In 2025, DRA also **released ACJR funding** in response to significant acute crisis occurring in countries with a DRA PCJR. In South Sudan, DRA responded to severe flooding in Fangak County through March 2025. In the Democratic Republic of Congo (DRC), an ACJR was launched in February 2025 following the seizure of Goma and the subsequent displacement of large numbers of people in eastern DRC. In Afghanistan, additional funding was released from July 2025 onwards to respond to the growing influx of returnees arriving from neighbouring countries and the pressure this placed on host communities and basic services. At the end of 2025, a new response was initiated in eastern DRC and neighbouring Burundi to address the humanitarian consequences of renewed violence and displacement around Uvira, with implementation continuing mainly in 2026.

Finally, **capacity strengthening** and **mutual learning** were embedded across responses, with local partners receiving training and co-leading innovation and risk-sharing initiatives. In late 2025 a first training with the CHS Alliance supported local partners in Ethiopia with carrying out the CHS self-assessment.

6.3 Protracted Crisis Joint Responses

In the next pages the Protracted Crisis Joint Responses that reported in 2025 will be explained and explored.

Joint Response Lead:
Cordaid

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

Local Partners:
OCCD, BARAN,
VDO, YVO, OAWCK,
OHW, RRAA, CDRO

Localisation
Spent through local/
national partners in 2025:
EUR 3,118,623



Budget 2024 – 2026
EUR 22,007,921

Project expenditure
of reporting period
EUR 7,615,024

Summary and project information

The Afghanistan Protracted Crisis Joint Response (AFJR) 2024 – 2026, led by Cordaid and implemented with alliance members and local organisations, continued to address acute needs in Herat, Kandahar/Zabul, and Nangarhar during 2025. Afghanistan’s operating context remained extremely difficult, shaped by economic collapse, drought, natural disasters, reduced humanitarian funding, and large-scale return movements from neighbouring countries. These pressures overstretched services and pushed households towards negative coping strategies.

The AFJR provided life-saving and resilience-oriented support across health, nutrition, WASH, food security and livelihoods, multi-purpose cash assistance, and protection. Health activities included primary care, maternal and child health services, psychosocial support, treatment of common childhood illnesses, and support to fixed health centres. Nutrition work focused on screening and treatment for children and pregnant and lactating women in hard-to-reach areas.



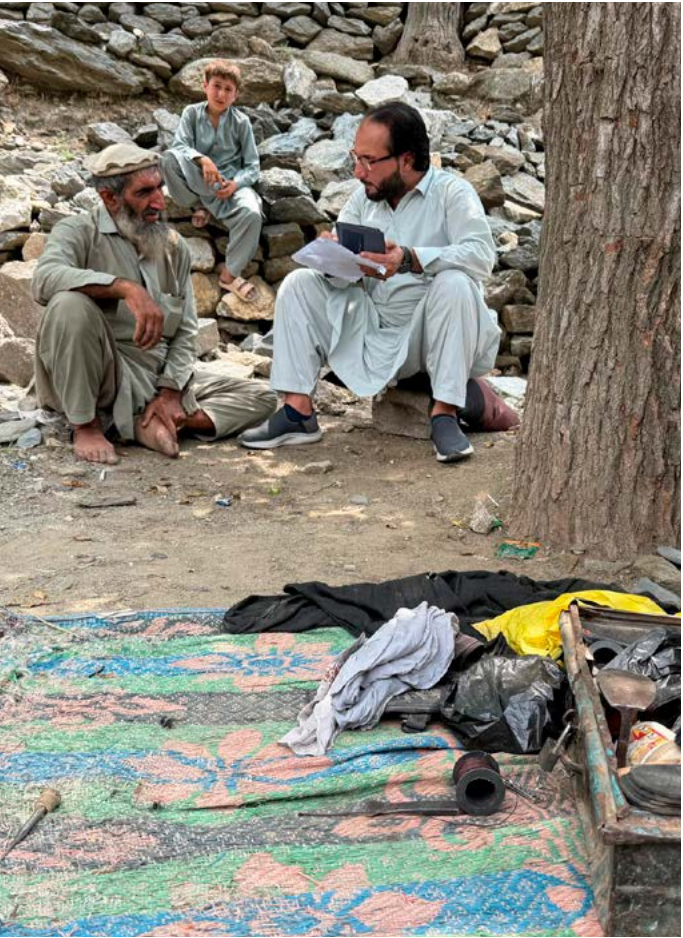
WASH interventions improved access to safe water and sanitation through solar-powered water schemes, bore wells, hygiene promotion, and hygiene-item distributions. Food security and livelihoods activities included agricultural inputs, farmer training, climate-resilient techniques, and response to livestock disease outbreaks. Multi-purpose cash assistance helped households meet basic needs, while cash-for-work activities also contributed to community assets. Protection was mainstreamed through consultations, inclusive activity design, gender-sensitive facilitation, child protection case management, and awareness raising.

Joint implementation remained a strength. Consortium members and local partners coordinated at provincial level through regular meetings on progress, burn rates, challenges, and recommendations. This supported collective problem solving, more coherent engagement with line ministries, and faster adaptation to changing needs, including through crisis modifiers for returnees and disaster-affected communities.

Collaboration and Localisation

Localisation remained central. Local partners contributed to governance, implementation, accountability, and access, drawing on trusted relationships with communities and authorities. The handover of two Basic Emergency Obstetric and Newborn Care Centres from INTERSOS, an INGO, to BARAN showed practical localisation in action, with operational responsibility shifting to the local partner while technical support continued. OAWCK’s role as Provincial Co-Lead helped ground decisions in local knowledge.

Women-led organisations and women’s networks influenced planning and monitoring, particularly around income-generating activities and hygiene promotion. Capacity strengthening covered technical areas such as child protection, nutrition, and childhood illness management, alongside finance, logistics, HR, accountability, gender mainstreaming, and adaptive programming. Limited time and resources, however, constrained the depth and pace of this work.



Challenges

- **Restrictions on female staff and inconsistent interpretation of NGO rules remained the main operational challenges.** Partners mitigated this through mahram support, local recruitment, advocacy, and adapting activities through health facilities where exemptions created more space.
- **Administrative and access constraints disrupted implementation.** The temporary suspension of INTERSOS operations, winter access limitations and remote terrain caused delays. Teams responded through coordination with authorities, weather monitoring, adjusted planning, and suitable vehicles where possible.
- **Climate shocks, disasters, and return movements increased needs.** The Nangarhar earthquake, drought-related risks, and large-scale returns required rapid adaptation. Crisis modifiers helped partners respond while protecting routine services.
- **Operational bottlenecks affected service delivery.** WASH infrastructure delays, nutrition commodity stock-outs, and the AFJR hotline being fee-based limited quality and accessibility, underlining the need for stronger contingency planning and accountability solutions.

Lessons learned

- **Localisation requires sustained accompaniment.** The handover of health centres to BARAN showed that transferring responsibility requires technical support, joint supervision, and realistic capacity-strengthening resources.
- **Flexible funding and integrated programming add value.** Crisis modifiers enabled targeted responses without fully diverting routine services, while integrating protection and psychosocial support into livelihoods created safer participation pathways.
- **Community and stakeholder engagement is essential for access and ownership.** Involving community, stakeholder, and faith leaders improved acceptance, outreach to vulnerable groups, and operational coordination.
- **Risk management and anticipatory action improves when done jointly, within the consortium and/or collectively within the coordination mechanism.** Risk-register reviews improved shared awareness, while early engagement with clusters helped partners anticipate shocks.

Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned 2024 – 2026	Reached
Food Security and Livelihoods	44,914	32,497
WASH	116,711	71,150
Health	431,007	210,510
Protection	Not a standalone three-year sector target	
Nutrition	55,025	31,173
Multi-Purpose Cash Assistance	64,400	26,723
Total (without double counting)		592,059
		296,097

Joint Response Lead:
World Vision

Alliance Partners:
CARE, Red een Kind,
Tearfund, War Child,
World Vision

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



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Summary and project information

The Democratic Republic of Congo (DRC) Protracted Crisis Joint Response (PCJR) 2024 – 2026, led by World Vision, continued to address protracted humanitarian needs in North and South Kivu. The response operated in a sharply deteriorated context after the M23 takeover of Goma in January 2025 and subsequent insecurity affecting several project areas. Some locations came under M23 control, while others received additional displaced people. Despite this, the consortium maintained implementation through adaptive planning, local partner engagement, and community-based delivery.

In 2025, the PCJR reached 317,002 people through integrated assistance in education, food security and livelihoods, protection, WASH, and multi-purpose cash assistance. Protection remained central across the response, with attention to women, children, displaced people, and persons with disabilities. The programme combined life-saving assistance with resilience-oriented activities, including psychosocial support, community structures, and environmental measures. The production, distribution, and planting of 60,000 agroforestry seedlings in Fizi illustrates how the response linked urgent humanitarian support with environmental protection, livelihoods, and longer-term community resilience.

Collaboration and localisation

Joint implementation strengthened the quality and coherence of the response. Partners coordinated assessments, aligned activities, harmonised accountability approaches, and followed OCHA guidance on engagement with de facto authorities. This reduced duplication and helped partners sequence complementary support in shared locations. Local partners were essential to access, implementation, monitoring, and community acceptance, especially where insecurity limited movement by international staff. They contributed contextual knowledge and practical feedback that helped keep activities relevant despite rapidly changing needs. Local partner participation in coordination structures brought local perspectives into strategic discussions and crisis modifier decisions. Capacity strengthening was practical and needs-driven, focusing on project and financial management, safeguarding, accountability, MEAL, programme quality, organisational systems, and security management. Engagement with women's groups supported protection, gender-based violence prevention, livelihoods, WASH, and social cohesion activities. This ensured that localisation was reflected not only in implementation arrangements, but also in programme quality, feedback loops, and accountability towards affected communities.

