



ANNUAL
REPORT

ACHIEVEMENTS
& FUTURE
PERSPECTIVES

2011

MESSAGE FROM

THE CHAIRMAN

DIEGO HIDALGO

Despite 2011 being a year of widespread humanitarian suffering and financial crisis, making DARA's mission to maximize the quality and effectiveness of aid more important than ever, we can be proud of our achievements. In 2011 we did more with less. 2012 calls for the same so that these accomplishments are not fleeting and we are all better prepared for crises to come, which sadly seem to be more frequent and damaging.

I believe our small team of talented colleagues, with the support of our donors and partnerships with like-minded organizations and those which can help put our work into practice, has made considerable strides in extending DARA's reputation and its influence in contributing to evolving thinking, policies and practices.

As we look ahead we need to reflect and find innovative ways to create greater impact. More than ever we must make sure that we are putting the focus where it belongs. As an organization this means measuring our impact, taking stock of all the great things we have achieved to date and consolidating our expertise.

For example, we will be assessing the impact of the Humanitarian Response Index over the past five years. Already we have seen how it has added value to debates and actions to improve donor practices. Similarly, our work in evaluations is influencing how humanitarian organizations plan and implement their programmes. And our innovative work in disaster risk reduction and climate vulnerability continues to drive changes in the way we think of risk and vulnerability.

We too face our own challenges, but I am confident that DARA will be in a good position to maintain thought leadership on issues of aid effectiveness and accountability.

We are well aware that fewer resources should not translate into less impact. If anything, this crisis should be even more of an incentive to do more and better with less. As Chairman of the Board of Trustees, I would like to thank DARA's staff, Board, donors and partners for their unyielding efforts in the course of the last year and going forward into 2012, ensuring that DARA has a sustainable funding base to continue our work.



THE DIRECTOR GENERAL

ROSS MOUNTAIN

On joining DARA in 2010 I was impressed by the cutting-edge work produced by its staff and hoped to contribute to the organization achieving wider recognition for the quality of its analysis in humanitarian aid, donor performance and disaster risk reduction. In addition we have sought to develop new initiatives that would help the sector— international organizations, governments and civil society— maximize the impact of their contributions for the benefit of vulnerable populations worldwide.

2011 was a good year for DARA. I was deeply involved as Director in the landmark independent Humanitarian Emergency Response Review (HERR) in the United Kingdom, led by Lord Ashdown and launched in March by the Minister for International Development. The UK government adopted virtually all of the HERR's recommendations— now being implemented— which are leading to a transformation in the UK's aid policy. Given the UK's central role in humanitarian policy, this is having a positive influence on the approach of other major donors in areas such



as building resilience, promoting disaster risk reduction, humanitarian reform, and the protection of independent humanitarian assistance.

The findings and recommendations of evaluations we carried out in challenging aid contexts such as Somalia and Pakistan have also been taken up by agencies working in these countries, triggering change both at policy and operational levels and benefitting the system as a whole— and most importantly the populations we serve.

2011 was also the Humanitarian Response Index's (HRI) fifth year. Five years of analyzing the policies and practices of the OECD's donor governments have made the HRI the reference for donor performance in the sector. Key issues identified over the years, such as politicization of aid, needs-based responses, coordination, prevention and preparedness, and most recently gender, have served to anticipate and stimulate reflection in the sector to improve performance and accountability. Our work in these areas is now accepted as a reference— and not only by NGOs and academia, but by donors themselves.

More generally, our work identifying the gaps that the international community needs to address to ensure aid is more effective and to help minimize the impact and vulnerabilities of future threats and challenges is one of the reasons we were contracted by OCHA to carry out their Global Challenges Study in 2012.

Our preoccupation with the broader issues impacting human welfare was expanded in 2011 by furthering our work in climate vulnerability and disaster risk reduction. A major milestone in 2011 was the Climate Vulnerable Forum (CVF) Ministerial Meeting held in Dhaka in November, convened by the Government of Bangladesh with DARA's support. The result was a 14-point declaration and work plan adopted by 20 vulnerable countries just ahead of Durban COP17. DARA continues to serve as ad hoc Secretariat to the CVF. This year's *Climate Vulnerability Monitor* promises to have greater impact.

In disaster risk reduction our Risk Reduction Initiative was extended to West Africa as part of the FOREWARN Programme, in collaboration with the Economic Community Of West African States (ECOWAS), the Humanitarian Futures Programme (HFP) and the African Leadership Centre (ALC). The innovative approach we pioneered in Central America dealing with economic and governance drivers of risks has been recognized as relevant in a range of different global contexts.

Our institutional network has expanded with a new office in Geneva, involvement in trainings and fora in Gulf States, and the establishment of DARA US as a legal entity. Our US presence seeks to help the US public and private donors achieve their full potential as leaders in the humanitarian sector.

In particular I would like to thank Diego Hidalgo, AECID, CDKN, Dutch Postcode Lottery, AVINA STIFTUNG, Fundación Biodiversidad, AusAID and UNDP for their generosity and commitment. Such support is indispensable especially in difficult economic times if we are to continue to be at the forefront of making a difference that translates into better lives for populations at the receiving end of disasters, conflicts and climate change.

2011 OVERVIEW

Each year more than 200 million people are affected by disasters. In 2011 humanitarian needs continued to rise and UNHCR recorded the number of people forcibly displaced worldwide at 43.7 million, the highest number in 15 years. However, the international response continued to inadequately anticipate, prevent, prepare for and respond to increasing humanitarian crises, as demonstrated by the famine crisis in the Horn of Africa, proving that DARA's work is more needed than ever. Here is an overview of what we did in 2011.

