



ANNUAL
REPORT

2012

 **DARA**
IMPACT
MATTERS

MESSAGE FROM

 **DARA** 2013
10 YEARS

2012 OVERVIEW

DARA CONDUCTS ACTION-ORIENTED RESEARCH AND EVALUATIONS ON HUMANITARIAN POLICY AND PRACTICE TO STRENGTHEN ACCOUNTABILITY AND LEARNING IN THE HUMANITARIAN SECTOR. HERE IS AN OVERVIEW OF WHAT WE DID IN 2012:



DO DONORS MAKE PRINCIPLED CHOICES WHEN THEY DECIDE TO ALLOCATE FINANCIAL RESOURCES TO CRISES AND OPERATIONAL AGENCIES?

ED SCHENKENBERG VAN MIEROP
CHIEF EXECUTIVE

In the run-up to its 10th anniversary in 2013, DARA spent much of 2012 taking stock and getting ready for the future. After five consecutive annual publications, we asked donors and others in the humanitarian sector for their views on the Humanitarian Response Index (HRI).

Part of the critique that was received from donors is that the HRI has not helped them take better-informed decisions. Meanwhile, off the record, DARA has heard donor agency staff noting that the HRI will be the first thing that they will pick up to read when it comes out. The HRI will remain DARA's headline publication as it addresses a much-needed issue in the humanitarian community: **do donors make principled choices when they decide to allocate financial resources to crises and operational agencies?** There is, however, room for improvement in our dialogue with the donor community on the good practices of both existing and emerging donors. In the next HRI, we will also look at the practices of non-traditional donors, such as Qatar and Turkey, as well as at the performance of pooled funds administered by UN agencies.

Another core component of DARA's work is our independent evaluations for operational agencies and other actors. One of the key achievements in 2012 was our UNHCR and WFP impact evaluations of food assistance to the longstanding Rohingya refugees in Bangladesh and Central African refugees in Chad. This evaluation particularly focused on examining the impact of food assistance programmes as both refugee situations have existed for many years. Not only do we expect findings to feed into the revision of food aid policies, but **we will use methodologies measuring the impact of humanitarian programmes much more frequently in line with the donor-driven 'value for money' trend.**

Also worth noting is the study commissioned by OCHA to explore ways in which the aid sector can better integrate risk management into decision-making and planning, and be **more anticipatory in its approaches.** Likewise, DARA's Disaster Risk Reduction Initiative and FOREWARN work in West Africa will continue in 2013. In this way, we hope to continue supporting the humanitarian community in its efforts to be more effective in responding to the needs of the most vulnerable populations affected by wars and natural disasters.

JANUARY

- Publication of the Thematic Review and Capacity Assessment of Save the Children Denmark for DANIDA in which DARA participated
- DARA contracted by UNICEF for the West and Central Africa Evaluation of Capacity Development Initiatives in Education in Emergencies

MAY

- Evaluation of the United Nations Food and Agriculture Organisation's (FAO) role in disaster risk reduction in 11 countries in Asia, and in Latin America and the Caribbean
- Publication of the Consortium of British Humanitarian Agencies (CBHA) pilot phase evaluation
- Briefing session on the HRI 2011 to Belgium's Directorate-General for Development Cooperation and Humanitarian Aid. Findings also presented during an IASC meeting hosted by InterAction, New York, and at the US Institute of Peace, Washington, D.C.

