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Embracing fluidity:

Moving beyond seeing collaboration as either transactional or transformational

Imagine accepting the challenge of supporting a partnership of 15 Dutch aid agencies and the Netherlands Ministry of Affairs in moving from ‘transactional’ to ‘transformative’. I found out along the way that this process is not linear but that fluidity between different concept and processes is key. This article describes how an internal broker can assist in finding appropriate decision-making processes for managing such an alliance, whilst being accountable and vulnerable. To co-create, adopt and model the results of the alliance, the internal broker should pivot between providing traditional leadership and encouraging collaborative leadership of the individual organisations.

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Introduction

The question “*how collaboration can add value* to the work we do in assisting people in need”, has been the main focus of people in the Dutch Relief Alliance, from colleagues in the field to CEOs of participating organisations in the Netherlands. In this article I will address how as an internal broker it is possible and necessary to support the partners(hip) to be transformational (as well as transactional).

I hope with this article to add to the body of knowledge on assisting Alliances achieving their fullest potential. I particularly hope that Dutch Relief Alliance colleagues will recognise my description of our joint journey, as well as stimulate new ideas in the Alliance.

The article will start with introductions on the Dutch Relief Alliance (DRA), it will then look at the concept of ‘added value’ and ‘transformation’, followed by how these concepts are seen and operationalised in the DRA. It will continue with a section on what a Partnership Broker can do to help partnerships introduce more transformational elements in their work. The article will end with a conclusion providing a critique on existing models which see collaboration as either transactional or transformational.

Background on the Dutch Relief Alliance

The Dutch Relief Alliance (DRA) is an alliance of 15 highly diverse Dutch aid organisations in partnership with the Netherlands Ministry of Foreign Affairs (MFA). The participating organisations are called “Partners” (instead of “members”). The DRA responds to humanitarian crises by designing Joint Responses drawn up and implemented by the participating organisations best placed to respond to a crisis. In any given year (2018-2021) it is typically operational in >10 crises worldwide with an annual budget of around € 60 million. For sudden onset emergencies, the DRA enables a Joint Response proposal to be completed within 72 hours. More information on the vision, goals, strategic objectives and governance set-up can be found in Annex 1.

Background on my role

In April 2015, I joined the Dutch Relief Alliance in the Partners’ Meeting – when I took up the position of Humanitarian Director in one of the participating organisations – coinciding with the official launch of the Alliance after having piloted collaboration in two major humanitarian crisis (South Sudan and Iraq) in 2014 and early 2015. During 2 ½ years, I have been part of the DRA Committee¹ of which the last 1 ½ year as Chair. I currently represent one of the DRA Partners in the DRA CEO meeting.

As Chair, I was primarily responsible for the proper functioning of the DRA Committee and was the main contact for the DRA Partners, the Netherlands Ministry of Foreign Affairs (NL MFA) and other stakeholders. I ensured that the DRA Partners received all information necessary for the proper performance of their duties in a timely manner; whilst monitoring the implementation of the annual plan and multi-annual strategy. I personally chaired the DRA Committee, DRA Partner Meetings as well as the monthly meeting with of the Netherlands Ministry of Foreign Affairs. Although formally a coordination role, the role fluctuated between coordinator, leader and broker depending on the topic and the developments in the Alliance.

¹ rotational body coordinating the Alliance, which functions as the daily management of the DRA

Added Value and Transformation

People working in the humanitarian sector are often highly idealistic, constantly under pressure due to insufficient financial means as well as limited time to ensure a quick and meaningful response to people needing humanitarian assistance. An important pre-occupation is access to financial resources and any resource allocated will always beg the question “will this provide more and better aid to people in need?” The fact that the DRA provided access to funding addressed the first pre-occupation, but to address the second question, DRA colleagues have continuously examined whether a joint approach (or time invested in coordination) was more effective and efficient than an individual approach.