JANUARY

- Launch of DARA's Risk Reduction Index: *Analysis of the Capacities and Conditions for Disaster Risk Reduction in Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama and the Dominican Republic*, Madrid

FEBRUARY

- Humanitarian Response Index 2011 kicks off with field missions to Chad, Kenya and Somalia

MARCH

- Humanitarian Response Index field mission to the occupied Palestinian territories
- Launch of the United Kingdom's independent Humanitarian Emergency Response Review (HERR), directed by DARA Director General Ross Mountain
- Publication of DARA's report on the Inter-Agency Real-Time Evaluation of the Humanitarian Response to Pakistan's 2010 Flood Crisis
- DARA Director General Ross Mountain chairs a roundtable discussion on new dimensions in humanitarian response at DIHAD (Dubai International Humanitarian Aid & Development Conference & Exhibition)



MARCH WOMEN AND CHILDREN DURING FOCUS GROUP DISCUSSION IN A FLOOD AFFECTED CAMP, NEW SUKKUR, SINDH PROVINCE, DURING THE IASC EVALUATION IN SOMALIA / DARA / R. Polastro

APRIL ROSS MOUNTAIN SPEAKS AT THE EUROPEAN PARLIAMENT SESSION, BRUSSELS
JUNE DARA EVALUATOR SOLEDAD POSADA INTERVIEWS SOMALI WOMEN DURING THE IASC EVALUATION IN SOMALIA

MAY

- Humanitarian Response Index field mission to Pakistan
- Meeting of US Board of Directors, Washington, DC
- The Center of Strategic and International Studies (CSIS) hosts *The Politicization of Aid: Findings from the DARA 2010 Humanitarian Response Index*, Washington, DC

SEPTEMBER PRESENTATION OF THE CLIMATE VULNERABILITY MONITOR 2010, MADRID, SPAIN / DARA
NOVEMBER PRIME MINISTER OF BANGLADESH, H.E. SHEIKH HASINA, AT THE 2011 CLIMATE VULNERABLE FORUM (CVF) MINISTERIAL MEETING, DHAKA / DARA
DECEMBER UAE OFFICE FOR THE COORDINATION OF FOREIGN AID (OCFA) WORKSHOP ON HUMANITARIAN EVALUATION, ABU DHABI/ OCFA

JUNE

- Humanitarian Response Index field missions to Colombia, Haiti and Sudan
- DARA Director General Ross Mountain invited to speak and facilitate in UNDP Resident Representatives training, New York



JULY/AUGUST

- DARA Director General makes keynote presentation in RedTalk, IFRC's speaker series *2020 and beyond: Is the humanitarian community prepared for the future?*, Geneva



APRIL

- Humanitarian Response Index field mission to the Democratic Republic of the Congo
- DARA Director General invited to speak at European Parliament session *The blurring roles between humanitarian and military actors: State of play and perspectives*, Brussels

MAY



OCTOBER

- DARA participates in the Thematic Review and Capacity Assessment of Save the Children Denmark for Danida
- DARA establishes new representative office in Geneva, Switzerland
- DARA obtains 501(c)(3) status in the United States

NOVEMBER

- DARA provides technical assistance and support to the Government of Bangladesh for the 2011 Climate Vulnerable Forum (CVF) Ministerial Meeting. Keynote speakers include Bangladesh Prime Minister H.E. Sheikh Hasina, UN Secretary-General Ban Ki-moon, and DARA Trustee José María Figueres
- Side meetings to discuss the Humanitarian Response Index findings held with staff from the Senate Committee on Foreign Relations and the House Oversight Committee, as well as with USAID and State Department officials, Washington, DC
- DARA briefs the Modernizing Foreign Assistance Network (MFAN) on the Humanitarian Response Index 2010 findings and the US as a humanitarian donor, Washington, DC

DECEMBER

- DARA's report on the Inter-Agency Standing Committee (IASC) Evaluation of the Humanitarian Response in South and Central Somalia 2005-2010 is published
- Climate Vulnerable Forum Meeting, with DARA's support, at the 2011 United Nations Climate Change Conference (COP17), Durban
- DARA's work featured at UAE Office for the Coordination of Foreign Aid (OCFA) workshop on humanitarian evaluation, Abu Dhabi
- Launch of the Risk Reduction Initiative in West Africa with Humanitarian Futures Programme and ECOWAS, as part of the FOREWARN project
- DARA invited as a panelist at a working session at the International Conference of the Red Cross and Red Crescent Movement
- DARA participates in UNICEF's Evaluation of Capacity Development Initiatives in Education in Emergencies in West and Central Africa

SEPTEMBER

- DARA commissioned by the Inter-Agency Standing Committee (IASC) to assess how Gender Equality Programming influences humanitarian outcomes
- Launch of the *Climate Vulnerability Monitor 2010* Executive Summary in Spanish with Spain's Secretary of State for Climate Change, Teresa Ribera, Madrid
- DARA and the Humanitarian Futures Programme contribute a chapter to IFRC's *World Disaster Report 2011: Facing the humanitarian challenges of the future: threats and opportunities*
- DARA Director General participates in Evaluation of the Complementarity of Swiss Development Cooperation (SDC) Instruments in Fragile Contexts



THE HUMANITARIAN RESPONSE INDEX

PROMOTING POSITIVE CHANGE IN
DONOR POLICIES AND PRACTICES



THE HUMANITARIAN RESPONSE INDEX INITIATIVE: FIVE YEARS EXPERIENCE PROMOTING MORE EFFECTIVE AID

The Humanitarian Response Index (HRI) initiative was started by DARA in 2007 with the aim of assessing how well the world's wealthiest countries support the response to disasters, conflicts and emergencies. Since then, the HRI annually compiled and analyzed extensive aid data and carried out research in different crises to assess the quality and effectiveness of international aid efforts. Through our work with the HRI we ensure that money spent on the response to disasters and conflicts is used efficiently, effectively and accountably, and has the maximum benefit for the millions affected by crises each year. Thanks to the generous support of Diego Hidalgo and the Dutch Postcode Lottery, the HRI maintains its independence and objectivity.

