



ACTIVITY REPORT **2008**



DARA

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DARA



At the end of 2007, the total number of internally displaced persons in North Kivu was 1.3 million

○ I. A GENERAL OVERVIEW OF DARA IN 2008

In 2008 DARA focused its efforts on three main activities: the Humanitarian Response Index (HRI), the organisation of the 23rd ALNAP (Active Learning Network for Accountability and Performance in Humanitarian Action) meeting, and the conduction of assessments and studies carried out for other organizations.

The HRI consolidated its position as a central part of the foundation's activities. It aims to enhance the financing quality provided for humanitarian actions by the 22 member countries of the Development Assistance Committee (DAC), the Organization for Economic Cooperation and Development (OECD) and the European Commission.

As a full member of ALNAP, DARA was in charge of organizing the biannual meeting on news media and humanitarian aid, which was held in Madrid in June, and which was inaugurated by Her Royal Highness the Princess of Asturias, Letizia Ortiz Rocasolano (former journalist).

With regards to the evaluations carried out, DARA collaborated with other international organizations in two evaluations of particular strategic importance. The first was the follow-up evaluation of the Tsunami Evaluation Coalition on linking relief, rehabilitation and development, which was created to continue with the

analysis carried out in 2005 regarding the unprecedented international response to the 2004 tsunami. DARA formed part of the 2005 Tsunami Evaluation Coalition, therefore its work in 2008-2009 is a continuation of its previous efforts. Furthermore, since autumn, 2008 DARA has also been involved in evaluating the appropriateness and effects of the Red Cross' International Committee policy on internally displaced persons, the first of its policies to be under review.

With regards to the United Nations, the mid-term evaluation of the World Food Programme's (WFP) Country Programme in Mozambique is worth a special note. DARA also carried out several other evaluations within Spain, both for actors playing a role in a decentralized cooperation (the Autonomous Government of the Balearic Islands), as well as for important executing agencies (the Spanish Red Cross).



HRH the Princess of Asturias at the opening ceremony of the 23rd ALNAP meeting.



Cyclone Sidr hit Bangladesh on November 15 2007, causing 3400 victims and affecting more than 9 million people

The 2008 financial year yielded a profit of 347,408 EUR, with total expenses resulting in 2,867,073 EUR, and a total income of 3,214,481 EUR. Investments came to 50,418 EUR - 79% of which corresponded to redesigning and updating DARA's webpage. This data takes into account the expenses invested in the Institutional Strengthening Programme (18% of the cost) that covered part of DARA's network-based tasks until June 2008.

The Institutional Strengthening Programme coordinated efforts, identified synergies, contributed to economies of scale, and offered support in the areas of financial administration, human resources, technology, communication, international relations, and fund-raising to DARA as well as the following organizations: the Madrid Club for Democratic Transition and Consolidation, the Foundation for International Relations and External Dialogue (FRIDE), the Foundation of the Toledo International Centre for Peace (CITpax) and the Education For Employment Foundation (EFE). In 2008 the programme's turnover rose to 515,271 EUR, representing 18% of the total.

II. EVALUATIONS, STUDIES AND TECHNICAL ASSISTANCE

In 2008 DARA submitted a total of 36 bids for direct, national and international tenders, offering its evaluation and technical assistance services. DARA was awarded 17 of these.

○ EVALUATIONS

Throughout the whole year, a total of nine evaluations were carried out for various different bodies, such as the Red Cross and Red Crescent Movement (4), the United Nations (1), Cooperation Agencies of the Autonomous Communities (1) and Spanish NGOs (2); as well as the joint evaluations (1) detailed below.

These evaluations yielded DARA an income of 233,274 EUR, while expenses came to 188,542 EUR.

Joint Follow-up Evaluation of the TEC-LRRD Evaluation (LRRD 2)

DARA formed part of a consortium, composed of the All India Disaster Mitigation Institute (AIDMI), Team C Voter and Channel Research, which carried out the Joint Follow-up Evaluation of the 1st Tsunami Evaluation Coalition (TEC) for Linking Relief, Rehabilitation and Development (LRRD). This complex exercise was based on five central themes:

- A.** The return of the state and civil society
- B.** Poverty, livelihoods and economic recovery
- C.** Social fabric and community development rebuilding
- D.** Natural hazards and conflict risks reduction
- E.** Capacity development

The evaluation department of the Swedish Agency for Cooperation (SIDA) was in charge of the evaluation, which also included the evaluation department of the Norwegian, Danish, Dutch, UK, Canadian, German and Irish agencies of cooperation, as well as those of UNICEF and OCHA, and several other international organizations, such as CARE International, and the International Red Cross and Red Crescent Federation.