Definitions

In Tennyson’s paper on *Animating Alliances*² when addressing the question of “Added Value” in the Alliance, she suggests that *“Alliances may be best understood as vehicles for systematic learning and influence that helps shape the future through their interpersonal connections and that operate more freely and independently because they are less formal systems”*

Touching upon the second pre-occupation of DRA colleagues above she rightfully asks *“is it enough value to justify the transaction costs? Can those involved in Alliances accept that the more tangible outputs may be only a small element in a range of somewhat more elusive achievements? And if those directly involved can accept this, what will it take for them to persuade their (perhaps more sceptical) colleagues that this kind of added value is as important as more direct project interventions.”*

In my view she partly answers the question by pointing in the direction of transformative change by saying *“Perhaps even more important if, by working together and crossing organisational boundaries it becomes possible to extend reach and build influence in order to advocate for, model and contribute to real changes in mind-sets, practices and systems.”*

According to the Cambridge dictionary, transformation is *“a complete change in the appearance or character of something or someone, especially so that that thing or person is improved”*.

To me, transformation in working in an Alliance implies that the participating organisations irreversibly change (improve) *their individual ways of working as a consequence of the collaboration*: they improve policies, practices and systems based on joint learning, internal and external advocacy. Ideally, they jointly change the wider system around them by modelling and advocating for the desired change they envision and ideally have gone through themselves.

I very much concur with the notion of ‘collaborative advantage’ that Tennyson quotes from a paper in the Harvard Business Review in 1994³ that states that *“collaborative advantage is strongest when the collaboration:*

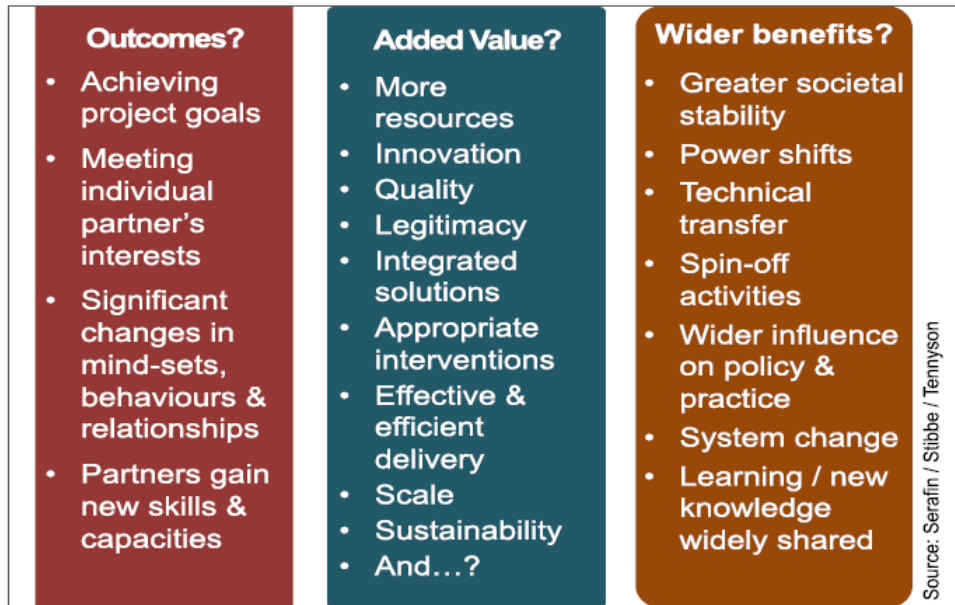
- *Yields benefits that are more than just a ‘deal’ but creates living systems that evolve progressively in their possibilities. Beyond the immediate reason for forming the relationship, collaboration offers those involved an option on the future by opening new doors and creating unforeseen opportunities.*
- *Creates new value together rather than simply getting something back for what you put in.*

² Ros Tennyson, *Animating Alliances – what does it take to make these forms of multi-stakeholder collaboration efficient, effective and transformations?*, May 2018, pg. 15

³ Adapted from: Rosabeth Moss-Kanter *Collaborative Advantage: The Art of Alliances*, 1994, Harvard Business Review

- *Is not ‘controlled’ by formal systems but works from a dense web of interpersonal connections and internal infrastructures that enhance learning.”*

The different benefits of Partnering are also nicely depicted in the picture below adapted from the *Partnering Initiative*.