JULY

- UNICEF lists two of DARA's Real-Time Evaluations (2010 Pakistan Floods and 2009 Pakistan Displacement Crisis) among the best evaluations in recent years

AUGUST

- Risk Reduction Index presented at the Global Risk Forum, Davos

SEPTEMBER

- Global launch of the Climate Vulnerability Monitor 2nd Ed. *A Guide to the Cold Calculus of a Hot Planet* at Asia Society, New York
- DARA Director General, Ross Mountain, invited to speak at the Clinton Global Initiative 2012 Annual Meeting session *Democratic Republic of the Congo: Highlighting Action*, New York

MARCH

- Launch of the 2011 Humanitarian Response Index (HRI): *Addressing the Gender Challenge*, Geneva
- The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) commissions DARA the study *Anticipating the Humanitarian Impact of Global Risks*
- The World Food Programme (WFP) and United Nations High Commissioner for Refugees (UNHCR) contract DARA to carry out two impact evaluations of food assistance in Bangladesh and Chad



OCTOBER

- DARA leads the pre-conference workshop, *Principles and practices of evaluating humanitarian programmes*, and holds sessions on humanitarian aid evaluations during the 10th European Evaluation Society Biennial Conference, Helsinki

NOVEMBER

- DARA selected to carry out the External Evaluation of the Rapid Response to Population Movements (RRMP) Programme in the Democratic Republic of the Congo, led by UNICEF

DECEMBER

- Conrad N. Hilton Foundation awards DARA a grant for a study on donor practices around beneficiary accountability in Haiti
- EuropeAid awards a five-member consortium, including DARA, the project *Post-conflict and post-disaster needs assessment: Development of assessment capacity and tools*



MARCH: LAUNCH OF DARA'S FIFTH HUMANITARIAN RESPONSE INDEX, GENEVA / DARA

JUNE: COMMUNITY ON THE OUTSKIRTS OF YOGYAKARTA, INDONESIA, DESTROYED BY A LAVA TONGUE FROM MOUNT MERAPI IN 2010 / DARA / FERNANDO ESPADA

NOVEMBER: DISPLACED WOMAN IN THE DEMOCRATIC REPUBLIC OF THE CONGO / DOMITILLE GALLI / IRC

WHAT WE ACCOMPLISHED IN 2012

OCHA STUDY: *Anticipating the Humanitarian Impact of Global Risks*

By Fernando Espada, Senior Research and Policy Associate

A MORE ANTICIPATORY HUMANITARIAN SECTOR

Over the past decade, multiple studies have shown that global risks –the effects of climate change, food and energy price spikes, macroeconomic trends, irregular migration, demographic changes, and urbanisation– are contributing to increasing vulnerability and humanitarian needs. Humanitarian organisations face new challenges that require a shift from responding to risks to managing them. However, our research and evaluations also suggest that **the humanitarian sector is ill-equipped to work in an anticipatory way** even when there is sufficient and timely information on potential crisis situations.

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) commissioned DARA a **study to explore options for the humanitarian system to effectively undertake the transition to an anticipatory approach.**



HUMANITARIAN ORGANISATIONS NEED TO SHIFT FROM RESPONDING TO RISKS TO MANAGING THEM

We use a mixed methods participatory approach for this study, with a comprehensive literature review, a wide consultation process with experts in the aid sector and field research in Burkina Faso, Indonesia, Kyrgyzstan and Tajikistan.

The challenge for us is to translate research and analysis on complicated and complex phenomena into **practical recommendations to foster improvements in planning, funding mechanisms and operational decisions.**

FOREWARN INITIATIVE

By Belen Paley, Advocacy Manager

REDUCING VULNERABILITY TO DISASTERS

It is widely accepted that risk knows no barriers, and thus working with regional organisations to address cross-border challenges is of utmost importance. Through the FOREWARN Initiative, DARA has contributed to strengthening organisations' understanding of underlying risk and the importance of reducing vulnerability in West Africa.

The initiative has involved working with over 15 different municipalities and communities in West Africa. Activities have focused on the up-and-down streaming of knowledge, skills and strategies from both the regional level and within ECOWAS member states. This work has included capacity-building within ECOWAS, and local level research on perceptions of underlying risk in vulnerable communities. **FOREWARN findings will inform ECOWAS' risk reduction strategies and policies.**



WORKING WITH REGIONAL ORGANISATIONS IS KEY TO ADDRESSING CROSS-BORDER RISKS EFFECTIVELY

The importance of this initiative lies in the **knowledge it has generated on the key issues facing West Africa in terms of underlying risk and ways forward for effective risk management.** Challenges include increasing urbanisation, inadequate infrastructure, lack of legal instruments for regulating land use management, insufficient capacities at local and national levels, illegal urban settlements and the need for improved environmental management. DARA's work under the FOREWARN Initiative, carried out in partnership with the Humanitarian Futures Programme and the African Leadership Centre, will be included in our Risk Reduction Index West Africa report.