Evaluation of the relevance and effects of the International Committee of the Red Cross (ICRC) operational position on Internally Displaced Persons (IDP)

Towards the end of 2008, and in collaboration with the French organization Groupe URD, DARA undertook a strategic evaluation for the International Committee of the Red Cross in the hope that its results would have an impact on the future protection and assistance provided to internally displaced persons and war victims. Field missions were organized to develop case studies in Colombia, Yemen, Chad and Georgia, although some of these are pending for 2009.

Evaluation of the School Feeding Programme of the World Food Programme (WFP) in Mozambique

As part of the broader Country Programme evaluation of the World Food Programme (WFP) in Mozambique, DARA contributed by evaluating the School Feeding Programme run by the WFP in this country. This was a mid-term evaluation that coincided with the programme's second year.

Mid-term evaluation of the "Peace Building in the Balkans" Agreement, Spanish Red Cross

DARA carried out a mid-term evaluation of the Programme for Peace Building and Resolution of Conflicts in the Balkans (Serbia and Bosnia-Herzegovina). This programme was implemented by the Red Cross and financed by the Spanish Agency for International Development Cooperation (AECID).

With the collaboration of the national Red Cross societies in both countries, the programme sought to encourage respect for human rights, tolerance and reconciliation using educational activities carried out with school children.

Evaluation of the Cooperation Programme of the Balearic Islands' Autonomous Government

In the course of 2008, 11 projects financed by the Autonomous Government of the Balearic Islands were implemented in several countries, such as India, Bolivia, Guatemala, Peru, Ecuador, Colombia and Nicaragua. These projects were headed by DARA and were performed in collaboration with the GGP group.

The projects evaluated covered a wide variety of sectors, ranging from co-development, to public health, microcredit, rural development and basic sanitation, amongst others.



Once the evaluations were finalized, DARA published the results in Palma de Mallorca and drafted a publication including them as well as lessons learned and recommendations for future projects to be financed by this autonomous government

Theatre to promote hygiene in a school. Aceh Barat, Indonesia. Sri Lanka.

Evaluation of the project "Assistance to the affected by the floods in Santa Cruz and Beni, Bolivia", NGO Proyecto Solidario

During the months of July and August, DARA evaluated the programme set up to assist families, especially children, which were affected by the severe floods that took place in February 2008 in Santa Cruz and Beni (Bolivia). This intervention was implemented by the Spanish NGO Proyecto Solidario whose aim was to learn from this intervention and later apply any recommendations to future emergencies.



The number of displaced persons resulting from the conflict in the north of the country was 308.612. At the same time, the reconstruction works in the Tsunami affected areas continue"

Mid-term evaluation of two projects implemented by the Spanish Red Cross in Indonesia and Sri Lanka.

In the framework of its projects addressed to assist the population affected by the 2004 tsunami in Indonesia and Sri Lanka, the Spanish Red Cross, with funding from the Spanish Agency for International Development Cooperation (AECID), carried out two important projects, one promoting good health in Aceh Barat (Indonesia), and the other focusing on economic development in the Galle and Kalutara districts (Sri Lanka).

DARA performed a mid-term evaluation of both interventions from October to December 2008.

Final evaluation of the construction projects under the Spanish Red Cross' Special Tsunami Plan in Indonesia and Sri Lanka.

The purpose of this evaluation, which was commissioned by the Spanish Red Cross, was to analyze three different interventions involving housing construction in areas

affected by the tsunami that hit Indonesia and Sri Lanka in 2004. The aim was to collect lessons learned and to draw up a series of recommendations for future interventions dealing with construction in post-emergency situations.

Final evaluation of the project “Strengthening the Health Sector in Giza, Egypt”, Carlos III Health Institute, Madrid

DARA performed the final evaluation of the project to strengthen the health sector in the municipality of Giza (Egypt), implemented by the Carlos III Foundation for the International Cooperation and Health (belonging to the Spanish Ministry for Health and Consumer Affairs), and financed by the Spanish Agency for International Development Cooperation (AECID).