OBJECTIVES OF THE HRI IMPROVING TRANSPARENCY, ACCOUNTABILITY AND IMPACT OF AID

The goal of the HRI is to ensure that governments' and other donors' humanitarian assistance gets to the right people at the right time. We aim to transform the humanitarian system so that it is more accountable to affected people and helps build resilience and capacity to prevent future crises. For DARA this means aid that:

- Is independent from non-humanitarian objectives
- Is provided without discrimination, based on needs
- Respects the culture, priorities and aspirations of affected people
- Applies recognized principles of good practice and quality standards

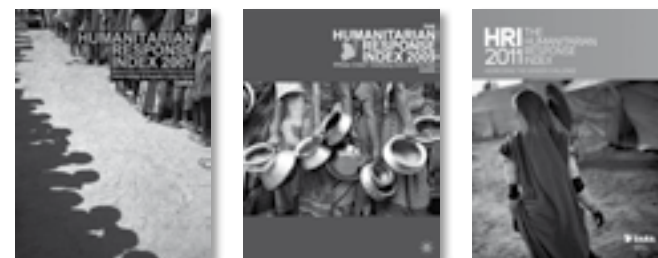
ACCOMPLISHMENTS IN 2011 HRI VALUED FOR ITS INDEPENDENT EVALUATION OF GOVERNMENT DONORS' AID PRACTICES

- In 2011, the HRI analyzed nine crises* to assess the quality and effectiveness of the international response. These reports have **garnered praise from humanitarian actors and governments** alike for their clear analysis of the crisis response.
- The HRI 2011 report *Addressing The Gender Challenge* included additional field and desk **research on gender issues**. The findings provided new evidence on how donor governments and humanitarian agencies fall short in ensuring crisis responses adequately take into consideration the different needs of women, girls, men and boys.
- The report findings were endorsed by both **Valerie Amos**, UN Emergency Relief Coordinator, and **Michelle Bachelet**, Executive Director of UN Women.
- The HRI's assessments of donor governments continue to serve as an **independent reference on donor policy and performance**, and are used by several organizations like Caritas Europe and the Belgium Government to guide advocacy and reform.
- In our outreach, the HRI findings were **widely disseminated in US and European media**, as well as in meetings and presentations to key stakeholders, like a public hearing at the European Parliament on military/humanitarian aid, the academic community, such as a presentation at Deusto University, in workshops at the International Conference of the Red Cross and Red Crescent Movement, and many more.

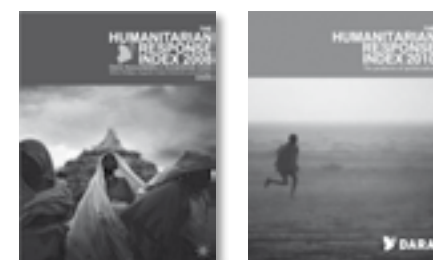
*Chad, Colombia, Democratic Republic of the Congo, Haiti, Kenya, occupied Palestinian territories, Pakistan, Somalia and Sudan.

WHAT HAVE WE ACCOMPLISHED AFTER 5 YEARS?

- After five years, the HRI is a key reference on donor policies and practices for a growing number of donor governments, humanitarian actors, academics and media.
- Our findings and recommendations on politicization, gender, disaster risk reduction, and accountability have anticipated and shaped debates within the aid community.
- We have consolidated our expertise and are now increasingly in demand to provide expert advice, commentary and analysis to the sector on issues of donor accountability, aid effectiveness and good practices.



2007 2008 2009 2010 2011



HRI	Crises analyzed	Field interviews	Government Donor interviews	Surveys
2007	8	300+	30	1,021
2008	11	400+	40	1,404
2009	13	450+	45	2,114
2010	14	475+	75	1,947
2011	9	300+	50	1,350
Total	55	2,000+	240	7,836

LOOKING AHEAD CONSOLIDATING THE HRI AS A TOOL TO IMPROVE DONORS' CAPACITY, PERFORMANCE, AND ACCOUNTABILITY

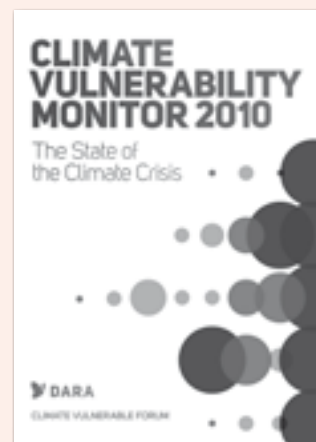
- **Assessing the impact of the HRI:** DARA will embark on a wide stakeholder consultation process to assess the value, utility and impact of the HRI over the past five years. The outcomes of the consultation will be consolidated and shared with our stakeholders, and will help improve the HRI design, approach, and methodology.
- **Increasing knowledge and understanding of new donors:** DARA intends to expand its research to analyze how new and non-traditional donors are changing the nature of humanitarian action. This includes the growing role of corporate, NGO and philanthropic funders, and non-traditional government donors such as the Gulf States, Brazil, the Republic of Korea, India, and others.
- **Defining the future of aid:** DARA will be investigating the likely humanitarian impact of global trends and challenges as part of a study commissioned by the UN Office for the Coordination of Humanitarian Affairs (OCHA). The findings will help the sector as a whole to anticipate, prevent, prepare for and minimize the effects of disasters and crises in the future.

"THE FINDINGS AND
RECOMMENDATIONS
FROM THE
HUMANITARIAN
RESPONSE INDEX
DESERVE THOUGHTFUL
CONSIDERATION."

VALERIE AMOS,
UN EMERGENCY
RELIEF COORDINATOR

THE CLIMATE VULNERABILITY INITIATIVE

RAISING AWARENESS ON THE HUMANITARIAN CONSEQUENCES OF CLIMATE CHANGE



THE CLIMATE VULNERABILITY INITIATIVE (CVI): WORKING TO MINIMIZE THE HUMAN IMPACT OF CLIMATE CHANGE TODAY AND TOMORROW

Our work on climate vulnerability helps to transform complicated scientific and economic data into accessible and understandable information at the country level on how climate change is affecting people now, how it will evolve over time, and the practical measures that can help minimize the vulnerability and human impact of climate change today and in the coming decades. We work with governments– the Climate Vulnerable Forum– and civil society in some of the world's most climate vulnerable countries to help ensure their voices, perspectives and concerns are not lost in the climate change debate.