HUMANITARIAN RESPONSE INDEX

By Marybeth Redheffer, Programme Manager

MEASURING OUR OWN IMPACT

Following five years of annually measuring the quality of donor governments' humanitarian aid through the Humanitarian Response Index (HRI), we took a step back to reflect on what we had accomplished and identify areas for improvement. We also wanted to hold ourselves accountable. For this, we created an online survey and commissioned a study to analyse the perceptions of donors and senior humanitarian experts on the HRI.

The majority of those consulted in the survey agree that **assessing the performance of donor governments is a purpose worth pursuing.** They especially appreciated that the HRI holds donor governments accountable for their aid efforts and provides greater transparency regarding donor policies and practices. The results of the consultations also show that **the HRI is one of the top five sources used by survey respondents for background information and advocacy purposes.**



THE HRI IS VALUED FOR HOLDING HUMANITARIAN DONOR GOVERNMENTS ACCOUNTABLE

Some of the recommendations relate to including other types of donors in the analysis, such as United Nations agencies, non-governmental organisations (NGOs), the private sector and non-traditional donors. Donors also noted that they would like to see some methodological adjustments to the HRI and would prefer not to be compared to their peers in a ranking. We will carefully consider the feedback to further increase the usefulness of the next edition of the HRI.



METHODOLOGIES DEVELOPED WILL BE USEFUL IN FUTURE IMPACT EVALUATIONS

WFP-UNHCR IMPACT EVALUATIONS IN CHAD AND BANGLADESH

By Nicolai Steen Nielsen, Research & Policy Director

FOOD ASSISTANCE FOR SELF-RELIANCE

Assessing impact is a challenging humanitarian evaluation exercise because it is difficult to measure the extent to which an impact can be attributed to a certain response. In 2012, DARA led two evaluations in Chad and Bangladesh for the World Food Programme (WFP) and the UN High Commissioner for Refugees (UNHCR) to assess

SUPPORTING CLIMATE VULNERABLE POPULATIONS



In 2012 DARA launched the **Climate Vulnerability Monitor 2nd Ed. A Guide to the Cold Calculus of a Hot Planet.** The report is the **most comprehensive assessment ever made public of the current global human and economic costs of climate change and the carbon economy.** Data spans 184 countries in both 2010 and 2030, across 34 indicators. Commissioned by governments of the **Climate Vulnerable Forum**, the Monitor has been backed by policy-makers, civil society, international organisations and business community.

With this achievement, DARA feels that it has made an essential contribution to the climate vulnerability agenda. We believe that other organisations are better placed to take the climate initiative forward. For these reasons, DARA has ended its involvement in the **Climate Vulnerability Initiative (CVI) in early 2013.**

With the support of the governments of Bangladesh and Costa Rica, a Trust Fund has been established at UNDP for the CVI, from where it will continue its good work in pursuing efforts to speed up the low-carbon transition and support vulnerable populations.

the impact food assistance has on refugee populations' options for self-reliance and longer term solutions.

In both situations WFP and UNHCR assumed that long-term food assistance would enable refugees to develop durable solutions over time. One evaluation was carried out among refugees from the Central African Republic living in camps along Chad's southern border and nearby host communities. The other targeted Rohingya refugees living in camps and local communities in southern Bangladesh.

Using mixed method techniques, including different livelihood, social, economic and protection parameters, the evaluations compared situations of refugees with those of similar groups within the local community.