○ STUDIES

Throughout 2008 DARA participated in two studies of considerable importance that contributed to the improvement of the quality of aid. The first one focused on improving the cooperation between the European Union and the United States with regards to preparedness to natural disasters; and the second one aimed to analyze the practical application of the Paris Declaration to enhance aid effectiveness. The studies performed in 2008 represented an income for DARA of 113,277 EUR.

Echematic Study on the Paris Declaration, aid effectiveness and development effectiveness, Danish Institute for International Studies (DIIS)

DARA executed this study commissioned by the DIIS. The study helped determine whether the recommendations of the Paris Declaration¹, the main tool at the disposal of the international community to enhance aid effectiveness, contributed positively to this purpose.

The study conducted by DARA belongs to the first phase of the Declaration's evaluation, in which thematic studies and several analyses were carried out in member countries at the donors' agencies head offices.

DARA's participation in the Paris Declaration evaluation was an important opportunity to contribute to the improvement of the overall quality of development and, adhering to its own goals, to enhance the effectiveness of development cooperation.

1 The Paris Declaration was approved in 2005 by more than 100 countries, international bodies and civil society organizations. Those who signed this international agreement vow to increase their efforts to achieve effective coordination between the different actors in development aid.

Pilot Projects for Common Global Challenges In the European Union and United States: "Raising the bar: towards enhanced coherence and cooperation in transatlantic governance of disaster relief and preparedness", Comisión Europea, DG External Relations
In collaboration with the German "Global Public Policy Institute" (GPPI) and the American Center for Transatlantic Relations, DARA carried out this research project and dialogue process in concert with organizations directly involved in humanitarian response. The project meant that DARA formed part of the initiative's Governing Committee, submitting the response to Hurricane Felix in Nicaragua as a case study. The process, which included both academic institutions and executing agencies, will have a duration of 18 months in total. The study is structured around five key sectors: food aid, help, water and sanitation, protection, and logistics.

○ TECHNICAL ASSISTANCE

Technical assistance comprises all the training activities provided by the DARA team as part of various courses and master's degrees, DARA's participation in European Commission framework contracts, and the timely support it offers various organizations. In 2008 technical assistance created a total income of 95,049 EUR. DARA gave classes in the following courses:

- Evaluation of Cooperation Interventions for Development Course, Centre for Development Cooperation Studies (CECOD)-Universidad San Pablo CEU
- Sustainable Development and Corporate Social Responsibility Online Master, Social Development Module, Industrial Organization School (EOI)
- Humanitarian aid and Evaluation, Development Studies Master and a - Cooperation Post-Graduate Course, Research Centre on International Relations and Development (CIDOB)

In addition to the above, during 2008 DARA continued to participate in two framework contracts with the EC: :

Framework contract. LOT 2

Evaluation of calls for proposals regarding projects with a value of less than 500 000 EUR, European Commission

Framework contract. LOT 6

Support in methodology work for evaluations of EC external co-operation, European Commission



The following technical assistance tasks were also carried out for other organizations:

- Auditing the Danish Church Aid based on HAP (Humanitarian Accountability Partnership) 2007 Standards
- Monitoring and Evaluation Framework (M&E), Foundation for International Relations and External Dialogue (FRIDE)
- Strategy of action draft for West Africa, Ibis
- Concept Note on the Danida Education Programme, Danish Embassy in Managua

Jesús Vázquez
and Silvia
Hidalgo at the
presentation of
the 2008 HRI
in Madrid.

2 Germany, Australia, Austria, Belgium, Canada, Denmark, Spain, United States, Finland, France, Greece, Ireland, Italy, Japan, Luxemburg, New Zealand, Norway, Netherlands, Portugal, Sweden, Switzerland and the United Kingdom.



Sudanese women at a camp for displaced persons in Tawila, Sudan.

III. HUMANITARIAN RESPONSE INDEX (HRI)

During 2008 DARA worked on consolidating the position of the Humanitarian Response Index (HRI), then in its second year, as the organization's flagship. The HRI, which measures the level of commitment to best practices of all major humanitarian aid donor countries², as well as the European Commission, revealed the results for 2008 on November 19 in New York and on November 26 in Madrid. The total expenses for the project, which was financed entirely by private donations, ascended to 784.368 EUR.