Localisation
Spent through local/
national partners in 2025:
EUR 2,272,375



Budget 2024 – 2026
EUR 19,194,366

Project expenditure
of reporting period
EUR 6,640,929

Challenges

- **Security, access, and displacement were the main operational challenges.** Renewed violence caused temporary suspension or relocation of activities, increased costs, and made ordinary field movement difficult. Partners mitigated this by adjusting workplans, using safer access windows, relying more on local staff and community structures, and prioritising life-saving and protection-critical activities where full implementation was not immediately possible.
- **Operational disruptions compounded the security constraints.** Road inaccessibility, alternative transport routes, banking interruptions, and communication outages affected monitoring, logistics, and financial transfers. These issues did not stop implementation, but they increased complexity and reduced efficiency. Partners responded through alternative payment and transport arrangements, closer coordination between international and local actors, and more flexible activity sequencing.
- **Needs expanded faster than resources.** New displacement and insecurity increased pressure on host communities and service providers, while the PCJR could not meet all emerging needs. The crisis modifier helped address acute shocks in Goma and Mutwanga, but choices still remained about prioritisation, timing, and geographic focus, particularly where new displacement overlapped with already fragile services and limited partner access.



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Lessons learned

- **Local partners and community structures were central to both continuity and sustainability.** Their role was not limited to exit planning; they enabled monitoring, communication, and acceptance, and they selected activities when insecurity restricted movement. Future programming should invest in local capacity earlier and treat local leadership as a core risk-management measure.
- **Adaptive, area-based implementation is essential in volatile contexts.** The 2025 experience showed that regular context analysis, flexible sequencing, and rapid operational decision-making are necessary to maintain continuity when access and security change quickly. In the final project year, contingency planning should be further strengthened, with clearer operational triggers for when to adjust locations, modalities, or priorities.
- **Accountability systems should be used to communicate change, not only to collect feedback.** Communities were better able to understand and accept adaptations when partners explained why activities changed location, timing, or modality. Clear communication is therefore essential for trust, expectation management, and safe implementation during uncertainty.

Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned 2024 – 2026	Reached
 Food Security and Livelihoods	25,024	22,808
 WASH	243,518	202,762
 Protection	155,667	98,661
 Multi-Purpose Cash Assistance	12,600	24,901
 Education	30,024	8,952
Total (without double counting)	428,859	317,002

Ethiopia
Protracted Crisis Joint Response

Joint Response Lead:
SOS Children's Villages

Alliance Partners:
Cordaid, Plan International, SOS Children's Villages, Tearfund, Terre des Hommes

Local Partners:
ANPPCAN, Tesfa Berhan Child and Family Development Organisation, Positive Action for Development, EKHDCDC/ EKHC-HADC, Mahibere Hiwot for Social Development, HUNDEE, Strategies for Northern Development

**Localisation
Spent through local/
national partners in 2025:**
EUR 2,521,901



Budget 2024 – 2026
EUR 18,797,858

**Project expenditure
of reporting period**
EUR 6,025,892

Summary and project information

The Ethiopia Joint Response (EJR) 2024 – 2026, led by SOS Children's Villages, continued to provide integrated humanitarian assistance to conflict- and drought-affected internally displaced people and vulnerable host communities in Amhara and Oromia. In 2025, the response operated in a volatile environment shaped by insecurity in Amhara, prolonged drought in Oromia, inflation, banking constraints, and changing community needs. Despite these pressures, the programme remained effective and adapted to emerging needs through multisectoral support in food security and livelihoods, WASH, health, protection, and multi-purpose cash assistance (MPCA). The EJR reached 290,511 people in 2025. The response addressed immediate needs while contributing to early recovery and resilience. Health interventions restored and strengthened services, WASH activities improved access to safe water and sanitation, and livelihood interventions such as self-help groups supported women's economic participation.

Collaboration and localisation

Joint implementation added clear value to the response. Partners coordinated assessments, targeting, referral pathways, and monitoring, reducing duplication. Coordination meetings and a joint complaint and feedback mechanism supported collective problem-solving and adaptive management. Local partners played a central role in implementation, coordination, and decision-making. Their contextual knowledge improved access, community acceptance, and continuity of operations in difficult environments. The EJR also participated in DRA localisation initiatives, including the Risk Sharing Framework, CHS self-assessment for local partners, and equitable partnership capacity strengthening. Risk-sharing discussions led to practical changes, including transfers to several local partners in euros to reduce the impact of inflation and currency devaluation. Capacity strengthening focused on institutional systems, financial management, safeguarding, Child Protection Information Management System Plus (CPIMS+), disability inclusion, PSEA, SPHERE, CHS, cash and voucher assistance, trauma-informed care, and security management.



Challenges

- **Insecurity and access constraints were the most significant challenges, especially in Amhara.** Conflict caused road blockages, movement restrictions, communication disruptions, temporary suspension of activities, looting incidents, and higher transport costs. In Gidan, insecurity prevented planned peacebuilding and peace promoter activities, showing the limits of operationalising nexus approaches in highly polarised conflict settings. Partners mitigated these risks through security monitoring, adaptive movement planning, convoy travel, revised schedules, and coordination with humanitarian actors.
- **Climate shocks and economic pressures increased humanitarian needs and complicated delivery.** Prolonged drought, erratic rainfall, flooding, hailstorms, and crop failure affected food security, livelihoods, and water availability, particularly in Oromia. Inflation, local currency devaluation, rising transfer values, and liquidity shortages also affected cash programming and procurement. Partners responded through crisis modifier activation, drought-tolerant seeds, expanded food distribution and MPCA, market assessments, advanced procurement, and direct community cash distribution where banking access created protection risks.
- **Operational and accountability challenges required continued management.** Differences in organisational procedures, limited committee record-keeping capacity, response-time variation, and occasional difficulties with local leadership engagement affected the joint response. Partners addressed this through coaching, referral pathways, joint standard operation procedures, quarterly supervision, and regular coordination with communities and government stakeholders.

Lessons learned

- **Localisation and community participation strengthened both relevance and sustainability.** Meaningful engagement of local partners, authorities, and community structures improved targeting, access, accountability, and ownership. Capacity strengthening of local partners, complaint committees, child protection structures, WASH committees, health extension workers, and others supported continuity of services and local systems beyond direct project implementation.
- **Adaptive and integrated programming is essential in fragile contexts.** Continuous monitoring, joint needs assessments, feedback mechanisms, and flexible funding enabled partners to adjust activities, targets, and modalities in response to insecurity, climate shocks, and changing needs. The crisis modifier demonstrated the importance of rapid operational flexibility, while integrated sector activities helped households meet immediate needs and strengthen resilience.
- **Future programming should further strengthen delivery systems for complex environments.** Banking constraints showed the need for context-adapted cash modalities and stronger engagement with financial service providers. Procurement delays, access constraints, and logistics challenges underline the importance of early contingency planning, supplier management, harmonised operational procedures, and continued technical oversight to maintain quality and accountability.

Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned 2024 – 2026	Reached
🌾 Food Security and Livelihoods	52,511	91,713
💧 WASH	196,277	74,246
❤️ Health	81,077	98,656
🛡️ Protection	58,671	41,812
💰 Multi-Purpose Cash Assistance	22,085	25,897
Total (without double counting)	321,882	290,511

Joint Response Lead:
Oxfam Novib

Alliance Partners:
Red een Kind/Medair, SOS
Children's Villages, World Vision,
Oxfam Novib

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

Localisation
Spent through local/
national partners in 2025:
EUR 2,337,701



Budget 2024 – 2026
EUR 18,713,282
2025 budget: 7,030,172

Project expenditure
of reporting period
EUR 6,120,872

Summary and project information
The Somalia Joint Response (SOMJR) 2024 – 2026, led by Oxfam Novib, continued to deliver integrated humanitarian and early-resilience support across Somalia and Somaliland in 2025. The response operated in a protracted crisis context driven by conflict, displacement, drought, and flooding, and reached 383,466 people during the reporting period. Assistance was delivered through health, nutrition, WASH, food security and livelihoods (FSL), multi-purpose cash assistance (MPCA), and protection interventions. WASH reached 120,282 people through rehabilitated water sources, water kiosks, sanitation facilities, hygiene promotion, and emergency WASH/ non-food items distributions. Nutrition reached 96,494 people through screening and community-based management of acute malnutrition, while health supported 136,696 people through primary healthcare, skilled birth attendance, health education, and strengthened health facilities. FSL reached 9,979 people through climate-smart agriculture, solar-powered irrigation, cooperatives, Village Savings and Loan Associations (VSLA), cash-for-work, and livelihood grants. MPCA reached 10,335 people, and protection reached 25,875 people through gender-based violence case management, psychosocial support, awareness, referrals, and safer community facilities.

