



ANNUAL REPORT 2022





WE ARE HERE

Founded in 2014, the Humanitarian Exchange and Research Centre (HERE-Geneva) is an independent organisation that examines the gaps between humanitarian policy and practice. Our Geneva-based team of experienced researchers and analysts are dedicated to building evidence and putting forward constructive analyses of where the gaps are, and where gains can be made for governments and agencies to fulfil their humanitarian responsibilities and commitments.

We carry out research, evaluations, reviews, and other types of analyses and foster dialogue. We undertake our own dedicated programme of research as well as assignments at the request of others. Unconstrained by affiliation, we do not shy away from speaking truth to power and propose radical and transformative changes. Too often we see that time and energy are wasted when persistent political problems are tackled with technical solutions. Such solutions also risk losing sight of the values and principles that orient humanitarians to do the right thing and not only do things right. The systemic issues that our research unearths point to the continuous relevance of humanitarian principles, protection, and accountability, which are critical to the quality and effectiveness of humanitarian action.

Find out what we did in 2022 in this report.

HERE-Geneva Annual Report 2022

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Message from the Executive Director

2022 will be remembered as the year of the Russian invasion of Ukraine, an invasion that marked a dramatic change in global geopolitics. Other than the massive devastation, the gross and serious violations of human rights and humanitarian law, and the millions of refugees and internally displaced Ukrainians, the war has impacted multilateralism and questioned principles such as neutrality. Can one remain neutral in the face of an armed invasion for which there is no legal basis in the UN Charter? Does solidarity necessarily negate neutrality, or can these two principles go together?

The Russia-Ukraine war is one where aid workers are directly faced with two states at war. Should they want to work on the two sides of the war, they will need to negotiate with both parties, something that in this war has been a bone of contention within several organisations. But the conflict in Ukraine is not the only crisis where the capacity of humanitarian actors to negotiate access is being tested. In nearly all contexts where humanitarians are active today, there are access challenges. In our work, humanitarian principles, access, protection, advocacy, leadership, and accountability continue to be main threads as we see that these issues are often at the heart of failures.

In 2022, as part of our research on humanitarian coordination, the collective character of humanitarian action has come out strongly. The inter-agency system is built on the premise that agencies will work together to achieve common results. Practice, however, looks different. Agencies will buy into a collective set of priorities as long as they correlate with their individual goals and targets. Seldom is leadership carried out and accountable for the success or failures of a system as a whole, rather than of one person or organisation. Incentives and accountabilities reward or sanction individuals. Simply said, policy and practices on collective action do not match. And what is missing is the sector being honest about this reality.

Holding the humanitarian sector accountable to its policy commitments and ensuring a degree of honesty is what inspires our research. Humanitarian policy and practice are not credible, and the reputation of the sector tarnished, when governments or humanitarian agencies adopt new policies without further steps to implement their obligations. In 2022, we saw that many continue to call for the implementation of long-standing commitments such as those on protection, accountability to affected people, or the localisation of aid, even while everyone is aware that these have become the sector's sticking points.

HERE-Geneva is not a large organisation with tens of staff and a significant research budget. Other than being limited by available financial resources, our size is also a conscious choice. We want to remain flexible and agile and have also come to understand that we have at least one challenge in





common with other larger (humanitarian) think tanks: our capacity to invoke or create change in the sector. While our research outcomes and recommendations receive general acclaim, we also see that inertia in the sector prevails, making us question our goals and raison d'être at times. How many more reviews should we produce that essentially point to similar lessons? That said, we will continue to engage with those partners who are demonstrating commitment towards continuous improvement and reform.

The purpose of our Annual Report is thus not only to showcase what we have achieved, but also what we have learned from our research and engagements with partners and what can be improved. Arguably, the most interesting, albeit short, section of this Annual Report is the section on what we, HERE-Geneva, learned in 2022. These are lessons for us, HERE-Geneva, our partners, and the broader sector.

I hope you will find our Annual Report informative and inspiring. Happy reading!