OBJECTIVES OF THE CVI HEIGHTENED ACTION AND AWARENESS ON THE IMPACTS OF CLIMATE CHANGE

Our aim is to help policy makers and the public understand and work to minimize the consequences of climate change on populations across the globe. We seek to:

- Generate qualitative and quantitative information on the impacts of climate change, how to respond, and the importance of pursuing green development and low-carbon growth
- Map current and future trends, as well as the likely consequences of inaction
- Increase awareness and accountability in the face of compelling evidence of the suffering caused by climate change, and offer policy alternatives

“ONE OF THE MOST STRIKING NEW VOICES ON CLIMATE CHANGE THAT’S EMERGED SINCE THE UN SUMMIT IN COPENHAGEN TWO YEARS AGO IS THE CLIMATE VULNERABLE FORUM.”

BBC NEWS

ACCOMPLISHMENTS IN 2011 CLIMATE VULNERABLE FORUM MINISTERIAL MEETING 2011

- DARA has positioned itself as **one of the world's leading organizations on issues of vulnerability to climate change.**
- The *Climate Vulnerability Monitor 2010*, launched in London in December 2010, was **employed by a wide range of the world's most influential actors**, involved in UN climate change negotiations, such as UN agencies, politicians and government departments in the US, UK, Spain, China, Cuba and the Philippines, and humanitarian and development actors like World Vision.
- In September 2011 the *Monitor* was officially presented in Spain together with the Spanish Secretary of State for Climate Change.
- A major milestone of 2011 was our support to the Government of Bangladesh in convening the **2011 Climate Vulnerable Forum (CVF) Ministerial Meeting** held in Dhaka in November. The meeting was co-organized by Bangladesh's foreign and environment ministries and presided over by the Prime Minister of Bangladesh, H.E. Sheikh Hasina, together with the UN Secretary-General, Ban Ki-moon, DARA Trustee, José María Figueres, and 18 high-level delegations from some of the world's most vulnerable countries – each adamant to amplify political pressure for a swift resolution to the climate crisis.

- The result was a major 14-point declaration adopted by 20 countries just ahead of the UN climate negotiations in Durban (COP17) committing vulnerable countries to action and leadership, including on low-carbon development. This contributed to a partnership forged between developed countries and least developed countries and small island states at the climate talks, creating the space for an ambitious outcome there.

LOOKING AHEAD IMPROVING THE EVIDENCE BASE TO SHIFT POLICY AND PRACTICE

- The second edition of the *Monitor* will be launched in 2012, furthering DARA's position as a key commentator in the climate change domain. The report will highlight climate-related concerns, including carbon-intensive development as well as climate change impacts, as one of the world's primary causes of death, drivers of humanitarian disasters, and a principal impediment to development, especially for countries already struggling to attain key international objectives like the Millennium Development Goals.

UN Secretary-General Ban Ki-moon giving the keynote speech at the inauguration of the 2011 CVF Ministerial Meeting, Dhaka / DARA



THE RISK REDUCTION INITIATIVE

ANALYZING AND COMPARING
RISK FACTORS ACROSS
VULNERABLE COUNTRIES



THE RISK REDUCTION INITIATIVE: UNDERSTANDING AND ADDRESSING FACTORS OF RISK

DARA's Risk Reduction Initiative (RRI) goes beyond merely considering disaster risks in terms of natural hazards. Instead, we offer a more comprehensive set of tools, methods and analysis that looks at factors across sectors that can contribute to disaster risk. The RRI helps governments, civil society and other committed actors understand the factors that generate risks and, through stakeholder involvement, enables them to effectively address those risks from a more integrated perspective.

OBJECTIVES OF THE RRI INCREASED RESILIENCE OF MOST VULNERABLE PEOPLE

The purpose of the RRI is to generate knowledge that will help local administrations, national governments and regional bodies address the underlying risk drivers and make risk management more effective, contributing to an increased resilience of vulnerable people. We have three main objectives:

- To generate baseline data for measuring progress –or setbacks– of how underlying risk drivers are addressed over time
- To define specific actions that will improve risk management at local, national and regional levels
- To inform and guide practitioners and policy-makers about drivers of risk and how they influence or contribute to the generation of vulnerability within determined geographical areas.

ACCOMPLISHMENTS IN 2011 MOVING FROM THE PILOT PHASE IN CENTRAL AMERICA TO FULL IMPLEMENTATION IN WEST AFRICA

- The report of the first phase of the RRI *Analysis of the Capacities and Conditions for Disaster Risk Reduction* in seven Central American and Caribbean countries was launched in English and Spanish in Madrid, January 2011.
- DARA's disaster risk reduction work received greater recognition in the sector as the RRI's innovative approach, pioneered in Central America, was expanded to West Africa, proving that **the methodology can now be applied in different global contexts**, and enabling the comparison of risk factors across different continents.
- This second phase began in 2011 and is now underway **in collaboration with organizations with outstanding experience in the field**: the Humanitarian Futures Programme (HFP) and the African Leadership Centre (ALC), under the auspices of the FOREWARN Initiative – Facilitating Enhanced Organisational Responsiveness for Effective West African Risk Reduction.
- The FOREWARN Initiative is built on HFP's previous engagement with the Economic Community of West African States (ECOWAS) and is implemented in close collaboration with this regional institution. The implementation of the RRI in West Africa will facilitate an analysis of the capacities, conditions and underlying risk drivers that affect vulnerable communities by seeking to strengthen the community's influence on policy-making processes.

LOOKING AHEAD THE RRI AS A GLOBAL TOOL TO UNDERSTAND AND ADDRESS THE FACTORS THAT GENERATE RISK

- Thanks to the support of the Spanish Agency for International Development Cooperation of the Spanish Ministry of Foreign Affairs (AECID in its Spanish acronym) and the Australian Agency for International Development (AusAID), the RRI Phase II will look at six countries in West Africa: Cape Verde, Gambia, Ghana, Guinea, Niger and Senegal.
- We intend to expand our analysis to Southeast Asia in a third phase of the RRI, helping governments and civil society in the world's most disaster-prone areas understand and address the factors that generate risks.
- Our ultimate goal is to build the resilience of the most vulnerable communities.