Collaboration and localisation
Joint implementation added clear value by harmonising targeting, strengthening referral pathways, and enabling coordinated crisis responses. Partners used joint planning, shared accountability approaches, and coordinated activation of flexible mechanisms such as first-line response and the crisis modifier. Local partners played a central role: GREDO, PASOS, SADO, SSWC, TAAKULO, KAALO, DAWA, SAACID, and Zamzam Foundation implemented activities and contributed to access, contextual understanding, and community acceptance. Although SOMJR does not yet have a local partner serving as co-lead or Response Task Force (RTF) member, local partners participate in governance through the Local Advisory Group (LAG), and Zamzam Foundation represents Somalia in DRA localisation structures. SAACID and SSWC are women-led organisations who contribute to gender-responsive programming. Localisation also advanced through transparent indirect cost recovery (ICR) sharing, partner-led capacity assessments, a JR capacity strengthening plan, vulnerability-based targeting, data protection training, accountability to affected populations (AAP)/CHS-focused MEAL strengthening, and a twinning approach for peer learning.



Challenges

- **Security, flooding, and access constraints disrupted delivery across several locations.** Flooding in Baqdaad, Bayahaw, Daymasame, Muryale, and Raqayle damaged homes, displaced families, and disrupted access to health, WASH, and food services, while fluctuating security tensions and localised armed activity occasionally limited field movement. Partners mitigated these risks through adjusted travel routes, daily security briefings, local community focal points, coordination with authorities, and reliance on community structures during restricted access periods.
- **Operational adaptations were required to keep implementation relevant.** TAAKULO postponed a desalination intervention to 2026 after the intended borehole became unavailable and replaced it with alternative WASH and cash-for-work activities. PASOS shifted from planned water trucking to solarising a rehabilitated shallow well with an elevated tank. These changes maintained progress while responding to feasibility, sustainability, and context-specific water needs.
- **Funding constraints and high unmet needs limited coverage.** Many households who met vulnerability criteria could not be supported. Partners used transparent vulnerability-based targeting, community validation, and expectation management, while continuing to advocate for resources and prioritise the most critical needs.

Lessons learned

- **Strong coordination and locally led delivery improve quality and sustainability.** Joint planning, harmonised accountability systems, child-friendly feedback mechanisms, local outreach workers, and community committees improved complementarity and ownership. Continued investment in local partner systems, data protection, MEAL, safeguarding, and operational procedures will be important for the final project year.
- **Flexible programming is essential in Somalia’s unpredictable context.** Crisis modifier activations, anticipatory action, prepositioning, and real-time monitoring enabled faster responses to drought, floods, conflict displacement, and disease outbreaks. Future implementation should continue strengthening contingency planning and decision-making.
- **Integrated humanitarian and resilience programming produces stronger outcomes than standalone assistance.** Combining FSL, WASH, health, nutrition, MPCA, and protection supported immediate needs while contributing to livelihoods, safer access to services, community preparedness, and reduced reliance on emergency aid. Examples include solar-powered irrigation, VSLAs, WASH committees, health facility strengthening, and early-warning structures.

Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned 2024 – 2026	Reached
🌾 Food Security and Livelihoods	44,195	9,979
💧 WASH	348,645	120,282
❤️ Health	470,003	136,696
🛡️ Protection	74,847	25,875
🍴 Nutrition	151,618	96,494
💰 Multi-Purpose Cash Assistance	11,722	10,335
🏠 Shelter (crisis modifier)	–	6,082
Total (without double counting)	692,617	383,466

Joint Response Lead:
Help a Child

Alliance Partners:
CARE, Help a Child, Plan International, Save the Children, Tearfund, War Child, ZOA/Dorcas

Local Partners:
ACROSS, Aid Link Organisation (women-led), Africa Development Aid, Charity and Empowerment Foundation, Coalition for Humanity, UNIDOR, Women and Orphans Charitable Organisation (women-led), Women Development Group (women-led)

Localisation
Spent through local/
national partners in 2025:
EUR 2,348,088



Budget 2024 – 2026
EUR 23,191,824

Project expenditure
of reporting period
EUR 7,602,322

Summary and project information

The South Sudan Joint Response (SSJR) 2024 – 2026, led by Help a Child, continued implementation in a highly fragile context shaped by conflict, displacement, severe food insecurity, flooding, disease outbreaks, and continued arrivals of refugees and returnees from Sudan. The programme worked across Abyei, Akobo, Malakal, Mayendit, Melut, Pibor, Rubkona and Tonj North, combining life-saving assistance with resilience-building activities. The response included food security and livelihoods (FSL), WASH, nutrition, education, protection, and multi-purpose cash assistance (MPCA). Protection remained a central priority, with investment in child-friendly spaces, community-based protection mechanisms, gender-based violence referral pathways, safeguarding, psychosocial support, and parent- and child-led advocacy. Resilience elements were integrated through agricultural support, farmer groups, Village Savings and Loans Associations (VSLAs), education, psychosocial support, and community capacity strengthening, helping vulnerable households and community structures better cope with recurring shocks

Collaboration and localisation

Collaboration remained a defining strength of the joint response. Partners working in the same locations complemented each other across sectors, shared resources such as compounds, offices, vehicles, and transport, and used each other’s technical expertise, referral systems, and advocacy channels. Cooperation improved during the second year as partners became more familiar with each other’s approaches and operational constraints. The consortium also worked collectively on climate-related learning, governance, accountability to affected populations, and planning for the final implementation year. Localisation continued to advance through UNIDOR’s role as local partner co-lead and member of the Response Task Force (RTF), giving national partners representation in strategic decision-making. Local partners also led important elements of the response, including crisis modifier activation and AAP structures, while capacity strengthening supported governance, financial systems, information and communication technology (ICT), office infrastructure, and organisational development based on partner-led assessments.



Challenges

- **The humanitarian context deteriorated further.** Insecurity, economic decline, floods, disease outbreaks, and the effects of the Sudan conflict increased pressure on communities and services. The withdrawal of major humanitarian funding streams widened gaps, while returnees and refugees continued to arrive in several project locations. Partners adapted activities where possible, but the scale of needs remained far larger than the available resources.
- **Security, access, and logistics continued to constrain implementation.** Communal violence, political instability, looting, bureaucratic impediments, poor road access, and seasonal flooding delayed activities, increased costs and complicated the movement of staff and supplies. Some materials had to be transported before the wet season or moved by air or waterways, which limited efficiency and predictability.
- **Accountability and targeting systems showed areas for improvement.** The real-time review found concerns around timeliness, the degree of community influence in decision-making, and the objectivity of some beneficiary selection processes. Formal feedback channels were less widely known than informal ones, and data quality in the joint accountability to affected people (AAP) system remained uneven across locations.

Lessons learned

- **Working as a consortium improves effectiveness in a complex operating environment.** Partners were better able to address issues with authorities, solve operational challenges, coordinate referrals, apply technical standards, and advocate jointly when facing difficult stakeholders or access constraints.
- **Community engagement must be continuous and meaningful.** Experiences with targeting, feedback, and the real-time review showed that consultation alone is not enough: communities need clear information on entitlements, project limits, and decision-making processes, especially as humanitarian resources become more constrained.
- **Resilience-oriented interventions can generate durable results when they create practical benefits for households.** VSLAs, income-generating activities, climate-smart agriculture, farmer groups, and community-based child protection structures helped strengthen self-reliance, financial stability, social cohesion, and preparedness for future shocks.

Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned 2024 – 2026	Reached
Food Security and Livelihoods	92,892	45,951
WASH	87,840	92,286
Protection	294,823	121,693
Nutrition	18,000	27,139
Multi-Purpose Cash Assistance	7,194	3,878
Education	10,357	7,538
Total (without double counting)	346,428	208,931

Joint Response Lead:
Plan International

Alliance Partners:
Plan International, Stichting Vluchteling/International Rescue Committee (SV/IRC), SOS Children's Villages, ZOA

Local Partners:
Alsawaid Alkadra Organisation, Al-Manar Voluntary Organisation, Organisation for Voluntary Assistance, CAFA Development Organisation, Child Development Foundation, Friends for Peace and Development Association, Green Peace Association, National Humanitarian Aid, SOS Sahel, Vet-Care Organisation

**Localisation
Spent through local/
national partners in 2025:**
EUR 2,726,086



Budget 2024 – 2026
EUR 21,185,443

**Project expenditure
of reporting period**
EUR 7,409,554



Summary and project information

The Sudan Joint Response 2024 – 2026, led by Plan International, continued implementation in 2025 during a further deterioration of Sudan's conflict and humanitarian crisis. The response worked across North Darfur, East Darfur, South Darfur, South Kordofan, White Nile, Kassala, and Gedaref, with crisis-modifier interventions also extending to Gezira and Red Sea states. Assistance was delivered through education, food security and livelihoods (FSL), health, nutrition, shelter/ non-food items, protection, WASH, and multi-purpose cash assistance (MPCA). The programme combined life-saving support with resilience and early recovery investments. Partners maintained integrated programming despite conflict escalation, displacement, hyperinflation, communications disruptions, disease outbreaks, and access constraints. The crisis modifier remained central to the response, enabling rapid support for sudden displacement, cholera, dengue, and flooding emergencies, while helping partners adapt to a fast-changing context.

Collaboration and localisation

Collaboration and localisation were central to the Sudan response. The consortium included international and national partners, with one additional national partner joining in 2025. Local actors, including national NGOs, Emergency Response Rooms, Parent-Teacher Associations, Community-Based Child Protection Networks, women's networks, water management committees, and community volunteers played a direct role in implementation, targeting, feedback, outreach, and rapid response. The decentralised governance model, with a National Programme Committee and state-level working groups, supported joint decision-making, coordination, and context-specific adaptation. This model helped partners avoid duplication, align activities across sectors, share logistics, coordinate crisis responses, and develop common positions in humanitarian coordination spaces. Localisation was pursued deliberately through a localisation framework and action plan, equal participation in governance, capacity strengthening, risk-sharing, and the continued use of the principle "localisation by design instead of localisation by default."