Ed Schenkenberg van Mierop
HERE Executive Director

The geopolitical challenges of 2022

On 24 February 2022, Russia launched a large-scale invasion of Ukraine, escalating the conflict ongoing since 2014. The invasion gave rise to major violations of human rights and international humanitarian law, causing the largest flow of refugees in Europe since the Second World War, as well as major disturbances to the global grains market. In terms of funding for the humanitarian response, solidarity with the people of Ukraine quickly translated into billions of USD. European public-private appeals such as those from Swiss Solidarity, the German Aktion Deutschland Hilft, or the UK-based Disasters Emergency Committee saw record donations. Similarly swift responses were seen among donor governments: the UN's \$1.7 billion appeal reached \$1.5 billion in pledges by the end of the appeal's launch event. In contrast, humanitarian emergencies elsewhere in the world received comparatively little global attention. While the Ukraine 2022 Flash Appeal came to be 87% funded, the 2022 humanitarian response plans for Yemen, Sudan, and Ethiopia, for example, were funded at just barely over 50%. And in South and Latin America, only the Haiti Humanitarian Response Plan was funded above 50% in 2022.¹

In [a blog post in March 2022](#), HERE Executive Director Ed Schenkenberg pointed at the good and perhaps less good news involved in the scale of funding for Ukraine, including bureaucratic constraints for national and local actors to access the money; lack of in-country footprint and access to frontlines where aid was most needed; and whether funds might be used to support reconstruction rather than relief. This blog coincided with a [HERE-convended in-person roundtable](#) on the likely implications of the war in Ukraine on humanitarian action more broadly. The event reflected on whether multilateralism

can still be an effective model to structure an international response (including the question of the UN's leadership in such a scenario), whether international humanitarian law (IHL) is an effective normative framework for new types of warfare such as cyberattacks, and what to expect in terms of resourcing for other ongoing humanitarian crises around the world.

Participants cautioned against prematurely proclaiming multilateralism on its deathbed: while Russia's intervention has challenged the system for collective security, multilateral bodies being unable to prevent or effectively respond to armed conflict is nothing new, and they do still retain a possible future role to play once peace talks are on the cards. With regard to the more direct effects of the war in Ukraine on humanitarian action, the roundtable recalled that the prevalence of non-state actors fighting in the cyber arena increases the risks of humanitarian actors being manipulated or used for the manipulation of others through mis/disinformation. At the same time, there is no doubt that IHL applies to the cyber space as well as the physical space. In terms of funding, the roundtable concluded that the humanitarian response in Ukraine and neighbouring countries needs to be looked at in the broader context of the state of humanitarian financing. Concerns around funding do not exist in a Ukraine-specific vacuum. Where the Ukrainian context stands out is in the involvement at rarely seen levels of the general public and private companies, though it remains difficult to predict whether or to what extent this will be sustained in the future. In the past few years, the gap between increasing needs and available funding has only grown. The 2016 recommendation from the High-Level Panel on Humanitarian Financing "to shrink needs" as a way to bridge the gap has been entirely unsuccessful.

¹ See <https://fts.unocha.org/>.

The roundtable allowed us to reflect on whether to reprioritise our research agenda. While our focus on humanitarian principles, accountability, and humanitarian coordination remains important, it may be time to link it more closely to IHL. As the funding for the Ukraine response amassed in 2022, it appeared all the more important to draw the attention of humanitarian actors to what it means to provide aid in occupied territories, and what the rules of occupation mean with regard to impartiality, neutrality, and independence. We continued to monitor international humanitarian funding for Ukraine over the course of the year in a punctual manner and to share our findings using short-form communications. The six-month anniversary of the large-scale invasion provided an opportunity to [explore developments](#), using the suggestions from HERE's March blog as a starting point. In 2023, we will continue to point to issues that the humanitarian response to Ukraine raises, such as the interplay between international humanitarian actors and national and local actors.