The DRA has developed two core concepts to capture the benefits of collaboration on page 2 of its Partnership Agreement (which is the main legal document binding the Partners together):

“Value of collaboration” *Partners commit to work together in collaboration to continuously strive for increased value of joint responses by delivering effective, efficient, relevant, timely and high quality humanitarian aid to more beneficiaries.*

“Collaborative Impact” *The Collective Impact recognises that no single member of the DRA or any number of DRA members acting alone can tackle complex humanitarian crises. The approach calls for members to adopt a common agenda, with shared alignment of effort. Unlike collaboration or partnership, Collective Impact initiatives have a central structure, the Joint Response lead and Joint Response Task Force and DRA WGs, to help participating members act in concert.*

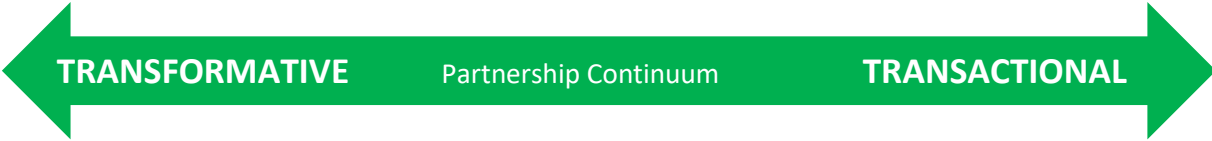
Much can be said about the organisational changes the Dutch Relief Alliance went through throughout the early years of its existence. In this article I have chosen to focus on the changes undergone and planned in the current strategic period, starting in 2018 and ending in 2021.

Strategic level considerations and developments

Exploring the dichotomy of transactional versus transformational collaboration

In October 2018, we organised an “away-day” for the CEOs, facilitated by PBA-accredited broker Helga van Kampen. Part of the morning focused on whether DRA’s collaboration should be transactional or transformational. CEOs were asked to stand physically on the “partnership continuum”, indicating

what they would DRA to be like in the future. Out of seventeen representatives (sixteen Partners⁴ and one MFA representative); six CEOs of diverse⁵ organisations stood at the transactional side, eight (equally diverse and including MFA) wanted the collaboration to be transformative and two stood in the middle.



The “partnership continuum” also correspond to the thinking below which depicts the journey from a transactional relationship to transformative partnering.

BUILDING UP TO TRANSFORMATIVE PARTNERING



Source: Partnership Brokers Association

Exploring new models for DRA in the Future

A group was formed to explore three possible models for the future of DRA. A description of the three models can be found in Annex 2. Initially, it was agreed to move forward with both the “status quo+” (constituting evolutionary change) and “DRA 2.0” (constituting revolutionary change). On 12 June 2019, following a talk by the Director of the New Humanitarian Mrs. Heba Aly⁶, CEOs agreed that we needed to aspire to big changes and take bold steps along the lines of the motto “Do locally what you can do locally. Do centrally what you need to do centrally”. The group (adapted to constitute of both CEOs and humanitarian coordinators) was tasked to “explore which parts of the DRA 2.0 model cannot be reached through existing practices and explore how these could be implemented through (a) pilot(s) (...).”⁷

⁴ War Trauma Foundation left the DRA by the end of 2019 when it became part of ARQ international

⁵ self-implementing or part of a larger coalition, religious and non-religious, etc

⁶ The DRA regulations foresee an “inspirational speech” once a year to support the reflections of DRA CEOs

⁷ DRA FutureDRA Task Force, *Terms of Reference Future-DRA Task Force*, June 2019

The ultimate goal of the pilot was defined as⁸: *test if putting in practice the Future DRA principles in a Joint Response allow the DRA collective to improve cooperation between members to increase the effectiveness of emergency aid interventions. 'Improvement' implies:*

- *Local ownership/leadership for sustainability of results*
- *Allow for long-term focus beyond emergency response*
- *Improved / increased impact*
- *Create possibilities for attracting additional funding*

The transformative nature of these developments

Moving decision-making to the field constitutes effectively a power shift that has been advocated for in the Grand Bargain commitments and C4C, as well as a number of other policy documents.