“THANKS TO DARA, THE FOREWARN INITIATIVE NOW HAS THE MEANS TO PREVENT, PREPARE AND RESPOND TO THE KINDS OF CRISES ECOWAS AND ITS MEMBER STATES WILL HAVE TO DEAL WITH IN THE FUTURE”

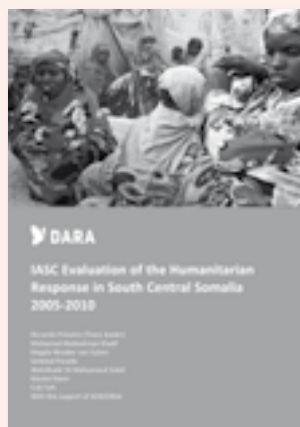
RANDOLPH KENT, HEAD OF THE
HUMANITARIAN FUTURES PROGRAMME,
KING'S COLLEGE LONDON

Scrap dealers in a flood-prone area of Accra, Ghana/
DARA / D. Barnes



EVALUATIONS AND TECHNICAL ASSISTANCE

HELPING ORGANIZATIONS AND GOVERNMENTS UNDERSTAND THE IMPACT OF THEIR AID PROGRAMMES



DARA'S EVALUATION SERVICES: INDEPENDENT AND OBJECTIVE EXAMINATION OF HUMANITARIAN ACTION

DARA has carried out evaluations of humanitarian aid in more than 50 countries. Through our evaluations and technical assistance we help governments and international aid organizations evaluate and understand how their programmes contribute to improving the lives of people affected by disasters and conflicts. Our approach combines rigorous desk and field research, and participatory methods to identify strengths and areas for improvement, and develop practical recommendations to maximize the effectiveness of aid efforts. DARA specializes in real-time, system-wide, impact, policy and programme evaluations.

OBJECTIVES TO HELP THE HUMANITARIAN SYSTEM LEARN AND IMPROVE PERFORMANCE

Our aim is to draw lessons and provide forward-looking, practical and actionable recommendations to aid humanitarian actors re-orient their policies and programmes. Through our evaluations and technical assistance we seek to:

- Improve the humanitarian sector's ability to respond to humanitarian crises through better learning and accountability
- Influence humanitarian policy and operations, contributing to change in the humanitarian system

ACCOMPLISHMENTS IN 2011 CONTRIBUTING TO SYSTEM-WIDE LEARNING AND IMPROVEMENTS IN AID PROGRAMMING

- Many of our 2011 evaluations findings and conclusions not only guided aid programmes, but were taken on in the context of the transformative agenda adopted by the Inter-Agency Standing Committee (IASC), which brings together the main humanitarian UN agencies and NGOs.
- UNICEF listed two of DARA's Inter-Agency Real-Time Evaluations (2010 Pakistan Floods & 2009 Pakistan Displacement Crisis) among the best evaluations.

- Key involvement in the UK Government's independent Humanitarian Emergency Response Review (HERR), directed by DARA's Director General Ross Mountain. **Recommendations were adopted virtually in full by the UK** and are now in the process of being implemented.
- DARA carried out a real-time evaluation in Pakistan and a system-wide evaluation in South Central Somalia, **two of the largest disasters of the 21st century** and most challenging regional contexts.
- The highly influential Inter-Agency Real-Time Evaluation of the Humanitarian Response to Pakistan's 2010 Flood Crisis **helped to reshape the international response from the emergency relief to the recovery phase.**
- The Inter-Agency Standing Committee (IASC) Evaluation of the Humanitarian Response in South Central Somalia 2005-2010 was the largest system-wide and joint donor evaluation DARA has carried out. It was funded by Danida, DFID, SDC and SIDA. The report is one of **the most comprehensive evaluations of aid in the country to date.** DARA's recommendations were incorporated in the 2012 humanitarian strategy for Somalia, which will help aid actors more effectively address conflict, famine and hunger.
- DARA's Director General, Ross Mountain, participated in several trainings, including of the United Nations Humanitarian/Resident Coordinators.
- We expanded the scope of our trainings to **new and non-traditional donors.** In December 2011, the UAE Office for the Coordination of Foreign Aid (OCFA) hosted a workshop in Abu Dhabi for the UAE's humanitarian donor community on the principles and practices of evaluating humanitarian action. The workshop was chaired by the UAE Red Crescent Authority and held in partnership with DARA.

LOOKING AHEAD STRATEGIC AND INFLUENTIAL EVALUATIONS

- Overall, DARA is receiving an increasing number of requests for evaluations, technical assistance and advisory services, which we will continue to respond to, taking up new and non-traditional donors in the process.
- In 2012 DARA will carry out an evaluation of the United Nations Food and Agriculture Organization's (FAO) work in disaster risk reduction in Asia and the Pacific, and in Latin America and the Caribbean, and two impact evaluations of the World Food Programme's food assistance to Bangladesh and Chad.

2011 EVALUATIONS & TECHNICAL ASSISTANCE

- **Impact Evaluation of the National School Feeding Programme in Cambodia.** For the World Food Programme (WFP)
- **DARA Director General directed Humanitarian Emergency Response Review (HERR).** For the Government of the United Kingdom
- **Inter-Agency Real-Time Evaluation of the Humanitarian Response to Pakistan's 2010 Flood Crisis.** For the United Nations Office for Coordination of Humanitarian Affairs (OCHA)
- **Research Study to Assess how Gender Equality Programming Influences Humanitarian Outcomes.** For the Inter-Agency Standing Committee (IASC) Sub-Working Group on Gender and Humanitarian Action, United Nations Office for Coordination of Humanitarian Affairs (OCHA)
- **Inter-Agency Standing Committee (IASC) Evaluation of the Humanitarian Response in South and Central Somalia 2005-2010.** For the United Nations Office for Coordination of Humanitarian Affairs (OCHA)
- **DARA Director General acted as Senior Advisor to the Evaluation of the Complementarity of Swiss Development Cooperation (SDC) Instruments in Fragile Contexts.** For the Swiss Development Cooperation (SDC)
- **DARA was involved in the Thematic Review and Capacity Assessment of Save the Children Denmark.** For the Danish International Development Agency (Danida)
- **DARA participated in the Evaluation of Capacity Development Initiatives in Education in Emergencies in West and Central Africa.** For the United Nations Children's Fund (UNICEF)

"IMPLEMENTING THE
RECOMMENDATIONS
WILL IMPROVE OUR
EFFORTS TO ALLEVIATE
THE EFFECTS OF FAMINE,
DROUGHT AND CONFLICT
ON THE LIVES OF FOUR
MILLION PEOPLE IN
SOMALIA."