Challenges

- **The operating environment was extremely volatile.** Conflict escalation, shifting control lines, airstrikes, shelling, route closures, travel-permission delays, and administrative constraints affected access and implementation in several states. Communications disruptions, including confiscation of connectivity equipment in some locations, also affected coordination, monitoring, and reporting. Partners mitigated these constraints through adaptive planning, local presence, security monitoring, engagement with relevant authorities, and decentralised decision-making.
- **Economic and logistical pressures reduced the predictability of delivery.** Hyperinflation, cash liquidity shortages, banking disruptions, market closures, procurement delays, and increased transport costs affected cash, in-kind, and service-based interventions. Partners adapted through mobile banking, hawala providers, split or consolidated cash-transfer modalities, local procurement where feasible, shared logistics, and pre-positioning of supplies.
- **Public-health and displacement shocks created needs beyond original plans.** Cholera, dengue, flooding, and new waves of displacement increased pressure on WASH, health, nutrition, protection, and basic assistance. Crisis modifier activations helped close urgent gaps, but the scale and speed of emerging needs continued to exceed available resources and required difficult prioritisation.

Lessons learned

- **Flexible and decentralised response capacity is essential in Sudan's conflict environment.** Crisis modifiers, simplified approval processes, local partner leadership, and community-based mechanisms enabled partners to respond faster than conventional external logistics alone would have allowed, particularly where access was restricted.
- **Integrated, multisectoral programming remains the strongest way to maximise impact.** Layering WASH, health, nutrition, protection, cash, education, and livelihood support through shared community structures improved complementarity, reduced duplication, and helped households address interconnected needs in a context where vulnerability is multidimensional.
- **Sustainable results depend on pairing technical solutions with local ownership.** Solar-powered water systems, school rehabilitation, community kitchens, seed banks, protection networks, and feedback mechanisms were strongest where committees, volunteers, PTAs, or local partners were trained and involved in management, maintenance and decision-making.

Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned 2024 – 2026	Reached
🌾 Food Security and Livelihoods	42,514	37,675
💧 WASH	161,185	254,047
❤️ Health	25,000	39,213
🛡️ Protection	47,630	34,601
🥄 Nutrition	10,000	27,279
💰 Multi-Purpose Cash Assistance	9,900	13,517
🏠 Shelter and Non-Food Items	–	4,890
📖 Education	5,268	13,445
Total (without double counting)	194,161	374,882

Syria Government-Controlled Areas (GCA)

Protracted Crisis Joint Response

Joint Response Lead:
ZOA

Alliance Partners:
Dorcas, Oxfam, Terre des
Hommes, ZOA

Local Partners:
MSJM (women-led), SSSD,
SARC, EPDC, GOPA-DERD,
Children of Word under the
Presbyterian Church,
Greek Orthodox Church

Summary and project information

The Syria Joint Response 2024 – 2026 in government-controlled areas, led by Stichting ZOA, continued implementation in 2025 in a highly volatile and rapidly changing context. The response worked in Aleppo, Hama, and Rural Damascus, with crisis modifier activities also implemented in Latakia, Tartous, Homs, Damascus, and As-Sweida. Assistance covered food security and livelihoods, WASH, health, protection, and education, with crisis modifier support also covering multi-purpose cash assistance and shelter. The programme combined emergency response with integrated, multisectoral support, using an area-based approach in Aleppo – Jebel Semaan and adapting activities to changing displacement, return, and vulnerability patterns. Protection mainstreaming was applied across sectors through risk assessments, gendered protection analysis, adjusted service modalities, referrals, case management follow-up, and attention to women, girls, persons with disabilities, returnees, and vulnerable host communities



Localisation
Spent through local/
national partners in 2025:
EUR 2,819,688



Budget 2024 – 2026
EUR 14,818,714

Project expenditure
of reporting period
EUR 5,693,950

Collaboration and localisation

Collaboration between consortium members and local partners was a major strength of the response. Joint mechanisms, including coordination meetings, mutual field visits, shared targeting, referrals, and the real-time review, helped improve geographical coverage, programme quality, and learning. Local partners brought contextual understanding, community trust, and access through existing centres, clinics, and local stakeholder relationships. Their role was especially important during crisis modifier responses and periods of insecurity, when access through local networks helped maintain continuity. Localisation advanced through greater partner engagement in design, adaptation, coordination, implementation, and decision-making. One local partner became a voting member of the Response Task Force (RTF), and the Local Advisory Group (LAG) provided an additional platform for dialogue and representation. Capacity strengthening remained a continuing priority, although emergency pressures, staff turnover, and workload affected the pace of implementation.



Challenges

- The operating context shifted substantially after the fall of the former regime, creating uncertainty around security, administrative procedures, financial systems, and humanitarian access. Localised violence, displacement, and return movements changed needs in several governorates. Partners responded by adjusting locations, modalities, and activity sequencing, including relocating activities where access or security conditions deteriorated.
- Economic and operational constraints affected implementation. Liquidity shortages, currency depreciation, inflation, procurement delays, shortages of specific technical materials, and changing approval procedures created delays and cost pressures. Partners mitigated these constraints through flexible financial planning, changing payment modalities, working with local suppliers, phased implementation, and stronger engagement with local authorities and partners.
- Protection and inclusion risks increased as displacement, overcrowding, insecurity, and community tensions evolved. The consortium adapted by strengthening PSEA messaging, gender-based violence, and mine-risk awareness, referral pathways, accessible service delivery, tailored outreach, and feedback mechanisms, while also using crisis modifier funding to respond to sudden shocks in affected locations.

Lessons learned

- Flexible programming and adaptive planning are essential in the Syrian context. The response showed the value of real-time monitoring, close communication with field teams and local partners, and the ability to adjust activities, locations, targeting, and modalities when needs and access conditions change quickly.
- Joint coordination improves programme quality and operational efficiency. Regular coordination, shared planning, referral pathways, and information exchange reduced overlap, strengthened complementarity, and made the area-based and integrated approach more coherent for affected communities.
- Long-term presence, local relationships, and accountable communication strengthen relevance. Trusted community structures, local partners, and community centres supported access and follow-up during instability. Transparent communication on selection criteria, project scope, and available support remains important where returns and increasing needs can create tension.

Number of people we planned to reach, and actually reached, in 2025 (Map 1 results):

Sector	Planned 2024 – 2026	Reached
 Food Security and Livelihoods	104,561	23,971
 WASH	244,753	180,820
 Health	215,854	129,471
 Protection	98,305	34,369
 Multi-Purpose Cash Assistance	–	408
 Shelter and Non-Food Items	9,310	6,878
 Education	8,608	4,950
Total (without double counting)	685,963	373,724

6.3.8

Syria Non-Government-Controlled Areas (NGCA)
Protracted Crisis Joint Response

Joint Response Lead:
War Child

Sole Alliance Partner:
War Child

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

Summary and project information

The Syria Joint Response 2024 – 2026 in non-government controlled areas (NGCA), led by War Child, continued implementation in 2025. The programme worked in Idleb in northwest Syria and Raqqa, Hasakah, and Deir-ez-Zor in northeast Syria, responding to a context shaped by prolonged conflict, displacement, economic collapse, damaged infrastructure, security suspensions, and shifting governance. Assistance covered health, protection, nutrition, WASH, shelter, education, and food security and livelihoods (FSL). The response combined life-saving services with resilience-building support, including health and nutrition services, psychosocial support (MHPSS), child protection, education, female youth empowerment, shelter rehabilitation, WASH infrastructure, and crisis modifier activities. The consortium remained on track through flexible programming, local partner leadership, rapid adaptations, continued integration of protection, safeguarding, gender, age, and disability inclusion across interventions.

Collaboration and localisation

Localisation was central to the NGCA response. War Child worked through five local partners. The Response Task Force (RTF) included War Child and two rotating local partners, allowing operational decisions such as crisis modifier activation, activity changes, and budget splits to be validated with strong field knowledge. Local partners led needs assessments, response design, and implementation during emergency activations, reducing the time needed for decisions and improving contextual relevance. The consortium also strengthened shared governance through the DRA direct funding expression of interest process, which helped partners develop a common governance model, joint budgeting approach, and learning agenda. Ashti, as a women-led organisation, contributed to consortium-level decision-making and crisis modifier validation. Capacity strengthening continued through individual and joint plans covering fundraising, digital referral systems, disability inclusion, safeguarding, MEAL, HR, finance, IT, and programme management, although several activities were rescheduled to 2026 because of operational pressure.



Challenges

- Security and access constraints affected implementation.** Tribal clashes in Deir-ez-Zor and Raqqa led to temporary suspensions and delays, while shifting authorities after the regime change created approval and coordination challenges. Partners managed this through daily security monitoring, flexible scheduling, mobile teams, rescheduling, and local acceptance strategies.
- Operational changes required redesign and adaptation.** WASH and shelter activities shifted from camps to host communities after camp closures and cluster guidance, while education activities were relocated following camp closure and adjustments to accepted education methodologies. These changes kept the programme relevant but required repurchase coordination and implementation adjustments.
- Accountability and inclusion systems still needed strengthening.** Reviews found strong community participation and relevance, but also gaps in systematic documentation, feedback trend analysis, and accessibility for persons with disabilities in remote areas. Planned mitigation includes stronger MEAL trend analysis, accountability dashboards, disability inclusion training, and improved digital referral tools

Lessons learned

- Flexible, locally led decision-making is essential in the NGCA context.** The crisis modifier, rotating local partner representation in the RTF, and simplified activation procedures enabled faster, context-relevant responses to displacement and emergency needs.
- Integrated programming improves relevance and continuity.** Linking health, nutrition, MHPSS, protection, education, WASH, shelter, and livelihoods allowed partners to respond to multiple vulnerabilities at the same time and strengthen referral pathways between services.
- Community co-creation improves programme quality.** Participatory market assessments, feedback mechanisms, and local partner engagement helped adapt technical and vocational education and training, WASH, shelter, and protection activities to community priorities. Future programming should further institutionalise structured feedback tracking, digital referral systems, and inclusive access measures.