A new concept (“Perspective on Change”, which entails mapping backward to identify necessary preconditions for change based on long-term goals) was developed in the process of sending out the internal call for proposals and participating organisations were asked to define an ambition statement in which they explore how DRA can go beyond current collaboration. Two elements of this process are potentially transformational in nature:

- Developing a humanitarian response whilst considering long-term ambitions and changes, is something donors and practitioners have been advocating for in the Linking Relief, Rehabilitation and Development discussions for decades, or more recently when talking about the Peacebuilding, Development and Humanitarian Nexus.
- The PoC process is a first step in the piloting process, a consultative, locally-led process with diverse stakeholders not all currently linked to the Alliance. The choice of membership in the Joint Response is made locally and based on the expected value-add of the potential participants and not decided centrally in the Netherlands based on acquired rights of being part of the Alliance.

If future joint responses will be developed along these lines, and this can be modelled elsewhere, this could entail system change.

Operational level considerations and developments

In the early days, the Alliance was very focussed on *measuring*⁹ the Added Value of the collaboration, maybe because staff and CEOs needed convincing that this collaboration indeed was worthwhile.

Defining Collaborative Impact

The (yearly) learning event with Joint Response Field Coordinators and NL-based staff in 2019 focused on how long-term Protracted Joint responses would ensure Collaborative Impact (earlier termed “Joint Programming”) and developed subsequent for Joint Responses moving into their yearly planning process. The following picture shows the different areas in which Collaborative Impact was expected.

⁸ DRA Future DRA Task Force, *Piloting the collective we want to be*, November 2019

⁹ including a framework with 12 criteria and 20 indicators, which was later abandoned



Areas for Collaborative Impact (Guidance for JR field workshops, version 12 september 2019). Source: Dutch Relief Alliance

The transformative nature of these developments

In the field, DRA Partners are jointly creating, potentially transformative, interventions; trying to improve the way humanitarian aid is delivered. Looking at the guidance provided to Joint Response members, effort is put into exploring whether changes on the ground in programming could

- indeed be contributed to *collaboration*
- have an *impact* on the target audience, and
- be *attributed* to the activities of *the Alliance*

Annex 3 includes examples of Collaborative Impact to inspire JR-partners to adapt or develop in their JR and contexts, and there have been more examples since then. The fact that all of this is done seeking increased quality in programming, with the potential for innovations, and always keeping the benefit for the end-user (people affected by humanitarian crises) in mind, points towards wanting to create a value-add not just for the organisations involved, but for the wider community. Especially in the cases where participating organisations have internalised the new ways of working, model them and (preferably jointly) advocated for a similar change for larger uptake by others, this points towards even moving to more transformative ways of working.

Role of the internal broker

Balancing between 'seeking acceptable change' and 'achieving transformational change' has been a red thread as an internal broker in the Dutch Relief Alliance.

Ensuring clear decision-making processes

To reduce some of the internal tensions that developed in the first phase of the strategic period when the ways of working of the Alliance were up in the air, my first pre-occupation as Chair in January 2019, was to clarify and stick to internal procedures, so that Partners felt safe with regard to decision-making processes. The internal official guidance (regulations, statutes) have been essential tools to establish a more stable environment. As time progressed (and trust grew), less reference to them was needed. However, whenever the Partnership runs less smoothly, Partners will always refer to these key procedural documents. It is therefore essential to know and follow them well. If needing to by-pass elements, it is important to do so explicitly and with the consent of participating organisations. Also, a procedural answer might be deeply dissatisfying for a Partner with an urgent concern or request. Therefore, I was firm on the decision-making processes, but at the same time always engaged in a conversation with Partners and ensured them that their concern was not put aside just because of 'procedures'.