MARK BOWDEN, HUMANITARIAN
COORDINATOR FOR SOMALIA, ON
THE IASC EVALUATION OF THE
HUMANITARIAN RESPONSE IN SOUTH
CENTRAL SOMALIA

COMMUNICATIONS

COMMUNICATIONS AND OUTREACH

DARA has become a recognized leader in communications around issues of humanitarian aid effectiveness, accountability, disaster risk reduction and climate vulnerability. Our wide experience in the field and thematic expertise allows us to offer:

- First-hand **in-depth information and contextual analysis** on disasters, conflicts and protracted emergencies
- Insights on how **governments, aid organizations, civil society and the private sector** can more effectively **prevent, prepare for and respond to crisis situations**
- Analysis on the **effects of climate change**, and adaptation and mitigation measures that can **reduce climate vulnerability**
- **Expert spokespersons** who can provide commentary and analysis on humanitarian, development and climate change issues

OBJECTIVES OF DARA'S COMMUNICATIONS AND OUTREACH

Through increased online and media presence DARA aims to share and disseminate our research and findings on how we can ensure that aid efforts can have the maximum benefit for people vulnerable to disasters, conflicts and climate change. We aim to:

- Raise awareness of how and why the quality, transparency, accountability and impact of aid efforts is critically important for the millions of people affected by crises
- Provide a solid evidence base to help decision-makers understand and address gaps in aid and climate change policies and practices, and drive systemic learning and improvement
- Leverage DARA's expertise and knowledge to help governments and aid organizations improve humanitarian, disaster risk reduction and climate vulnerability programmes
- Serve as a source of information for civil society and the media on aid and climate change issues

ACCOMPLISHMENTS

In 2011 DARA's communications efforts served to further position DARA as a key independent voice on the quality, effectiveness and accountability of government donors and other aid actors, and a leading organization on issues around climate vulnerability.

- We consolidated our approach of providing more sustained focus on aid issues throughout the year, sharing our analysis of current events as they developed through opinion pieces in ***The Economist***, ***The Guardian*** and ***AlertNet*** on Libya, Somalia, Sudan, Haiti, and the occupied Palestinian territories.
- **The Humanitarian Response Index (HRI) 2011** report findings were picked up by top-tier publications worldwide such as ***TIME Magazine***, ***L.A. Times***, ***The Guardian***, ***The Huffington Post***, ***El Mundo***, ***AlertNet***, ***IRIN News***, ***La Repubblica*** and ***Le Temps***.

- The HRI findings were also spread on Twitter to an audience of 100,000 followers and mentioned in various blogs, including ***Advance Aid*** and ***Modernizing Foreign Assistance Network (MFAN)*** and ***InterAction***, the largest alliance of US-based NGOs.
- DARA helped organize and disseminate the outcomes of the ***Climate Vulnerable Forum (CVF) Ministerial Meeting*** held in Dhaka, Bangladesh, which received widespread coverage from **over 550 media outlets** such as ***The Huffington Post***, ***BBC***, ***CNN***, ***The Washington Post*** and ***Agence France Presse***, as well as op-eds in the ***Financial Times***.
- Our monthly newsletter continued to gain popularity for its regular updates on DARA activities, particularly the ***HRI crisis reports analyzing donor and aid organizations' performance in main crises around the world***. These reports and other commentary served to highlight trends and challenges faced by the humanitarian sector overall.
- The DARA team also organized and participated in **dozens of high-level events** as speakers, facilitators, and resource people. Events ranged from participating in a European Parliament session as keynote speaker, being invited to the International Conference of the Red Cross/Red Crescent Movement as a panelist, and chairing a roundtable at DIHAD, amongst others.

LOOKING AHEAD: IMPROVING OUR ONLINE COMMUNICATIONS AND POSITIONING DARA IN THE US

Our communications goals for the near future include:

- Increasing our online presence to better engage with our audiences through timely, relevant and useful information and analysis.
- Contributing to ongoing debates in the US on how the government, aid organizations and civil society can best leverage the US' leadership role to positively influence reforms in the humanitarian sector.
- Monitoring events and ensuring policy makers in key donor countries are aware and informed of good practices and lessons.
- Continuing to monitor ongoing crisis situations and gradually expand our work to cover analysis of new and emerging donors and aid actors.

More information at www.daraint.org/media-center/

DARA COMMUNICATIONS IN NUMBERS



700+

published news stories on national and international media mentioning DARA and our projects, including: BBC, Huffington Post, CNN, Washington Post, TIME Magazine, The Economist & The Guardian



600+

Facebook fans



40%

increase in web traffic to daraint.org in 2011 versus 2010, with visitors from **192 countries worldwide**.



1,400+

Twitter followers



4,500

newsletter subscribers



4,400+

YouTube video views



881

Podcast downloads



25

events that DARA organized or actively participated



6,500+

copies of DARA's reports and publications distributed

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DARA IN THE MEDIA



SUPPORT FROM DONORS AND PARTNERS

Since DARA was founded in 2003 our programmes have evolved significantly, and there is growing evidence that we are making an impact and achieving our mission of improving aid quality and effectiveness. Maintaining our impartiality and independence is a crucial element that allows us to carry out our groundbreaking work to improve the quality, impact and accountability of aid efforts.

This is why the support, guidance and generosity of our funders and partners is so critical. Our work is supported by people and institutions with a forward-looking mentality and a far-reaching vision. They know the scale and scope of the challenges the world is facing, and understand that our work has the potential to bring about much-needed improvements and reforms to the way the world addresses the needs of millions of people affected by disasters, conflicts and climate change. Our sincere thanks to all our supporters.

DARA would not exist without the longstanding support of founder Diego Hidalgo Schnur, who has tirelessly promoted our mission and vision and provided core support to DARA over this period. Without this support, DARA would not have the capacity to undertake such ambitious work plan each year. We are also grateful to AVINA STIFTUNG, which has provided institutional and programme support for DARA's activities.