THE FUTURE OF HUMANITARIAN COORDINATION ROADMAP

In 2021, HERE-Geneva developed the '[Future of Humanitarian Coordination](#)' project to address some of the longstanding challenges mitigating effective humanitarian coordination. The project aimed to identify what needs revitalisation, reinvigoration, and renewal while suggesting solutions to the identified challenges. The global humanitarian agenda has seen strong commitments to leadership and collective action, especially since the World Humanitarian Summit and Grand Bargain Agreement. Evidence, however, suggests that these commitments are at best only partially realised. While multilateralism may have come under pressure, we anticipate that, on behalf of governments, the UN will continue to lead and coordinate humanitarian response in line with UNGA resolution 46/182 (1991). Yet the current UN-led architecture continues to show deficiencies; the system therefore needs to become more effective in ensuring that commitments are implemented.

Building on a desk-based literature review, an analysis of past recommendations and commitments on humanitarian coordination, and two high-level consultations, we published a [roadmap](#) in March 2022. This document outlines ways forward and offers short-, medium- and long-term milestones to reach a form of inter-agency humanitarian coordination that has a clear strategic vision, is value-driven, incentivised, and fit for purpose. The milestones are further divided sub-divided to target specific actors: OCHA, the IASC, agencies, donors, and those in coordination leadership positions, be it in a personal or institutional capacity.

To promote the roadmap, we launched a [series of videos](#) to walk you through it and make its content more accessible. Episode one provides a [general overview](#), and the following episodes each look at what is needed to achieve a form of humanitarian coordination that has a [clear strategic vision](#), is [value-driven](#), [incentivised](#), and [fit-for-purpose](#).

Leadership

From the creation of the Inter-Agency Standing Committee (IASC) and the 2005 introduction of the Cluster Approach, via the 2011 Transformative Agenda, to the 2016 World Humanitarian Summit and 'Grand Bargain', the system has continuously strived towards clear(er) leadership and shared accountability for collective outcomes in the main areas of humanitarian response. Much of HERE's work in 2022 suggested, however, that commitments to collective leadership are not always translated into reality.

Published in early 2022, and conducted by a team that was led by and included HERE-staff, the [evaluation of UNICEF's role as a Cluster \(Co-\) Lead Agency \(CLARE II\)](#) concluded that

while UNICEF has generally delivered on the coordination responsibilities that are expected of a Cluster Lead Agency, the organisation has not equally performed on the leadership responsibilities. The Cluster Lead Agency role is still not adequately prioritised across the organisation, particularly at senior management level. The evaluation recommended, among other things, that to strengthen accountability and learning, UNICEF should use the knowledge and experience it has gained as a Cluster (Co-) Lead Agency to push for a reflection on how clusters can be adapted to the changing context in which humanitarian response takes place and lead changes in the IASC to clarify the underlying tenets of the cluster approach.

The dilution of accountability that results from agencies not assuming their cluster leadership responsibilities is also a result of the confusion surrounding the meaning and impact of cluster 'co-leadership.' CLARE II saw that many co-leadership arrangements still need to deliver on their potential, and this was further highlighted in [a review of the Education Cluster Co-Leadership](#), carried out in parallel to CLARE II by the same team. The Global Education Cluster (GEC) is the only global cluster co-led by a UN agency – UNICEF – and an NGO – Save the Children International. The review found the fulfilment of the co-leadership arrangement to be sub-optimal, both due to a continuing lack of clarity on how joint or shared leadership is defined, and tensions between the co-leads related to funding and resource mobilisation. The review was expected to inform the 2022-2025 Global Education Cluster Strategy and a revision of the MoU between UNICEF and Save the Children.

In autumn, we brought together the insights and evidence gathered from CLARE II, the GEC Co-Leadership review, and our ongoing [Future of Humanitarian Coordination project](#) in "[More than the sum of the parts? Collective leadership vs individual agency](#)", a paper produced as part of a [series on humanitarian and development leadership](#). We presented this paper at an event in Berlin on 10 November 2022, co-hosted by the Global Executive Leadership Initiative (GELI) and the Centre for Humanitarian Action (CHA). Focusing on the interface between collective ambitions and individual agency incentives, it highlighted some of the factors that systematically undermine collective leadership in the humanitarian system. Collective leadership calls for everyone to take responsibility for the success of the system as a whole – not just for their own area of interest

or mandate. However, HERE has seen that agencies' internal processes and mindsets, but also external factors, tend to stress competition over collaboration.