Showing vulnerability and being accountable

Information is power and as Chair of an Alliance, or in general as an internal broker, you are privy to a lot of (confidential) information. Dealing with topics decisively and with full integrity is often sufficient. But you don't necessarily have all the answers to dilemma's and questions that arise in a partnership... This vulnerability is in fact a strength; feeling comfortable with 'not knowing'. In my experience, sharing this openly actually creates opportunities for others to also open up and share their own doubts. Moreover, it creates openings for increased involvement from participating organisations as they can volunteer to step into (leadership) roles to equally 'share the burden' of finding answers to difficult questions, instead of leaving it up to you to come with a solution.

Being vulnerable and transparent about 'mistakes' is much harder but also more rewarding. In dealing with a situation, like I have, in which Partners question the validity of the decision-making process and request full transparency, providing full information and showing that you are willing to learn and reflect together on whatever didn't work out as planned, greatly enhances the internal trust and relationship in a partnership. Accountability and vulnerability creates more empathy and trust than when errors are covered up. This holds for both internal and external stakeholders.

Leadership in giving voice to more ambitious elements in the Alliance

As an Alliance, we managed to get into calmer waters as a result of the above. However, when by the end of 2019 we were confronted with Partners not taking up leadership roles or showing less eagerness to invest in the Alliance, I wondered if the calmer waters were to blame. Was this because Partners with more capacity and engagement had already contributed to the DRA? Or was it no longer necessary for Partners to occupy internal positions to influence strategic policies and decisions? Or was everyone so at ease because we were not taking bold enough steps as an Alliance? And could taking decisions by consensus in fact be hampering the transformational potential of the Alliance?

Early 2020, I decided to use my last six months as Chair to move on certain topics with a potential smaller margin of approval by Partners. I started exploring how far we could 'stretch' the partnership before being reprimanded by Partners. This included seeking approval in different ways, such as taking more of a lead-role by the DRA Committee and using shorter decision-making procedures. To enable as much change as possible, I gave room to more ambitious elements in the Alliance to take the lead in the different processes. In all cases though, it was essential to bring the strategic level (CEOs) and

the operational level (humanitarian coordinators, technical experts and joint response field coordinators) together to set ambitious yet realistic goals. Accountability to the whole group was key, but we started increasingly *informing* participating organisations, instead of *asking input* into all key topics. What I was (unconsciously) doing, was seeking consent instead of consensus.



Two inclusive decision-making options taken from medium.com on the basis of <http://www.sociocracyforall.org/>

If I had realised at the time that I was in fact looking for ways to adjust our decision-making depending on the topic, I would have taken one more bold step in making this explicit so that we could find true alignment in the Alliance and re-discuss our governance system and decide which body could be mandated for which topics and how accountability to the wider group would be organised.

Stepping back

Being able to shift between the different roles (that of leader, coordinator and broker) is essential and needs a flexibility of mind as well as courage (particularly if the leadership role is not yet made explicit). As Tennyson also writes in her analysis of animating Alliances “*[there is] considerable tension around the question of whether the central function is that of ‘servant’ (providing support services) or ‘leader’ (with an explicit role in shaping and driving the work)*”¹⁰ The DRA needed both and my upcoming exit helped me develop more flexibility in my approach.

During the last six months of my term, ‘stepping up’ and moving from ‘coordinator’ to more of a ‘leader’-role became easier since a good track record had been build up with Partners. Moreover, my effectivity at the end of the term increased as credibility about my objectivity seemed to increase. Although equally impartial and neutral throughout the whole period, towards the end of my term Partners seemed more convinced that my arguments were not connected to any (future) personal interest.