2011 marked the fifth year that DARA produced the Humanitarian Response Index (HRI), an initiative aimed at improving the quality, impact and accountability of the world's main government donors. During this time, the HRI has visited dozens of crises around the world, interviewing hundreds of humanitarian agencies and governments about what is working well, and what needs improvement in the international response to crises. The project has had generous financial support from the Dutch Postcode Lottery (Nationale Postcode Loterij) which has allowed the HRI initiative to shape debates in the sector on how to ensure donors and aid agencies focus on meeting the needs and priorities of people affected by crises.

INSTITUTIONAL DONORS

AVINA STIFTUNG



PROGRAMME PARTNERS & DONORS



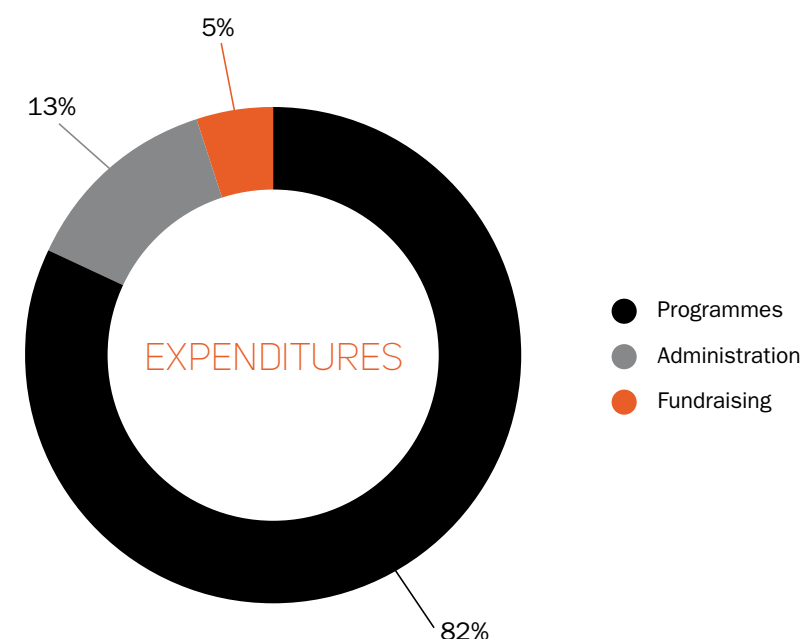
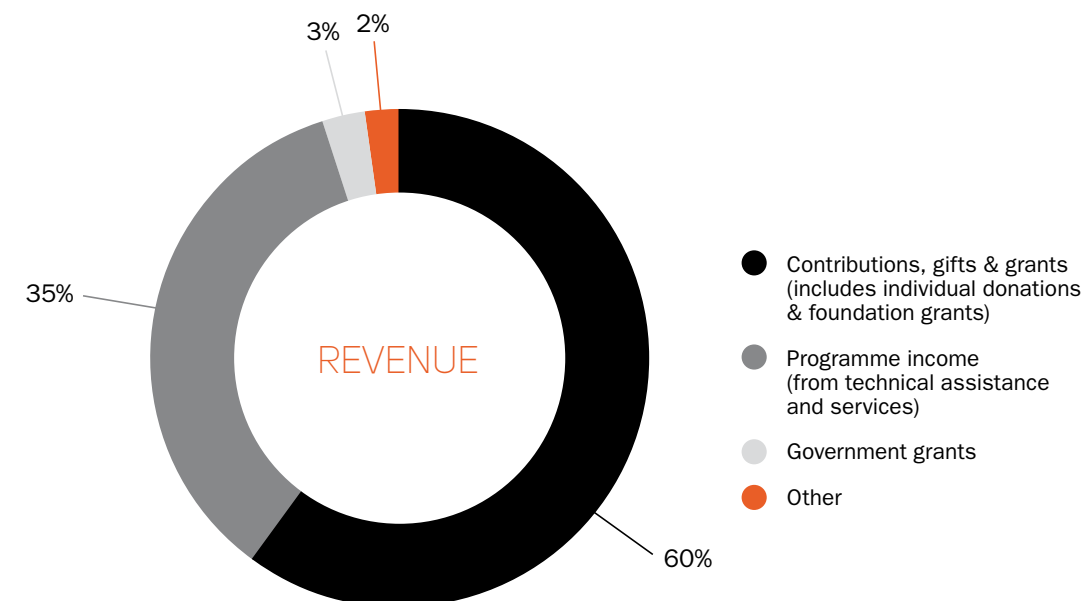
The Risk Reduction Initiative (RRI) successfully concluded the pilot phase in Central America and has now expanded the scope to begin work in West Africa, as part of the FOREWARN Project, thanks in part to ongoing funding and support from Spanish Agency for International Development Cooperation (AECID). The project will be implemented in 2012 in collaboration with the Humanitarian Futures Programme at King's College London and ECOWAS, with additional financial support from the Australian Agency for International Development (AusAID).

DARA has built on the work carried out to produce the 2010 *Climate Vulnerability Monitor* report, which provides evidence on the human impact of climate change. Throughout the year, the report findings and key messages have been actively disseminated to governments, international organizations, the media and civil society thanks to the collaboration and support of the Spanish Ministry for the Environment. The Climate Vulnerability Initiative helped boost the Climate Vulnerable Forum, a group of governments from countries most at risk from the effects of climate change. Meetings of the Forum have been hosted by the Government of Bangladesh, with technical and administrative support from DARA, and financial support from the Climate Development Knowledge Network (CDKN) and the United Nations Development Programme (UNDP).

We would also like to acknowledge the thousands of individuals, staff from over 500 aid organizations and government agencies who generously contributed their time, expertise and knowledge to our flagship projects, research and evaluation activities.

FINANCIAL INFORMATION 2011

DARA'S 2011 EXPENDITURE:
2,110,924.03 €



DARA IN THE US

AS ONE OF
THE LARGEST
HUMANITARIAN
DONORS, THE US
HOLDS A POSITION
OF LEADERSHIP
AND INFLUENCE TO
HELP VULNERABLE
COMMUNITIES
WORLDWIDE

In October 2011, DARA obtained 501(c)(3) status in the US as a non-profit organization. This was an important step forward and will allow us to build on our extensive engagement with government and humanitarian actors in the United States over the past five years, and better work toward our mission of improving the quality and impact of aid efforts.