Humanitarian Principles

While recognising a coordinated principled approach as the preferred way to reach the people most in need with good quality assistance and protection, HERE found that organisations in Yemen have tended to navigate hard choices on humanitarian principles from their own individual perspectives. Humanitarian actors showed little consideration for the way their decisions might impact principled humanitarian programming, whether their own in the future or that of the whole community more broadly. In 2022, HERE built on those [findings](#) to encourage further collective exchanges to influence change in the existing operational and strategic dynamics between humanitarian actors in Yemen.

In the first semester of 2022, HERE debriefed actors in Yemen on the findings of the research, including through presentations to the Aden Humanitarian Country Team (HCT), the Humanitarian Advocacy Working Group, and donors based in Amman. HERE further informed discussions in Brussels at the preparatory meeting ahead of the Yemen Senior Officials Meeting, co-chaired by the European Union (DG ECHO) and Sweden.

The [Co-Chairs' Summary](#) acknowledged the recommendations from HERE's report, particularly the need for humanitarian leadership to ensure that appropriate risk analysis and effective coordination structures be put in place for improved collective positioning and operationalisation of humanitarian

principles, HERE contributed to a panel discussion on 'Humanitarian Access and Support Services: Building a coordinated approach', an event organised by OCHA during the Humanitarian Networks and Partnerships Week.

Protection

As part of the 2013 IASC Commitment on the Centrality of Protection in humanitarian action, humanitarian actors agreed that the responsibility for protection cannot be delegated to just one cluster or taken up by a single agency. Having internal alignment on what this responsibility looks like for each agency, however, is the first step in upholding that collective commitment. To that end, HERE supported an internal effort within IOM to build consensus and institutional alignment through the Defining an Institutional Approach to Protection (DIAP) project to arrive at a shared understanding of what protection is and what it means to IOM. Between March 2021 and May 2022, the DIAP process involved institution-wide consultations to identify what steps are required to define and develop an institutional approach to protection. The project's final report was provided in May 2022, along with a Protection Roadmap that identifies key steps for IOM to achieve strengthened leadership and increased accountability for protection performance, as well as to increase its protection capacity.

HERE's work with IOM on protection saw a further continuation as part of the Dutch government-funded COMPASS programme, implemented by IOM. In 14 countries, the programme aims to ensure that migrants of all genders and diversity groups have access to protection-sensitive pathways and

are empowered to contribute to sustainable development outcomes in their communities. One of the main findings of the evaluation is that the innovative nature of COMPASS is constrained by the fact that IOM is still a largely projectized organisation. IOM's processes and procedures are built around it. Projectisation can promote synergies across projects or programmes, but it can also have a constraining impact on knowledge retention within the organisation and on the availability of optimal capacity across the different country offices. The findings from the evaluation further informed a global COMPASS planning meeting facilitated by HERE in November. [The final report](#) was published in December 2022.

Accountability to Affected Populations

The Core Humanitarian Standard (CHS) is a set of nine commitments organisations have made to people affected by crises. To ensure that organisations place the rights and dignity of such people at the centre of their work, they should also measure and improve how they are meeting these commitments. The CHS Quality Assurance Verification Scheme supports organisations in assessing their achievements by offering three verification options: self-assessment, independent verification, and certification. While more than 150 organisations have verified how they are meeting the Standard, the verification scheme needs to be taken to scale, especially by including national and local organisations as they are often at the forefront of the delivery of humanitarian response.

Assessing whether an organisation meets the CHS is primarily an activity that focuses

on individual performance. However, when taken together, the organisations that meet the CHS should have a positive overall impact on the accountability of humanitarian actors. This is why CHS Alliance is seeking ways to increase the uptake, especially among local and national NGOs. One such way would be peer review, a collective activity by its nature as it involves mutual review. [The final report](#) was published in the first semester of 2023.