Nevertheless, getting stuck in this ‘leader’-role is a pitfall that can hamper collaborative leadership. An eminent departure also helps to mentally become less invested in ‘achieving success’ as an Alliance, taking more of a ‘broker’ role in which Partners are asked to invest/step up, with the broker simply ‘holding the space’ so that Partners can explore new ideas together and recognising and celebrating it when these moments would lead to new insights or plans.

It will be up to my successors to find the right balance between seeking collaborative leadership and a more ‘traditional’ leadership in which the DRA Committee shapes and drives the work. Another benefit

¹⁰ Ros Tennyson, *Animating Alliances – what does it take to make these forms of multi-stakeholder collaboration efficient, effective and transformations?*, May 2018, pg. 13

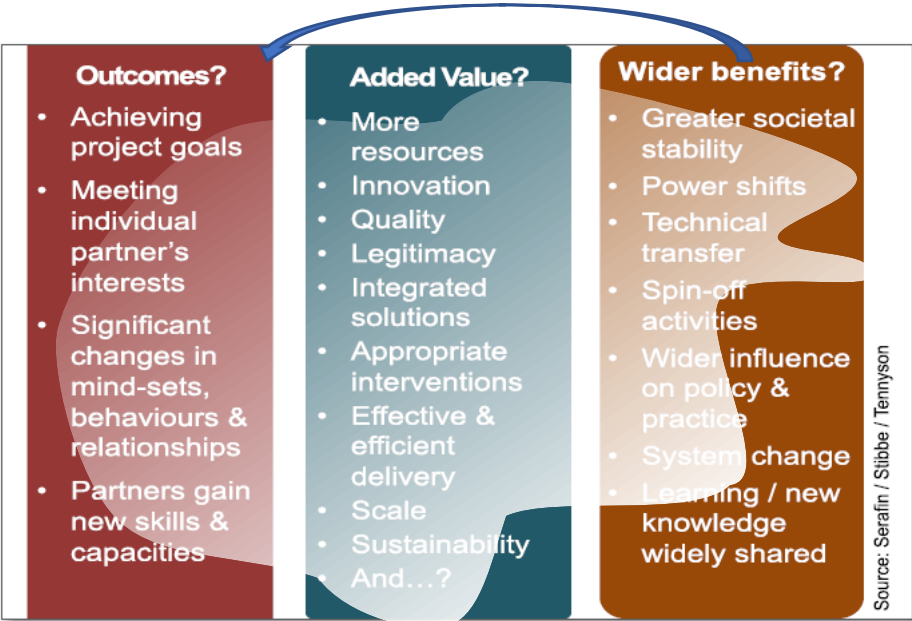
of an upcoming departure/rotational leadership in the Alliance is that it helps in consciously ensuring that the team around you is equipped to take on leadership roles by continuously sharing insights, knowledge and connections/network.

Conclusion: moving beyond the dichotomy of transactional versus transformational collaboration

Participating organisations in the DRA came together with the idea to add value to what was already existing in the humanitarian landscape. As time progressed, they were encouraged by the results of the collaboration and started aiming for increasingly more ambitious goals with the potential to transform their own ways of working and potentially the system around them.

In this trajectory, the participating organisations have always continued to be transactional, whilst adding value soon thereafter and then moving towards looking for ways to tackle complex problems together and potentially transform the humanitarian system. Throughout the existence of the DRA, the transaction of “participation in the DRA = access to funding”, has been the basis for the involvement of DRA Partners, even when value was being added and when the potential for transformation was being explored. If the funding would have stopped, so would have (most, if not all of) the rest of the collaboration.

If I look at the practices and effects of the DRA, I see transactions, value-add and transformation all happening at the same time, depending on the topic at hand. To me therefore, the exercise of having the DRA CEOs stand on a line depicting a dichotomy of transactional versus transformational was helpful in getting a conversation started, but depicted a false reality. In my experience, the processes of moving between the different collaboration models are fluid and not necessarily linear, particularly considering that today transformations are tomorrow’s standards. Like an amoeba¹¹, a flexible organism changing shape in response to its changing environment, the DRA seems to be covering the different elements in the model developed by Serafin, Stibbe and Tennyson. During its existence, DRA has grown (and it could also shrink), adapting in certain areas of collaboration according to the needs, space and how it is fed. To illustrate my point, these elements have been integrated in the figure below.