Localisation
Spent through local/
national partners in 2025:
EUR 1,734,217



Budget 2024 – 2026
EUR 6,674,041

Project expenditure
of reporting period
EUR 2,403,047



Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned 2024 – 2026	Reached
Food Security and Livelihoods	263	247
WASH	19,325	3,785
Health	306,000	169,723
Protection	14,505	22,564
Nutrition	48,000	20,103
Shelter and Non-Food Items	6,260	585
Education	3,867	2,426
Total (without double counting)	383,715	219,433

Joint Response Lead:
CARE Nederland

Alliance Partners:
CARE, Cordaid, Dorcas, Oxfam,
Save the Children, Stichting
Vluchteling/INTERSOS, ZOA

Local Partners:
Al Tadamon Foundation for
Development (women-led),
Benevolence Coalition of
Humanitarian Relief, Family
Counseling & Development
Foundation (women-led),
Diversity, International Training
and Development Centre,
Mawada Foundation for Child
Care (women-led), Nahda Makers
Organisation (women-led), Saving
Children and Youth, Society
for Humanitarian Solidarity,
Social Service Foundation
for Development, Sphereye
Foundation, Sustainable
Development Foundation
(women-led), Yemen Family Care
Association (women-led), Yemeni
Scouts Association

Localisation
Spent through local/
national partners in 2025:
EUR 3,896,102



Budget 2024 – 2026
EUR 23,337,713

Project expenditure
of reporting period
EUR 8,678,727

Summary and project information

The Yemen Joint Response 2024 – 2026, led by CARE Nederland, continued implementation in 2025 in a highly constrained humanitarian context shaped by conflict, displacement, economic collapse, climate-related shocks, funding contractions, banking restrictions, and regulatory constraints. The response worked across Al Dhale'e, Aden, Hajjah, Lahj, Marib, Taiz, and Sa'ada. Assistance covered food security and livelihoods (FSL), health, multi-purpose cash assistance (MPCA), protection, and WASH. The response combined life-saving support with early recovery and resilience, including cash-based assistance, community-driven infrastructure rehabilitation, health, mental health and psychosocial services (MHPSS), WASH system rehabilitation, protection case management, legal and civil documentation support, gender-based violence (GBV) and child protection services, and referral pathways. Flexible management, crisis modifier use, and partner coordination enabled the consortium to maintain core activities despite access, banking, liquidity, and partner-transition challenges.

Collaboration and localisation

Working together remained a defining strength of the Yemen response. Regular coordination meetings, peer learning, joint field visits, harmonised monitoring tools, and consolidated indicator tracking helped reduce duplication and improve collective performance review. Collaboration connected interventions through referral systems, allowing affected people to access multisectoral support rather than isolated services. Risk-sharing dialogue involving representatives of national partners, iNGOs, the Dutch Relief Alliance, and the Ministry of Foreign Affairs of the Netherlands supported collective mitigation by helping to identify systemic risks related to banking, liquidity, compliance, and regulatory constraints. Local actors were central to delivery and leadership. Yemeni partners contributed to strategy, advocacy, risk analysis, learning events, donor engagement, and community accountability. Women-led and women-focused organisations played important roles in gender-responsive protection, GBV prevention, livelihoods, and community mobilisation. The LOCAL-Lead pilot and planned Yemeni Co-Lead arrangement for 2026 mark further movement toward shared leadership.



Challenges

- **Financial, banking, and regulatory constraints created major operational pressure.** Liquidity shortages, banking restrictions, sanctions-related constraints, and exchange-rate volatility delayed transfers, procurement, and local-partner payments. Partners mitigated these risks through pre-financing, alternative banking arrangements, staggered withdrawals, adaptive sequencing, and shared-risk discussions, although systemic financial constraints remained beyond the consortium's full control.
- **Security, access, and partner transitions affected continuity.** Conflict dynamics, frontline proximity, airstrikes, regulatory constraints, and funding reductions contributed to reduced presence or partner withdrawal in some areas. The consortium used structured handovers, prioritisation of critical services, local acceptance strategies, and flexible movement planning to reduce service disruption and safeguard affected communities.
- **Inclusion and accountability required continuous attention.** Women in conservative settings, undocumented IDPs, older people, persons with disabilities, and people in remote areas faced barriers to participation and services. Partners responded through mobile and home-based modalities, female-led outreach, alternative verification, adapted infrastructure, community-based networks, and improved feedback mechanisms.

Lessons learned

- **Local leadership and risk sharing are operational necessities, not add-ons.** Yemeni partners' contextual knowledge, community trust, and leadership in governance, advocacy, and implementation enabled faster and more realistic decision-making. Future responses should continue expanding local decision-making roles and shared leadership models.
- **Flexible, scenario-based programming is essential in Yemen.** Banking shocks, funding cuts, exchange-rate volatility, displacement, and disease risks showed that future responses need predefined triggers for adaptation, diversified financial arrangements, and contingency plans for partner transition and service continuity.
- **Integrated programming improves relevance and sustainability.** Combining cash, livelihoods, health, WASH, MHPSS, and protection services around shared community priorities helped address interconnected needs, support social cohesion, and strengthen local ownership of assets and services.

Number of people we planned to reach, and actually reached, in 2025:

Sector	Planned 2024 – 2026	Reached
Food Security and Livelihoods	38,438	10,833
WASH	401,629	147,426
Health	85,480	68,303
Protection	78,986	46,524
Multi-Purpose Cash Assistance	56,109	30,289
Total (without double counting)	653,310	298,693

TAKE A CLOSER LOOK
INNOVATION: BUILDING RESILIENCE THROUGH AGRICULTURAL VALUE CHAINS



How Muna Rebuilt Her Family's Future

Muna Musa, age 25 and a mother of three, is a pioneer member of a women's solidarity group in Wau County, South Sudan. Before joining the group, Muna's family depended entirely on her husband's earnings.

The family's lives changed overnight when robbers stole her husband's motorcycle, their only source of income. Muna was frightened, but then she joined a women's solidarity group, BRAV (Building Resilience through Agricultural Value Chains), through which she invested in a roadside business that now generates SSP 35,000 (EUR 233) in daily income.

Today, Muna pays her children's school fees, provides food, and covers medical and other essential needs. Her fearful life has been replaced with hope: 'Today I can provide for my children and save for our future', says Muna. 'I am grateful for the support that helped me regain hope and become stronger.'

The BRAV initiative of Help a Child South Sudan was funded by Save the Children Netherlands with DRA South Sudan Joint Response funds. A South Sudanese NGO, Universal Intervention and Development Organisation (UNIDOR), helped launch the project from 15 September to 31 December 2023.

BRAV chose 50 marginalised women to participate in a food value chain cooperative. Help a Child procured three grinding mills and equipment to process and package local crops. UNIDOR strengthened the group's business management capacity.



"Today I can provide for my children and save for our future."

More than 100 local farmers sustainably supply crops to the cooperative.

"The 50 original BRAV members remain actively engaged more than a year after international funding ceased."



The project today

Today the cooperative is an ongoing and independent success. More than 100 local farmers sustainably supply crops to the cooperative. Every month the women independently manage 100+ purchase orders through phone and social media platforms and the processing/sales centre in Lokoloko and two sales points at Wau Airport provide access to the cooperative's products. Monthly they produce 2,000 product-label stickers, demonstrating growth in value addition and branding of agricultural products such as peanuts, okra, cassava, maize, and honey.

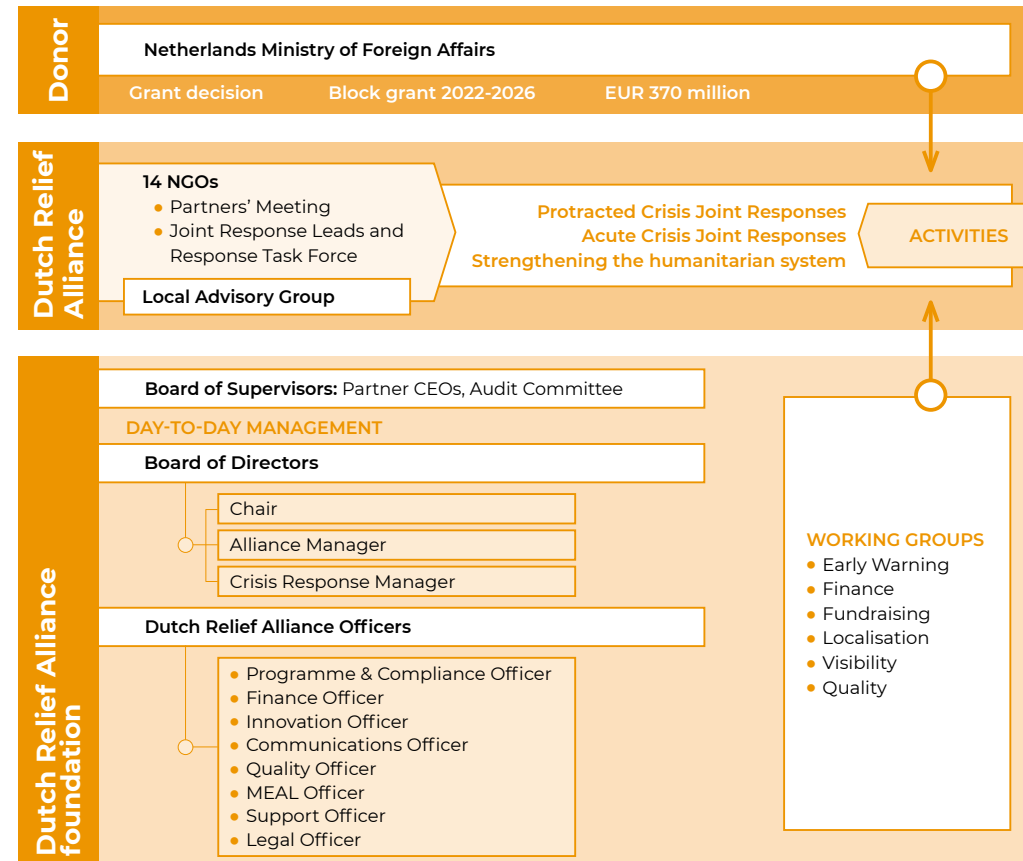
Members operate a profit-sharing model and a borrowing and reinvestment mechanism. The 50 original BRAV members remain actively engaged more than a year after international funding ceased and 40 of them have since launched micro-enterprises and are sustaining their families without any further external support.