As one of the largest humanitarian donors, the United States plays a leadership role in the response to major disasters and conflicts around the world. With our US presence, DARA hopes to share our knowledge and expertise on how the US government, aid organizations and civil society can maximize aid resources for the benefit of people at risk of disasters, conflicts and climate change.

US DARA Founding Board

› Michael Dixon

Over 30 years experience at the World Bank Group, including assignments as the International Finance Corporation's Regional Representative for Eastern and Southern Africa, Belarus and Ukraine, and the Middle East.

› José María Figueres Olsen

President of the Carbon War Room. Former President of Costa Rica (94-98), and former CEO of the World Economic Forum. DARA Trustee.

› Ross Mountain

DARA Director General. Former Deputy Special Representative of the UN Secretary-General in the Democratic Republic of the Congo. In 2010 he directed the UK's Humanitarian Emergency Response Review (HERR).

› Harry Cohen

Founding partner at HDCB Advisors LLC (USA), a financial risk advisory firm. Over 20 years experience in the international financial sector, working in Paris, London, Madrid and New York for major financial institutions, including Credit Suisse, BBVA, Bankers Trust, CICI and BNP.

› James Bishop

Former Director of Humanitarian Policy and Practice at InterAction from 1995 to 2010. Founding member of the Sphere Project Management Team. Former US Ambassador to Niger, Liberia, and Somalia, as well as Deputy Assistant Secretary of State for Africa (81-87) and Principal Deputy Assistant for Human Rights and Humanitarian Affairs (91-93).

› Steven Hansch

Several decades experience in teaching and lecturing courses in the field of humanitarian aid at Stanford University, Hopkins, Georgetown, George Washington, and other American Universities. Led evaluations of crises in Somalia, Rwanda, the 2004 Tsunami, and Central America in the 1980s.

• 2007

- DARA launches a five-year commitment to develop and implement the Humanitarian Response Index (HRI) at the Clinton Global Initiative Annual Meeting, September
- The HRI aims to improve the accountability, transparency and impact of foreign assistance and humanitarian aid provided by the world's wealthiest governments, including the US
- The HRI does this through extensive field research and interviews with senior aid officials in crisis countries, and policy reviews

• 2008

- DARA presents preliminary findings of the Humanitarian Response Index 2008 *Donor Accountability in Humanitarian Action* at the Clinton Global Initiative Meeting, September
- Launch of the HRI 2008 report in New York. The report reveals that the world's wealthiest countries do not comply with best practices for humanitarian aid, leaving millions without vital assistance, November
- Other presentations and briefings are made to national and international press, as well as to the American Evaluation Association (AEA), November
- Participation in Disaster Relief and Preparedness presentation at the 2nd Transatlantic Dialogue on Humanitarian Action, December

• 2009

- DARA begins process of registering as a charitable organization in the US by constituting a US Board with founding prominent members of the US aid and business community
- The aim of DARA US is to help US government, aid organizations and civil society increase the impact of US aid efforts and resources for the benefit of vulnerable populations worldwide
- Partnership agreement signed with Yale University for undergraduates to undertake internships with DARA
- DARA invited to attend the Hilton Humanitarian Prize ceremony, September
- DARA's Humanitarian Response Index featured at the Clinton Global Initiative as one of four outstanding commitments for its contribution to better humanitarian donorship, September
- Brookings hosts the launch of the Humanitarian Response Index 2009 *Whose Crisis? Clarifying Donor's Priorities* to a wide audience of leading NGOs, government agencies and World Bank members, November

• 2010

- Presentation of DARA's groundbreaking *Climate Vulnerability Monitor 2010– The State of the Climate Crisis* report, comparing current and future climate vulnerabilities and impacts on human populations, at high-level side meeting in New York, parallel to UN General Assembly, September
- The report is adopted as the Climate Vulnerable Forum's (CVF) main working tool. The CVF convenes governments from Africa, Asia, the Americas, and the Pacific, representing some of the countries most vulnerable to the adverse impacts of climate change

• 2011

- Meeting of the US Board to revise bylaws and expand board membership, May
- DARA invited by the Center for Strategic International Studies (CSIS) to present the Humanitarian Response Index 2010 findings on the increasing politicization of aid, including recommendations and implications for the US, May
- 501(c)(3) status obtained allowing us to scale-up our US outreach and work with partners, October
- Side meetings to discuss the HRI findings held with staff from the Senate Foreign Affairs Committee and the House Oversight Committee, as well as with USAID and State Department officials, May and November
- DARA also briefed the Modernizing Foreign Assistance Network (MFAN) on the Humanitarian Response Index 2010 findings and the US as a humanitarian donor. Similar briefings were held with InterAction, the American Red Cross and other NGOs, May and November

• 2012

- Stay tuned for updates on our activities in the US in the coming months at www.daraint.org/dara-in-usa

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Award winning international journalist, Grupo Correo

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ROSS MOUNTAIN

DARA Director General. *Ex officio*

HUMANITARIAN RESPONSE INDEX

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Members of the Advisory Board, Advisory Panel and Peer Review Committee act in their personal capacity. Their affiliation/organization is listed for informational purposes only. For the latest information, please visit www.daraint.org

ABOUT DARA

DARA is an independent, non-profit organization that works to improve the quality and effectiveness of aid for people affected by conflicts, disasters and climate change. We work with local and international humanitarian and development organizations, governments, private institutions and foundations to achieve maximum results and lasting impact from aid efforts. Helping vulnerable and disadvantaged communities to strengthen their capacity and resilience in crisis situations is at the core of what we do.

Our aim is to transform the humanitarian aid and development sectors from a reactive, response-based model, to proactive, preventive and anticipatory approaches that can reduce the vulnerability and human impact of disasters and conflicts today, and address threats and challenges to human dignity in the future.

We offer innovative evidence-based research and analysis, evaluations, technical assistance, training, capacity building and knowledge sharing to help bridge the gap between policy and practices. We combine rigorous desk and field research with participatory approaches to identify strengths and areas for improvement, and develop practical recommendations to improve aid effectiveness.



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