¹¹ Tennyson also describes this collaborative structure in *Animating Alliances – what does it take to make these forms of multi-stakeholder collaboration efficient, effective and transformations?*, May 2018, pg. 12

Depicting how DRA, like a living amoeba-like organism, contains elements that are transactional/practical, collaborative and transformative at the same time

The task of the internal broker is to help the organism (Alliance) to explore in which areas it wishes to be practical¹², collaborative or transformational and which decision-making processes would be appropriate to achieve this aim, whilst being accountable and vulnerable and stepping back as much as possible to allow the individual organisations to continue taking responsibility for co-creating, adopting (improving their individual ways of working as a consequence of the collaboration) and modelling the results of an alliance. The internal broker (and all the participating organisations!) should make use of the accumulated trust in an alliance to manage the different polarities and embrace the fluidity that moving an alliance to the next level entails and needs.

¹² which to me is a more useful term than 'transactional', the term 'practical' has been used by Simon Zadek to depict the first level of influencing through partnering

Annexes

Annex 1- Additional information on the Dutch Relief Alliance

The DRA has gone through a number of iterations since 2014 when one humanitarian coordinator of Save the Children and a senior official of the Netherlands Ministry of Foreign Affairs (NL MFA) initiated a coordinated response among Dutch humanitarian organisations to the humanitarian crisis in South Sudan. In 2015-2017, the Alliance received its first official multi-country grant, in 2018-2021 it is implementing its first multi-annual strategic plan and preparing for the next phase in 2022-2025.

In DRA's vision, putting people in need at the centre of responses, the Dutch Relief Alliance supports high quality humanitarian action that saves lives, alleviates suffering and restores dignity. The Dutch Relief Alliance aspires to being a cutting edge funding and collaboration mechanism enabling INGOs to be flexible and adaptive in response to crises and ensuring aid efficiently reaches those most in need by those best placed to provide it. While safeguarding the principles of impartiality and independence, the DRA hopes to adapt to a changing world by supporting innovation, moving to more locally-led responses, strengthening accountability and collaborating to drive effectiveness.

The goal of the DRA is to provide urgent humanitarian assistance and respond to major international crises in a timely, relevant, effective and efficient manner. Participating organisations contribute to this goal through working towards the following five objectives:

1. Contribute to life-saving and life-sustaining humanitarian assistance in response to ongoing crises
2. Contribute to the rapid delivery of life-saving humanitarian aid in short-term emergencies
3. Improve cooperation between members to increase the effectiveness of emergency aid interventions
4. Increase the visibility of the Dutch contribution to emergency relief actions among the Dutch public, parliament and opinion makers
5. Advocate for increased humanitarian funding.

During the current Strategic period (2018-2021), the DRA has made the commitment to come together around four strategic priorities:

1. More accountable to disaster affected people, the Dutch public and governments
2. More innovative – enabling Dutch NGOs to be at the forefront of new approaches to delivering high quality humanitarian action
3. More collaborative – finding ways for Dutch NGOs to work more effectively together to increase impact and generate taxpayers' support for humanitarian action
4. More local – better able to more directly support local humanitarian action that is effective and accountable.

Although not an official signatory to the Grand Bargain (GB) commitments drawn up in the wake of the World Humanitarian Summit in Istanbul in 2016, a number of its participating organisations have signed the GB commitments and the DRA also regularly reports as an Alliance to the GB secretariat and the GB Eminent Person on its progress and setbacks on the GB commitments.