METHODOLOGY

Qualitative data was collected in 11 countries: Afghanistan, Bangladesh, Chad, Colombia, Nicaragua, Peru (the last two were carried out late 2007), Central Republic of Africa, Democratic Republic of the Congo, Sri Lanka, Sudan and the Occupied Palestinian Territories. These countries were selected to reflect the diversity of the humanitarian crises that took place in 2007, including sudden disasters, internal and regional conflicts, prolonged crises, complex emergencies, as well as those cases that are no longer in the public eye. This group of countries also serves as relevant examples in the study of other factors that influence humanitarian response, such as media coverage, political interest and financing level, as well as the state's strength or weakness within the different contexts. In total, more than 350 humanitarian aid executing agencies were interviewed, and a total of almost 1,400 questionnaires on the practices followed by donors were completed.



Jesús Vázquez at the presentation of the 2008 HRI in Madrid.

Alongside the qualitative data obtained from the survey, the HRI was also constructed using quantitative information from several different sources of reference, such as the Organization for Economic Cooperation and Development (OECD), the United Nations Financial Tracking Service (FTS) and the European Commission Humanitarian Aid Office (ECHO), among others. A total of 58 indicators grouped into five pillars were used to rank the countries in accordance to their implementation of the principles of Good Humanitarian Donorship, which were agreed to and signed by the member countries of the OECD's Development Aid Committee.

As part of its commitment to provide a useful tool that could be used to improve humanitarian action, DARA reviewed some of the indicators used in the first Edition of HRI, and then redefined the names given to the pillars into which these were divided, which were renamed as follows:

- 1. Responding to needs (30%)**
- 2. Supporting local capacity and recovery (20%)**
- 3. Working with humanitarian partners (20%)**
- 4. Promoting standards and implementation (15%)**
- 5. Promoting learning and accountability (15%)**

○ PUBLICACIÓN

The 2008 HRI book was published in its second year by the UK publishing house Palgrave MacMillan. In addition to the products directly derived from analyzing the HRI data, such as the reports on the crises analyzed, the profiles of donor countries, a chapter explaining the overall conclusions of the analyses conducted and the methodology followed, the book also includes articles by external authors regarding needs analyses as detailed below:

- **Kofi Annan**, Foreword
- **Larry Minear**, The United States as Humanitarian Actor
- **David Roodman**, A Tale of Two Indices: The Commitment to Development Index as a Model for the Humanitarian Response Index
- **John Cosgrave**, Humanitarian Funding and Needs Assessment: Comprehensive and Rolling Diagnosis
- **François Grunewald**, New Approaches to Needs Assessment: Comprehensive and Rolling Diagnosis
- **Mary B. Anderson**, The Giving-Receiving Relationship: Inherently Unequal?
- **Toby Lanzer**, Tackling Ignorance and neglect: Advocacy for a Broader Humanitarian Response in the Central African Republic

665.000
people were
affected
in Peru by
the 2007
earthquake



IV. DISASTER RISK REDUCTION INITIATIVE (DRRI)

This title refers to the DARA activities which centre on reducing the risk of disaster, an area of intervention where greater efforts and resources will be progressively invested upon in an international scale. Having carried out market research during 2007 and early 2008, the DRRI began to take shape during the course of 2008 in the form of various projects. Total expenses came to 137,214 EUR.

Translation into Spanish of the manual “Words into Action: A Guide for Implementing the Hyogo Framework for Action, UN International Strategy for Disaster Reduction (ISDR)”

DARA translated this manual, by the International Strategy for Disaster Reduction, from English to Spanish so that it could be distributed to Spanish-speaking countries. The book describes 22 tasks to guide government and local community actions whilst helping them implement the Hyogo Framework for Action, approved by the majority of countries.

Publication of the Spanish version was subsidized by the Spanish Agency for International Development Cooperation (AECID). Copies were delivered to Latin America and the Caribbean by the ISDR.

Mapping and Identification of Mechanisms and Development Funding to Respond to Emergencies in Latin America. The Latin American General Secretariat (SEGIB)

Upon request from SEGIB, DARA drafted a working paper for the Natural Disaster Response Mechanisms Meeting, held in Mexico City in September 2008. The purpose of the meeting was to evaluate the possibility of setting up a simplified Latin American mechanism to respond to emergencies and contingencies brought about by natural disasters, and assess the advisability of creating a common fund to deal with these, as commissioned by the SEGIB after the XVII Iberia-American Summit (Santiago de Chile, November 2007).