The originally DRA-funded BRAV cooperative continues to have a highly significant and positive impact on the lives of the hundreds of people — from the hardworking farmers, to the women entrepreneurs and their families, and ultimately to all the people who can now buy delicious and healthy food the cooperative supplies.

7. STRUCTURE, GOVERNANCE, AND MANAGEMENT

Exhibit:
DRA Structure and
Governance

7.1 The Dutch Relief Alliance (DRA) governance structure



DRA TEAM: BOARD OF DIRECTORS (BOD) AND OFFICERS

2025 BoD members:

- **Chair:** Christel Sjauw-Koen-Fa-Mulder, seconded by Plan International in the Netherlands.
- **Alliance Manager:** Jessie Bokhoven, appointed 1 January 2025 in a non-rotational position.
- **Crisis Response Manager:** Anton van Wijk, seconded by Dorcas, appointed 1 January 2025; became a non-rotational position on 1 September 2025.

In 2025, the BoD convened:

- 26 regular meetings, including two with the Local Advisory Group (LAG)
- 11 DRA partner meetings, including one reflection day
- 13 meetings with the Ministry of Foreign Affairs of the Netherlands
- Five team meetings that included working group chairs
- One celebration of DRA's tenth anniversary
- One General Assembly with internal and external stakeholders

2025 DRA officers:

- **Support Officer:** Anne-Marie van der Veer, seconded by CARE until 1 March 2025; seconded by Save the Children Netherlands from 1 March 2025
- **Programme & Compliance Officer:** Ignacio Arteché Prieto, seconded by Cordaid
- **Finance Officer:** Ninfoon Zoumaro-Djayoon, seconded by Cordaid
- **Innovation Officer:** Richard Kooge, seconded by CARE Netherlands
- **Communications Officers:** KlaasJan Baas and Luna Bögemann (appointed 1 February 2025), Serina Edward-Pius (appointed 1 September 2025), seconded by ZOA
- **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, Nicole Slootweg (appointed 15 April 2025), seconded by Oxfam Novib
- **Legal Officer:** Barber Dordregter, consultant contracted by Save the Children Netherlands



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2025 Working Group (WG) leaders:

- **Early Warning Working Group:**
Britt Dutour-Geerling (Chair), seconded by Save the Children Netherlands, 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 (Chair), seconded by Oxfam Novib, and Loanna Charalambous (Vice Chair), seconded by War Child
- **Localisation Working Group:**
Tram Nguen (Co-Chair), seconded by CARE Netherlands, and Nada Helal (Co-Chair), seconded by Stichting Vluchteling (until 1 September 2025)
- **Quality Working Group:**
Eleni Diker (Chair), seconded by Oxfam Novib, and Mark van der Boon (Vice Chair), seconded by Plan International in the Netherlands
- **Visibility Working Group:**
Paul van den Berg (Chair), seconded by Cordaid, and KlaasJan Baas (Vice Chair), seconded by ZOA



BOARD OF SUPERVISORS (BOS) AND AUDIT COMMITTEE

2025 BoS members:

- **Garance Reus-Deelder**
Chair, Plan International in the Netherlands
 - **Reintje van Haeringen (until 1 August 2025)**
CEO Member, CARE Netherlands
 - **Tjipke Bergsma (until 31 December 2025)**
Interim CEO Member, CARE Netherlands
 - **Heleen van den Beg**
CEO Member, Cordaid
 - **Agnes Kroese**
CEO Member, Dorcas
 - **Pepijn Gerrits**
Director of Programmes Member, Oxfam Novib
 - **Andries Schuttinga**
CEO Member, Help a Child
 - **Pim Kraan**
CEO Member, Save the Children Netherlands
 - **Arian Buurman**
Managing Director Member, SOS Children's Villages Netherlands
 - **Benoit de Gryse**
Until 1 October 2025 - Head of Programmes and Advocacy Delegated Member on behalf of Tineke Ceelen (CEO) From 1 October 2025 - CEO Member, Stichting Vluchteling
 - **Guido de Vries**
CEO Member, Tearfund Netherlands
 - **Julie Verhaar (until 1 October 2025)**
CEO Member, Terre des Hommes Netherlands
 - **Gráinne le Fevre (from 1 October 2025)**
CEO Member, Terre des Hommes Netherlands
 - **Ernst Suur**
Managing Director Member, War Child Netherlands
 - **Marco van der Graaf**
CEO Member, World Vision Netherlands
 - **Edwin Visser**
Chief Programme Officer, Delegated Member on behalf of Chris Lukkien (CEO) ZOA
- The BoS convened for five regular meetings in 2025.

2025 Audit Committee members:

- **Chair: Marten Naaktgeboren, external advisor**
(Achmea Investment Management)
- **Member: Thomas Pal, external controller**
(Vitens Evides International)
- **Member: Julie Verhaar** (CEO, Terre des Hommes) succeeded by **Guide de Vries** (CEO, Tearfund)
- **Member: Andries Schuttinga**
(CEO, Help a Child)
- **Member: Marinke Barelds**
(seconded by ZOA)

Meeting three times in 2025, the Audit Committee provided recommendations on finance reporting and risk control concerning DRA's annual financial report and annual accounts.



DRA joint response partners and the Local Advisory Group (LAG)

In 2025, DRA had 14 iNGO partners in the Netherlands, and 124 national and local partners around the world.

iNGO, national, and local partners responded to nine protracted crises and seven new acute crises in 2025, together with the Response Task Force.

The LAG provides feedback on localisation issues to the DRA international level (representatives appointed by DRA members) and national and local partners appoint LAG members to represent local voices up to the international level.

The LAG met monthly in 2025 and met regularly with the BoD Chair. They also joined two meetings with the BoS and the Ministry.

2025 LAG members: :

- **Chair, Member South Sudan:**
James Keah, Universal Intervention and Development Organisation (UNIDOR – South Sudan)
- **Vice Chair, Member Somalia:**
Amina Abdinoor, Zam Zam Foundation
- **Member Afghanistan:**
Anas Angar, Organisation for Community Coordination and Development (OCCD)
- **Member DRC:**
Gilbert Mutusis, Appui au Développement de l'Enfant en Détresse (ADED-RDC)
- **Member Ethiopia:**
Workayehu Bizu, African Network for the Prevention and Protection Against Child Abuse and Neglect (ANPPCAN)
- **Member Sudan:**
Amjad Elbashir, Vet-Care Organisation (VCO)
- **Member Syria GCA:**
Basheer Srour, Monastery of Saint James the Mutilated (MSJM)
- **Member Syria NGCA:**
Mahmoud Amin, Dan for Relief Development (DRD)
- **Member Yemen:**
Faiza Altamimi, Nahda Makers Organisation (NMO)

7.2 Risk management

Any evaluation of 2025 risk must consider that DRA joint responses and partner operations take place in fragile, hostile, and unpredictable contexts. DRA continues to identify, monitor, and mitigate the risks below at joint response level and internationally:

- **Security risk:** physical risk to individuals and assets from acts of war, violence, and crime.
- **Fiduciary risk:** money or materials are not used for intended purposes (e.g. fraud, theft, corruption).
- **Legal/compliance risk:** laws and relevant regulations are violated by the organisation or personnel.
- **Operational risk:** technical or human error, or capacity deficits, leading to operational failure/inability to achieve objectives. This includes financial risk (unexpected fiscal outcomes or inability to finance activities) as distinct from fiduciary risk.
- **Information risk:** 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:** harm caused by unethical behaviours, including sexual misconduct and exploitation, inadequate Duty of Care, or insufficient consideration of humanitarian principles.

Joint Response level

A risk assessment is conducted during the design phase of a joint response, and includes detailing various risks within categories, rating them in terms of impact and likelihood, and implementing measures to mitigate them. Risks are continuously monitored and reported through updated risk assessments, which are included in midterm and end-of-year reports and, if necessary, escalated to the Crisis Response Manager. Evaluation and learning sessions provide opportunities for partners to discuss frequently encountered risks. Additionally, innovative strategies are considered and applied to identify and mitigate them.