Such comparison helped us determine the impact food and other assistance have on refugee populations, concluding that food assistance contributes to short-term food security but does not increase capacity for self-reliance.

The methodologies used and the experience gained from these evaluations will be helpful in other exercises as **many donors and others in the humanitarian community are increasingly focusing on impact and 'value for money.'**

SUPPORT FROM DONORS AND PARTNERS



An effective collaboration with new and long-term partners and donors is key to DARA's work.



The longstanding support of philanthropist **Diego Hidalgo Schnur** and **AVINA STIFTUNG** have been especially important given that their generous contributions back up DARA's core activities and overall structure.

Maintaining our impartiality and independence on the Humanitarian Response Index is fundamental in making the case for better aid to influence decision-makers and supporting countries in crisis situations demand for transparency and accountability. In the past three years this was achieved thanks to the funding of the **Dutch Postcode Lottery**.

Our alliance with **King's College London Humanitarian Futures Programme** on the AusAid's funded FOREWARN initiative (implemented also in partnership with the Economic Community of West African States and the African Leadership Centre) has made it possible, together with the funding from the Spanish Cooperation Agency (**AECID**), to cover activities for the Risk Reduction Index and the Climate Vulnerability Initiative. The latter has also benefited from the kind support of **Biodiversidad Foundation**.

Partnership building has been an integral part of our income-growing strategy within a challenging fundraising environment. We started a fruitful collaboration on seeking different opportunities with **Particip GmbH**, a private and well-positioned European consultancy based in Germany and Belgium. One of these opportunities has already materialised in a new project for EuropeAid that has awarded our five-member consortium the contract "*Post-conflict and post-disaster needs assessment: Development of assessment capacity and tools.*"

We would also like to acknowledge the thousands of individuals, organisations and government agencies who generously contributed their time, expertise and knowledge to our activities.

LARGE PONDS AFTER THE FLOODS IN SOUTHERN CHAD
IRIN / OTTO BAKANO

SYRIAN REFUGEES AT DOMIZ CAMP, IRAQ
IRIN / JODI HILTON

DISPLACED HAITIANS AFTER THE 2010 EARTHQUAKE
UN PHOTO/ LOGAN ABASSI

INSTITUTIONAL DONORS



PROGRAMME PARTNERS & DONORS



DARA IN THE US

With 501(c)3 status acquired in 2011, DARA US focused its efforts in 2012 on raising awareness of DARA's work to improve the quality and impact of humanitarian aid. Among its main activities, DARA launched the Climate Vulnerability Monitor in both New York and Washington D.C., while **DARA US secured an 18-month grant from the Hilton Foundation for a study on beneficiary engagement and donor accountability in Haiti, and participated in the Clinton Global Initiative meetings as a complementary NGO member.** In addition to these activities, DARA US developed a comprehensive strategy for engagement with US government entities and other relevant partners. It hired a Senior Policy Advisor to lead US operations, and grew and consolidated its US Board of Directors. DARA considers its presence in the US to be an integral component to its overall success in enhancing the effectiveness of humanitarian aid delivery and in advocating on behalf of vulnerable people.