Project on Justice in Times of Transition, Network of Central American Youth Leaders, Foundation for a Civil Society

In collaboration with FRIDE, DARA technically and financially supported this meeting for youth leaders in Antigua, Guatemala.

Disaster Risk Reduction Index (DRRI)

The bulk of DRRI activity in 2009 will focus on a new index, which was developed in 2008 and which will receive a considerable boost from the Spanish Agency for International Development Cooperation (AECID) in the form of a 12-month subsidy. The activities of the Disaster Risk Reduction Index will be carried out in Costa Rica, Cuba, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Panama, the Dominican Republic, and Trinidad and Tobago.

Its specific goal is to promote and enhance the mechanisms and practices for reducing the risk of disaster within the national and local policies of Central America and the Caribbean, thereby helping to decrease the impact of these natural phenomena on the most vulnerable local communities in these areas.

○ V. 23RD BIENNIAL ALNAP MEETING IN MADRID: HUMANITARIAN AID AND THE MASS MEDIA

The fact that this meeting was held in Madrid was a great achievement for DARA, which hosted the event and was the only organization with headquarters in a Spanish speaking country that, at that time, was a full member of the ALNAP network. In addition to the two conferences sponsored by ALNAP, DARA added a Day 0, named

Roundtable on humanitarian aid and communication.



"The Butterfly Effect", held in the Colonial Norte hall. The act was open to the general public and aimed to act as a forum where key questions related to the relationship between the mass media and the response to humanitarian emergencies could be debated. This previous conference received a subsidy from the Spanish Agency for International Development Cooperation (AECID) for the total sum of 56,400 EUR. Approximately 60 people attended.

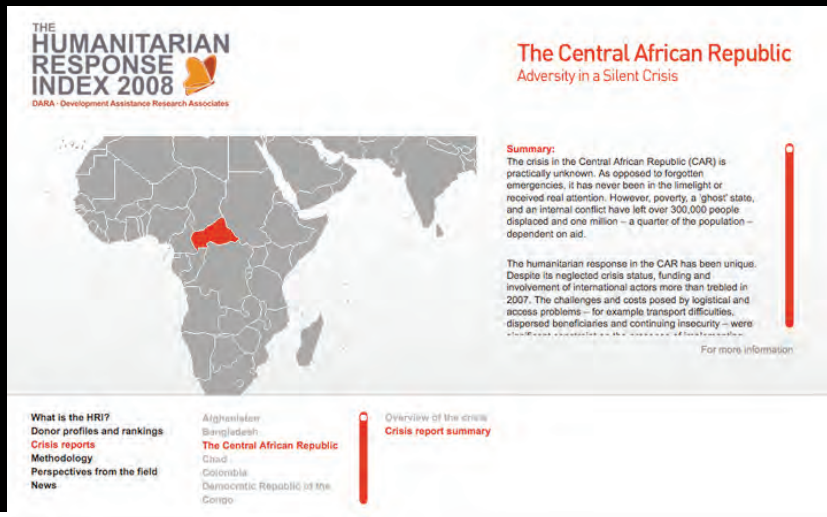
Her Royal Highness, the Princess of Asturias, officially opened the meeting, the contents of which were spread out over two days, as is usual of ALNAP conferences. The first day was for both permanent and observing members, as well as guests from the Spanish humanitarian sector; the second was open to permanent members only. The meeting was held at the Real Fábrica de Tapices.

○> VI. DISSEMINATION

Activities centred on disseminating knowledge, regardless of those included within the framework of other projects, represented a cost of 13,922 EUR for the organization. The focus was on two specific activities. The first was an article on "Emergency interventions with a developmental approach: linking relief,



Javier Bardem, Fernando León, and Silvia Hidalgo at Day 0 organized by DARA for the 23rd ALNAP meeting.



rehabilitation, and development (LRRD)” for the journal published by the Faculty of Public Politics “Tancredo-Neves”, Universidade do Estado de Minas Gerais, in Brazil.

The second was the translation into Spanish of the manual “Participation by Crisis-Affected Populations in Humanitarian Action”, which brought an end to the organization's 2008 dissemination activities. This ALNAP manual was drawn up by Groupe URD in 2003.