DRA international level

In addition to managing Joint Response level risks, risks at the international DRA level are also addressed. The Risk-Sharing Pilot, mentioned in previous chapters, should be considered as an innovative pilot, one that has continued in several countries and in which the Ministry also plays an active part.



7.3 Reflections on the functioning of Foundation DRA

MDF Consultancy was tasked with a review of DRA's 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 BoD positions.

A Fit for Future Exercise, which included a broad range of DRA stakeholders, was launched in 2025 to begin preparations for the new Block Grant for 2027 – 2031.

TAKE A CLOSER LOOK
WOMEN-LED NGO: SUPPORTING SOMALI WOMEN AND GIRLS



Save Somali Women and Children (SSWC) is a Somali women-led national organisation dedicated to protecting and empowering vulnerable women, children, and displaced communities. SSWC played a leading role in delivering protection interventions while contributing to integrated livelihoods and resilience programming in Banadir and Hiraan regions during 2025. They were a local partner of the Dutch Relief Alliance (DRA)-funded Somalia Joint Response, implemented in partnership with Oxfam and other consortium members.

Working in some of Somalia’s most vulnerable displacement settings, SSWC reached thousands of internally displaced people through community-driven and survivor-centred approaches. The organisation operated two Women and Girls Safe Spaces, where 357 survivors of gender-based violence received psychosocial support, legal assistance, and referrals to specialised services. In addition, 267 women and girls with specific protection needs received cash assistance, enabling them to address urgent needs safely and with dignity. As **Habiba Ahmed** from Midnimo IDP Camp in Banadir shared, ‘Before SSWC’s water distribution, we had to buy water every day. The support has eased our burden and ensured our families have access to safe water.’

To strengthen protection beyond direct services, SSWC trained community leaders, including women, religious leaders, and camp representatives, on gender-based violence prevention and referral pathways. Solar-powered streetlights and portable solar lanterns were installed/distributed in displacement sites and drought-affected villages, helping to improve safety and reduce risks for women and girls. As **Halima Adan** from Nasteho IDP Camp in Beledweyne explained, ‘Since the solar-powered streetlights were installed, darkness and isolation are no longer part of our lives. We can now move freely and safely at night.’



“Since the solar-powered streetlights were installed, darkness and isolation are no longer part of our lives. We can now move freely and safely at night.”

“SSWC trained me in tie-dye production for three months. After graduating, I received a 120-dollar start-up grant, and today I run my own kiosk, earning an income to support my family.”

Livelihood skills training and start-up grants further enabled women and adolescent girls to build sustainable sources of income and strengthen household resilience. Reflecting on this support, **Maryan Mohamed** from Macaaney IDP Camp in Banadir said, ‘SSWC trained me in tie-dye production for three months. After graduating, I received a 120-dollar start-up grant, and today I run my own kiosk, earning an income to support my family.’

The DRA partnership demonstrates the value of investing in women-led local organisations. With deep community trust, local knowledge, and long-standing relationships, SSWC was able to deliver timely, culturally appropriate, and accountable assistance while ensuring that the voices of women and girls informed programme design and implementation. Beyond delivering humanitarian assistance, the collaboration strengthened local leadership and contributed to more inclusive, resilient, and sustainable humanitarian action in Somalia.





DRA members are committed to eradicating sexual harassment, exploitation, and abuse in their work. In 2018 (updated in 2022), DRA adopted its Integrity Guidance Note (IGN), standards for Protection from Sexual Exploitation and Abuse (PSEA) based on the Core Humanitarian Standard. The policy set reporting and capacity-building requirements for PSEA within joint responses.

Each DRA member ensures that its policies, processes, actions, and staff comply with the IGN. For DRA-funded arrangements, members assure third-party compliance through training and monitoring of consultants, contractors, and implementing and other third-party partners.

IGN prescribes when and how suspicion of misconduct or other types of incidents need to be reported to the Ministry of Foreign Affairs of the Netherlands. In 2025, 20 incidents were reported to the and Foundation DRA (FDRA), of which 16 were related to financial misconduct, two related to sexual misconduct, one to violence against children, and one to conflict of interest. 14 Incidents were reported under protracted crisis joint responses and six under acute crisis joint responses. Compared to 2024, 2025 saw an increase of 33% of cases reported, which continues the yearly growth in cases reported since the start of the block grant.

Since 2020, DRA has also adhered to the Inter-Agency Misconduct Disclosure Scheme. The scheme facilitates the sharing of misconduct information between employers. The scheme consists of two main commitments: 1) To systematically check with previous employers about any Sexual Exploitation and Abuse (SEA) issues relating to potential new hires (to cover a period of at least the five years preceding the request); and 2) To respond systematically to such checks from others. Accurate references enable hiring organisations to make well-informed hiring decisions.

8.1 Incidents reported in 2025

JR GAs Country	Mechanism	Year	Type
DRC	Protracted	2025	Financial misconduct
DRC	Protracted	2025	Sexual misconduct
South Sudan	Protracted	2025	Financial misconduct
DRC Goma	Acute	2025	Financial misconduct
Nigeria	Acute	2025	Financial misconduct
Somalia	Protracted	2025	Financial misconduct
DRC (Goma)	Acute	2025	Financial misconduct
Gaza	Acute	2025	Audit waiver
Syria (NGCA)	Protracted	2025	Computer theft
Ethiopia	Protracted	2025	Theft
Yemen	Protracted	2025	Invoicing false
Ethiopia	Protracted	2025	Financial misconduct
DRC	Protracted	2025	Financial misconduct
Syria (NGCA)	Protracted	2025	Fraud procurement
Somalia	Protracted	2025	Sexual misconduct
Somalia	Protracted	2025	Theft
South Sudan	Protracted	2025	Financial misconduct
Afghanistan	Protracted	2025	Violence against children
Afghanistan	Acute	2025	Financial misconduct
Mozambique	Acute	2025	Conflict of interest

☐ Cases closed

☐ Cases open



TAKE A CLOSER LOOK
LIFE STORY FEATURED IN “TEN YEARS OF DUTCH RELIEF ALLIANCE IN TEN STORIES”



Garbi's gift: harnessing the sun to move the water

As a farmer, Garbi Guyo understands better than most just how essential water is. In Ethiopia's Borena region, however, water is increasingly scarce. Thanks to the installation of solar panels, clean drinking water can now be pumped to communities. When the panels were first installed, Garbi paid close attention to how everything worked. After receiving some training, he now takes care of maintaining the system himself. The persistent drought in Ethiopia has made access to water extremely difficult. To make matters worse, many existing water facilities have been destroyed by violent conflict. As a result, residents in Borena often had to walk for hours to reach a water point – carrying jerrycans back home in the intense heat. This task typically falls on women and girls, who face not only physical strain but also the risk of abuse along the way.

As part of the DRA joint response 2024/2026, SOS Children's Villages partnered with twelve local organisations to install water tanks in the region. Initially, these tanks were powered by diesel engines, supplying around 4,000 households with water. The community welcomed this solution. As one local man shared: *"In the past, we could only pray for rain."*

But diesel brought its own challenges: the cost was high, straining the community's limited resources, and the engines polluted the environment. That's why a cleaner, more sustainable solution was introduced: solar panels.

In a region where sunshine often signals drought and hardship, the same sun is now a source of hope, providing free, clean energy to deliver life-saving water.

Garbi Guyo, a father of nine, beams as he explains the transformation: *"Before, we had to spend so much money on diesel to pump water. Money we didn't always have. Now, we're all relieved, because finally, we have water again."*

Garbi took it upon himself to learn the system when the solar panels were installed. After training, he now ensures water is pumped reliably to the community. The impact has been huge: over 4,000 households – and their livestock – once again have access to clean water. In a region where livestock is vital for survival, this has been a game-changer.

Each household pays a small fee per jerrycan, which helps maintain the system and keeps the water flowing. Thanks to the sun – and Garbi's dedication – this community has a lifeline again.

"Before, we had to spend so much money on diesel to pump water. Money we didn't always have. Now, we're all relieved, because finally, we have water again."



"In the past, we could only pray for rain."