The DRA governance consists of a number of bodies such as the DRA Committee (rotational body coordinating the Alliance), the CEO meeting (guidance at strategic level) and the Partners' Meeting (guidance at operational level and the main decision-making body) which is informed by the Working Groups (three policy-making groups) and Task Forces (six technical task-based groups). These bodies function based on time allocated by the participating organisations and a support budget to cover the time spent by the DRA committee and the WG/TF chairs and activities. The DRA has also set up a

foundation that holds part of the government grant for the Alliance’s acute responses and innovation grants, to enable a quick response not needing a grant-making process with the NL MFA.

The DRA Committee (DRAC) consist of a Chair, Vice Chair and Crisis Coordinator, all elected from the participating organisations. The Committee manages and coordinates the DRA activities and liaises between MFA and DRA. The DRA Committee is supported by a fulltime Secretary and interns.

Annex 2- Defining the Future DRA models

Description of the different future DRA models¹³:

- **Model ‘Status quo+’**: ‘DRA is a pragmatic hybrid which serves to retain government funding whilst seeking to improve collaboration at the same time. Both the funding and impact objectives exist at the same level. Positive collaboration at the technical and operational level occur, but strategy nor structure require its members to put impact through collaboration above its funding interests’.
- **Model ‘NL AID’**: ‘DRA is one single and separate entity, created by its members, to deliver humanitarian projects and impact under one hierarchy, which is owned by yet functions independently from its members’.
- **Model ‘DRA 2.0’**: ‘DRA 2.0 is a network jointly owned by autonomous members, joint responses are coordinated by a lead agency (as is the case today), supported/facilitated by a standing secretariat in the Netherlands and delivered through a jointly owned DRA coordination structure in the field. Joint Response members work as one DRA team (subtitle: Save, War Child, etc.)’

The three models were further honed and examined on a number of parameters.

Parameters	Status quo+	NL Aid	DRA 2.0
Collaboration	Collaboration varies across JRs; relations in NL often transactional	Unified implementation within one entity	Structured, systematic coordination under similar and standing structures in field and NL
Funding	MoFA	MoFA	Multiple funding sources
Membership	Current membership	One organization	Potential for additional members
DRA in NL	Collaboration among members in NL	One entity in the Netherlands	Standing support/coordination secretariat (no hierarchy) for all members
DRA in the field	Lead-agency model	One entity in the field	One DRA (coordination) team per response
Branding	As individual members	NL Aid	As DRA (with sub-branding)

Taken from “Piloting the Collective we want to be” prepared by the Future DRA Task Force, Sept 2019

Annex 3- Examples of Collaborative impact that have been achieved in the field

This section is taken from the DRA internal paper “Examples of activities aimed at achieving collaborative impact, 16th September 2019” and includes a list of joint activities as shared during the Field Coordinators’ workshop on 2nd of July 2019. The list was intended to be an inspiration for JRs to be used during their planning workshops and served as an annex to the slides for JR Workshops

¹³ DRA CEO Working Group on Collaboration, *The future of collaboration within the Dutch Relief Alliance; a proposal* (definition from CEO meeting in Dec 2018), March 2019

'Collaborative Impact Guidance'. It intended to help to answer the question "What are potential joint activities that could lead to collaborative impact?"

- Joint advocacy to Protection Cluster to include GBV mapping leading to better services and referrals for beneficiaries
- Joint advocacy on facilitating applications to UN funds for local organisations through joint meetings leading to localisation of delivery
- Shared advanced technical training on gender for members leading to improved gender mainstreaming and more appropriate and inclusive services for beneficiaries
- Joint accountability through JR-level shared feedback hotline outsourced to UN, providing consistent, neutral approach ensuring support for beneficiaries
- Shared office space/warehousing/transport, logistics and staffs in (new) locations leading to more technical capacity, timely and (cost-) effective response
- Sharing information, e.g. SOPs on cash leading to improved capacity and technical expertise, delivering effective aid in an appropriate and consistent way across a wider area
- Complementarity in programs by different members (based on comparative advantages) leads to increased integration of programmes, e.g. Integration of CP in WASH, and higher quality of response for beneficiaries

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