➤ VII. WEB DEVELOPMENT AND POSITIONING

The expenditure in this area reached a total of 219,225 EUR in 2008. A large part of this effort was channelled through its liaison offices in Brussels, Washington D.C. and Managua. The strategic shift in direction that DARA undertook in the final months of 2008 was behind its decision to close the Brussels office (at the end of the year), with the intention of focusing its efforts on the Washington D.C. office. The possible changes to the United States' cooperation policies as a result of the change in Government was a determining factor when taking this decision.

As usual, DARA participated in several important international fora in both the evaluation and the humanitarian sectors, as these offer unique opportunities to identify emerging trends in both fields, whilst at the same time facilitating staying in contact with important actors. DARA participated in the following fora in 2008:

- **Tallberg Forum**, 25-29 June, Sweden.
- **Global Humanitarian Forum (GHF)**, 24-25 June, Geneva.
- **Clinton Global Initiative (CGI)**, 23-26 September, New York.
- **Conference “The value of help, resources for emergency response”**, 24-26 September, Rome.



Introduction
The donor profiles in this section provide some salient features of donor humanitarian assistance. For each donor, a short summary describing the key actors involved in the delivery of its humanitarian aid programme, the policies that guide them, and how they have incorporated the GHD and their interaction with other humanitarian partners is provided. A spider web chart (HRI scores by Pillar) shows each donor's scores for each of the five Pillars of the Humanitarian Response Index (HRI) 2008, relative to the DAC average. In a table (HRI results), selected best and worst results for a donor in this year's HRI are listed under the corresponding Pillars. Next, key figures of a donor's humanitarian aid for 2006 and 2007 are presented in a table (Overview of humanitarian aid), including estimates for total humanitarian aid, share of total DAC humanitarian aid provided

What is the HRI?
Donor profiles and rankings
Crisis reports
Methodology
Perspectives from the field
News

Australia
Austria
Belgium
Canada
Denmark
European Commission
Finland

Overview of humanitarian aid	Canada		Share of total DAC (%)	
	2006	2007 ¹	2006	2007 ¹
Total humanitarian aid (estimated), of which:	316.3	361.8	3.8	3.9
Bilateral ¹	230.3	273.9	3.4	4.4
Multilateral ² (estimated) ³ , of which:	85.5	87.9	5.5	5.5
Central Emergency Response Fund**	21.3	35.1	7.6	9.3
Funding to other pooled mechanisms ^{3***}	3.1	6.7	1.1	0.8
Official development assistance	3,684	3,922	3.5	3.8
DAC average				
Total humanitarian aid per capita (USD ⁴)	13	11	22	23
Total humanitarian aid per / official development assistance	12.5	11.8	12.2	11.3
Overseas development assistance / gross national income	0.23	0.28	0.46	0.44

Source: All data presented in original HRI report unless otherwise indicated.

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Details info
Overview of humanitarian help
HRI 2008 results
Scores by pillar

- **European Evaluation Society (EES)**, 1-3 October, Lisbon.
- **American Evaluation Association (AEA)**, 5-9 November, Denver.
- **24th ALNAP Biannual Meeting**, December, Berlin.
- **Provention Consortium**, Panamá.

Institutional visits were also carried out to Washington, New York, Brussels, Geneva, Rome and London; and a considerable amount of money was invested in designing a fundraising strategy that would allow the organization to diversify its sources of financing.

The organization also invested in restructuring its webpage, mainly to include information regarding the 2008 HRI and its launch.

DARA's annual retreat was held in January 2009. Nonetheless, the intense preparation process necessary to ensure important results that would allow the organization to adapt to the new reality of aid from 2009 onwards were carried out over the last months of 2008. For the first time, the organization chose to use an external facilitation team and hired The Value Web to design the process and organize the dynamic of the meeting in order to accomplish the proposed goals.

➤ VIII. TRAINING

Over 2008 DARA continued to encourage continuous training within its team in relevant aspects to its activities. The courses attended by team members were as follows:

- **Project cycle** 1 person
- **Evaluation** 3 people
- **Evaluating humanitarian action** 1 person

■ Humanitarian Action	1 person
■ Fundraising	1 person
■ Risk Reduction	2 people
■ Administration	1 person
■ Gender	2 people
■ Languages	1 person
■ Presentation techniques	7 people

○> XIX. HUMAN RESOURCES

DARA's human resources policy states that the performance of all members of the team be assessed every six months in order to establish goals and draw up individual improvement plans. With regards to accountability, activity reports and time control sheets are drawn up on a monthly basis.