SCAN TO READ:
Ten Years of Dutch
Relief Alliance in
Ten Stories





ANNEX A: Abbreviations

AAP	Accountability to affected populations	MAP	Multi-annual Plan
ACM	Acute Crisis Mechanism	MEAL	Monitoring, Evaluation, Accountability, and Learning
ACJR	Acute Crisis Joint Response	MFA	Ministry of Foreign Affairs of the Netherlands
AFGJR	Afghanistan Joint Response	MoU	Memorandum of Understanding
BEmONC	Basic Emergency Obstetric and Newborn Care	MPCA	Multi-Purpose Cash Assistance
BoD	Board of Directors	MPC	Multi-Purpose Cash
BoS	Board of Supervisors	MUAC	Mid-upper arm circumference
BGH	Block Grant Holder	NCE	No Cost Extension
BGM	Block Grant Manager	NFIs	Non-Food Items
CHS	Core Humanitarian Standards	NUT	Nutrition
CM	Crisis Modifier	OCHA	United Nations Office for the Coordination of Humanitarian Affairs
CPIMS+	Child Protection Information Management System Plus	PCM	Protracted Crisis Mechanism
DoC	Duty of care	PCJR	Protracted Crisis Joint Response
DRA	Dutch Relief Alliance	PDM	Post-distribution monitoring
DRAC	DRA Committee	PSEA	Protection Against Sexual Exploitation and Abuse
DRCJR	Democratic Republic of Congo Joint Response	PSEAH	Protection from Sexual Exploitation Abuse and Harassment
EJR	Ethiopia Joint Response	PSS	Psychosocial Support
EUR	Euro	QWG	Quality Working Group
EWTF	Early Warning Task Force	RTF	Response Task Force
EWVG	Early Warning Workgin Group	RTR	Real-Time Review
FARDC	Armed Forces of the DRC (Forces armées de la république démocratique du Congo)	RRTR	Rapid Real-Time Review
FCPA	Fragile Context Programme Approach	SC	Support Costs
FDRA	Foundation Dutch Relief Alliance	SDG	Sudanese pound
FSL	Food Security and Livelihoods	SDNJR	Sudan Joint Response
FundWG	Fundraising Working Group	SEA	Sexual Exploitation and Abuse
FWG	Finance Working Group	SHG	Self-Help Group
GiE	Gender in Emergencies	SOMJR	Somalia Joint Response
GBC	Grand Bargain Commitments	SPHERE	Sphere Standards
GBV	Gender-based Violence	SSJR	South Sudan Joint Response
HEA	Health	SSP	South Sudanese pound
ICR	Indirect Cost Recovery	Syria GCA JR	Syria Government Controlled Areas Joint Response
ICT	Information and Communication Technology	Syria NGCA JR	Syria Non-Government Controlled Areas JR
IDP	Internally Displaced Persons	TA	Travel Approval
IGN	Integrity Guidance Note	TF	Task Force
IHL	International humanitarian law	UN	United Nations
IWG	Innovation Working Group	USD	United States dollar
JB	Joint Budget	VSLA	Village Savings and Loan Association
JR	Joint Response	VWG	Visibility Working Group
LAG	Local Advisory Group	WASH	Water, Sanitation, and Hygiene
LocWG	Localisation Working Group	WG	Working Group

Dutch Relief Alliance 2024 Annual Impact Report

The 2024 Dutch Relief Alliance Annual Impact Report includes summaries of the acute and protracted joint responses, alongside closer looks at the humanitarian relief actions taken in these countries.

10 years of Dutch Relief Alliance in 10 stories

Marking the 10-year anniversary of the Dutch Relief Alliance, this online version of the 10 years of Dutch Relief Alliance in 10 stories book features stories from across joint responses marking the impact of the past years, as well as how the alliance has grown and an outlook for the future.

A Humanitarian Worker's Story of Survival, Return, and Hope in Sudan

Mohammed Alamin, a humanitarian worker with Plan International, shares his personal story of fleeing Khartoum with his family following the war erupting in April 2023.

Crisis response in action: Relief and resilience in Goma

In 2025, Goma was thrown into crisis, displacing over 700,000 people. This story shares that despite the chaos, international and local organisations came together to provide lifesaving assistance via healthcare, food security, protection, cash, sanitation, and water.

Sudan's Forgotten Crisis: Localisation by design

Amjad Elbashir, Country Program Manager at Vet-Care Sudan, shares the importance of providing humanitarian aid that implements localisation by design instead of by default, in one of the world's most underreported humanitarian crises.

Dutch Relief Alliance Statement on Gaza Ceasefire

Following the potential ceasefire agreement between Israel and Hamas, the Dutch Relief Alliance issued a statement noting international and local partners ready to scale up lifesaving assistance immediately.

YouTube: Syria Joint Response: Crisis Modifier (Latakia and Tartous Governorates)

In the Syria Joint Response (SJR), the consortium coordinator and partners conducted a field visit which demonstrated the comprehensive, efficient, and diverse delivery of humanitarian assistance to affected communities.

Dutch Relief Alliance Statement on El Fasher

After the year and a half seige of El Fasher in North Darfur, the Dutch Relief Alliance expressed deep concern for civilian casualties and escalating violence, demanding urgent aid be delivered and advocacy for an immediate ceasefire.

Regen en kou verslechteren de toestand in Gaza: voedseltekorten en ziektes nemen toe (Rain and cold worsen the situation in Gaza: food shortages and diseases increase)

The Dutch Relief Alliance's Gaza spokesperson, Juliette Verhoeven, shared that she is not hopeful about the coming months in Gaza due to the lack of humanitarian assistance entering the city. This, alongside shortage of food, extreme climate, and lack of shelter furthers the uncertainty in alleviating the humanitarian crisis.

Izzeldin Idriss on Survival, Solidarity, and Serving Sudan

Izzeldin Idriss, Head of Programmes with SOS Sahel Sudan, shared how his family had to leave their home and everything behind when war broke out in Khartoum. While the ongoing response was focused on combating poverty, he shared how the programming needed to shift to emergency response while prioritising genuine localisation.

Vice Versa Article: How to Work Locally When Disaster Strikes: Lessons from the Dutch Relief Alliance

In this article from Vice Versa, the Dutch Relief Alliance was featured highlighting why localisation works with reflections from James Keah, Chair of the Local Advisory Group (LAG), Workayehu Bizu, head of the African Network for the Prevention and Protection against Child Abuse and Neglect (ANPPCAN) and Ethiopia LAG representative, and Christel Sjauw-Koen-Fa-Mulder, 2025 chair of the Dutch Relief Alliance.



ANNEX C: Governance Bodies and Positions

Board of Directors (BoD)

Chair

The Dutch Relief Alliance (DRA)/BoD Chair manages the overall coordination of the alliance and is the main point of contact for DRA partners, the Ministry of Foreign Affairs of the Netherlands, and other stakeholders. The Chair oversees the overall implementation of the DRA strategy, works closely with the other BoD members — the Alliance Manager and the Crisis Response Manager — and has a functional matrix line with the Officers (Support Officer, Innovation Officer, Quality & MEAL Officer, Finance Officer, Programme & Compliance Officer, Communications Officer, and Legal Officer).

The Chair is a rotating position for a one-year term, and represents one of the alliance organisational members. Tearfund Netherlands, World Vision Netherlands, CARE Netherlands, and Plan International in the Netherlands have chaired the alliance in the past four years.

Alliance Manager

The DRA Alliance Manager collaborates with the Chair in the overall coordination of the alliance and is a point of contact for DRA partners, the Ministry, and other stakeholders. The Alliance Manager supports the Chair in overseeing the overall implementation of DRA strategy while also working closely with the Crisis Response Manager. This position supervises DRA interns and oversees a number of Working Groups (WGs). To enhance institutional memory and organisational continuity, this became a non-rotational position in 2025.

Crisis Response Manager

The Crisis Response Manager oversees the design, operations, and reporting of DRA's acute crisis joint responses (ACJR) and protracted crisis joint responses (PCJR) and manages the coordination and linkages across joint responses and with the Ministry. This position ensures the integration of DRA's strategic objectives on impact, quality, efficiency, and effectiveness within joint responses. The Crisis Response Manager has a functional matrix line with the Quality & MEAL Officer, reviews ACJR and PCJR proposals, and helps turn joint response strategic ambitions into measurable actions while strengthening collaborative impact. To enhance institutional memory and organisational continuity, this also became a non-rotational position in 2025.



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DRA Officers

Support Officer

DRA's Support Officer supports the Board of Directors (BoD) in the day-to-day management of the alliance and aligns and facilitates information flow among the DRA partners, BoD, Board of Supervisors (BoS), WGs, the Ministry, and other external stakeholders.

Communications Officer

The Communications Officer focuses on communication within the Netherlands (with the Ministry, the Dutch public, and Members of Parliament), on internal communication within the alliance, and on external communications with the international humanitarian sector (with specific attention to the Grand Bargain commitments). The Communications Officer – together with the Visibility WG – develops a communication and advocacy plan, and supports the BoD, WGs, and joint responses in communication tasks.

Quality & MEAL Officer

The Quality & Monitoring, Evaluation, Accountability, and Learning (MEAL) Officer works with joint response leads to ensure quality design and implementation of ACJRs and PCJRs, in line with the Core Humanitarian Standards (CHS) and the thematic priorities of the Dutch Relief Alliance

Strategy 2022 – 2026. This position ensures that systems are in place to measure the quality of programmes, guarantees that high-quality data are available to demonstrate progress on DRA's strategic ambitions, and also identifies areas for improvement in the implementation of processes and programmes.

Innovation Officer

The Innovation Officer contributes strategic and operational direction on DRA's innovation ambitions, and provides technical expertise to joint response leads in designing and scaling the lifecycle of joint response innovations. The position 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 DRA and for the wider humanitarian sector.

Finance Officer

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

Programme & Compliance Officer

The Programme & Compliance Officer oversees the contractual process for all joint responses, ensuring control and compliance, including annual plans, annual reports, deviations, contractual arrangements, revisions of joint response proposals, ensuring alignment with the protracted crisis mechanism and the acute crisis mechanism, and contributing to other tasks that support the alliance's efficiency.

Legal Officer

The Legal Officer provides legal advice and recommendations upon request of DRA's BoD, Support Officer, and WGs. The position develops and updates legal documents in line with the requirements of the Ministry and DRA's governing documents.

Working Groups (WG)

Early Warning WG

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

Finance WG

The Finance WG monitors the DRA and joint response budgets. In addition, it develops tools tailored to the financial management needs of joint responses. In general, the Finance WG assesses financial risks and provides technical financial support when needed.

Fundraising WG

The Fundraising WG supports joint responses through identification of cooperation opportunities with third parties and supports DRA and the Ministry 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 (LAG).

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 act as the alliance's broader lobby. This WG boosts the DRA's efforts to gain attention for specific crises, and to increase transparency to the Dutch government, as well as the Dutch public and affected populations.

DUTCH RELIEF ALLIANCE