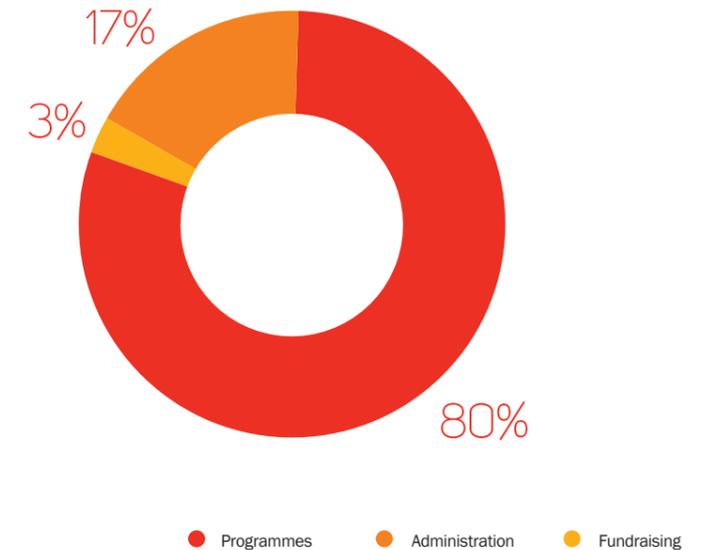
FINANCIAL INFORMATION 2012

DARA'S 2012

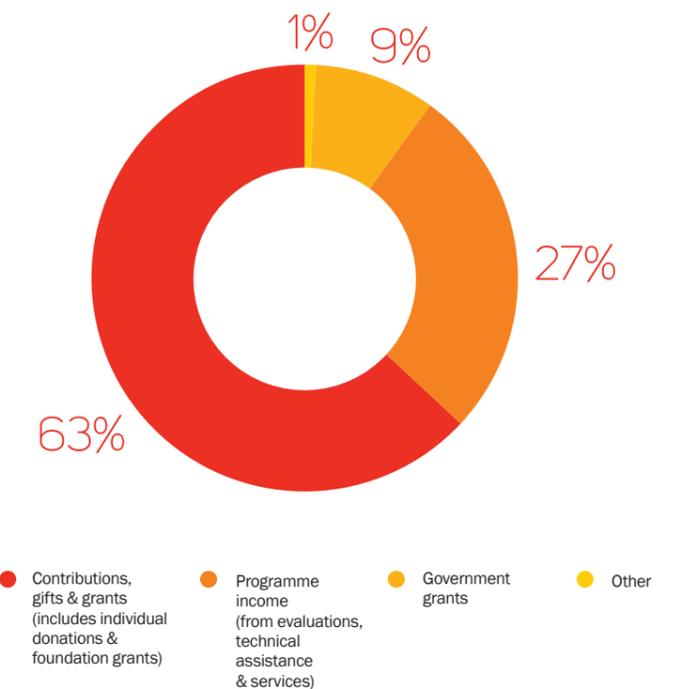
EXPENDITURE: 2,373,293.27 €

REVENUE: 2,490,336.16 €

EXPENDITURE



REVENUE



Further information on DARA's audited 2012 financial statements can be requested at info@daraint.org

DARA is an independent organisation committed to improving the quality and effectiveness of humanitarian action for the benefit of vulnerable populations who have been affected by armed conflict or natural disasters. In particular, DARA seeks to strengthen accountability and learning in the humanitarian sector. Working with partners, DARA conducts action-oriented research and evaluations on humanitarian policy and practice. DARA actively promotes humanitarian principles, assesses performance, and supports innovative approaches.

DARA BOARD

Diego Hidalgo Schnur
Chairman
Aldo Ajello
Emma Bonino
Jan Eliasson
Niels Dabelstein
José María Figueres
Beatriz Iraburu
Juliet Pierce
José Manuel Romero
Silvia Hidalgo*
Jemilah Mahmood*
Martha Maznevski*

*As of 2013

DARA US BOARD

Michael Dixon
José María Figueres
Ross Mountain
Harry Cohen-Bensimon
James Bishop
Steven Hansch
Susan Martin*
Ed Schenkenberg van Mierop*

COVER:

CHILDREN OUTSIDE SCHOOL
IN MONGO, CHAD
DARA / BELÉN DÍAZ

BACK COVER:

PORTRAIT OF SUDANESE YOUTH
UN PHOTO / ALBERT GONZALEZ FARRAN



OFFICES

Spain
Felipe IV, 9
28014 – Madrid
+34 915310372

Switzerland
7-9 Chemin de Balexert
1219 Chatelaine – Geneva
+41 22 797 40 30

US
1425 K Street NW, Suite 350
Washington, D.C. 20005
www.daraint.org/dara-in-us

info@daraint.org
www.daraint.org