○ STAFF MEMBERS

Seven people left the organization in 2008, (focal points in Brussels and Washington D.C., two research assistants, a web editor, an office manager and one head of administration) and other seven were taken on to fill the following positions:

- **HRI Project Manager**
- **HRI Operations Coordinator**
- **Executive secretary**
- **Head of administration**
- **Research assistants**
- **Database researcher**
- **Intern**

○ EXTERNAL CONSULTANTS

In 2008 a total of 15 external consultants were hired for HRI activities as well as for some of the evaluations carried out by DARA.

○ RECONCILING WORK AND FAMILY LIFE

DARA promotes a policy to reconcile work and family life, allowing its staff members flexibility in their work timetables. The company entered the Flexible Company Awards organized by CValora, and was a finalist in the category for small companies.

○> XX. ECONOMIC DATA

A breakdown of activity per Important Programme



DARA – Activities carried out by the organization itself

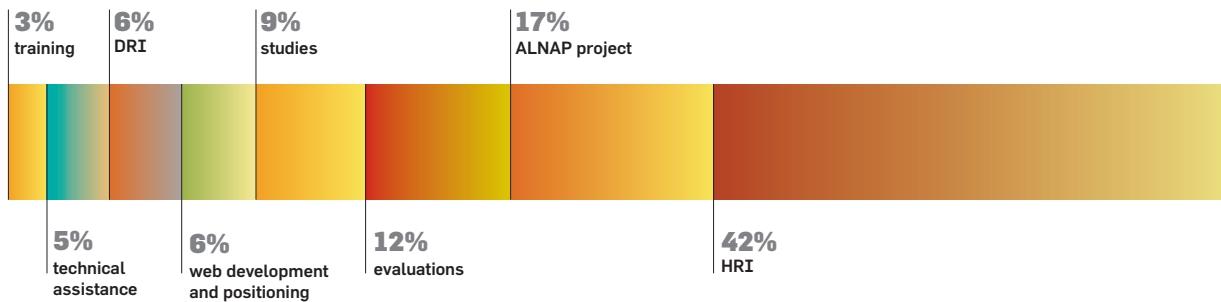
Without including the Institutional Strengthening programme, DARA's expenses amounted to a total of 2,351,803 EUR.

Distribution of total expenses



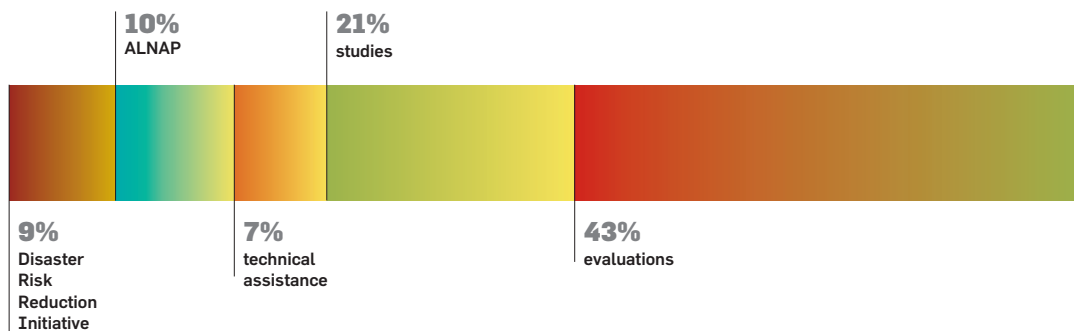
The distribution of expenses per activity differed somewhat to that of 2007, with a decrease in the percentage allocated to the HRI, which dropped from 76% in 2007 to 42% in 2008. Evaluations and studies came to 20% of the expenses (9% in 2007), and the organization of the ALNAP meeting represented 17%, which patently shows the importance and significance of the event for DARA³.

Distribution of expenses per activity



A total of 20% (544,494 EUR) of the income came from the organization's own activities, representing an 8% rise in comparison with 2007. The evaluation work carried out for external clients represented 43% of the income per activity. This was followed in volume by studies (21%), a proportion that was very similar to that of the previous year, when income from the evaluations and the studies came to 41% and 21% respectively. Defining two additional areas of activity (ALNAP and the Disaster Risk Reduction Initiative) meant a lower relative volume for technical assistance, as income from this field dropped from 38% in 2007 to 17% in 2008.

A breakdown of income per activity



³ These data do not include personnel expenses.