Nexus/New Way of Working (NWoW)

Since the 2016 Grand Bargain agreement, working towards better connections between the humanitarian and development fields has been a collective priority. In 2019, the Netherlands Ministry of Foreign Affairs (MFA) launched [PROSPECTS](#), a multi-annual hybrid project/partnership with five multilateral organisations – UNHCR, UNICEF, the International Labour Organisation, International Finance Corporation, and World Bank. Its key objective is to further the transformation of the ongoing responses to protracted refugee crises, with a focus on eight countries (Iraq, Lebanon, Jordan, Egypt, Ethiopia, Sudan, Uganda, and Kenya) by investing €500 million in the partnership between 2019 and 2023. PROSPECTS is a means to help operationalise the NWoW and contribute to the nexus. For this to happen, PROSPECTS partners are expected to agree on a shared country vision and leverage their individual institutional comparative advantages to achieve collective outcomes.

In 2022, in partnership with ECORYS, a research-based consultancy company, we finalised the mid-term evaluation (MTE) of the PROSPECTS partnership to accompany the Dutch MFA in its review of this original arrangement and to lay the ground for future programmes. The MTE found that the partnership has made significant progress in promoting and implementing the NWoW.

While they represent a significant degree of diversity, the five agencies bring specific added value in finding solutions to forced displacement. They have been encouraged to think and work in terms of the complementarity of their mandates and to create synergies based on their respective strengths. However, some of the features of the partnership, such as bilateral funding streams and reporting, besides agencies' mandates and internal institutional processes, have hindered the partnership from achieving its full potential. Whether PROSPECTS has achieved better results for refugees and IDPs and to what extent the NWoW has contributed to improved programmatic results is not yet certain. The final MTE report was published in August 2022.

Throughout 2022, HERE continued to support the Dutch MFA with the implementation of the recommendations from the MTE and the design of phase 2 of the partnership.



EXTERNAL ENGAGEMENT

External engagement and communications are central to HERE's efforts to bridge the gap between policy and humanitarian practice. By facilitating dialogue and promoting an exchange of views and perspectives, we seek to learn from the insights and experience of others and influence humanitarian policy debates in return. Much of our research also includes the organisation of round tables or validation workshops, making the exchange an inherent part of both data collection and restitution processes.

Dialogue on Research Findings

Building on our work on humanitarian coordination, HERE presented its research findings to donors and engaged the broader humanitarian community through workshops and events. In January, the Norwegian Ministry of Foreign Affairs invited HERE's Executive Director to present the findings of the research on humanitarian coordination and related work. The Norwegian MFA, an early supporter of the research on coordination, stressed the importance of HERE's work. In November, the German Federal Foreign Office (GFFO) extended a similar invitation for HERE to explain and highlight its research findings on humanitarian coordination and more general conclusions from our work. On 12 May, HERE held a discussion, "Humanitarian coordination, a new vision or 'it is what it is'?", among a group of senior humanitarian practitioners from UN and non-UN agencies, donor representatives, and independent experts. Starting from HERE's research looking at the state of UN-led humanitarian coordination and the perennial obstacles in the way of a more effective system, the meeting provided an opportunity to move from analysis to solutions. [A summary note](#) of the event is available.

HERE also contributed to CHA's two-day annual conference on 23 and 24 November, "Where is the humanitarian turning point?", participating as a speaker on the 'Challenges of Humanitarian Coordination & a Humanitarian Zeitenwende in Europe' panel. This was another opportunity to disseminate HERE's work on coordination, underline the importance of collective action, and point to the localisation agenda.

During the year, HERE was also asked to deliver presentations or contribute the outcomes of our research to consultations and events.

Such contributions included, for example, a presentation on the challenges involved in the Ukraine humanitarian response for a group of Netherlands-based NGOs and a presentation on challenges in leadership and humanitarian performance at a humanitarian conference organised by INTERSOS, a Rome-based humanitarian NGO.

Communications

Through a diverse set of communications tools, we continued to disseminate our research findings and stimulate broader debate among humanitarian policymakers and practitioners.

HERE's blog remained a cornerstone of our exchange channels in 2022. In January, '[New Year, New Strategy](#)' served to mark our eight-year anniversary and disseminate our 2022-2024 Strategy. Throughout the year, we leveraged the blog to explore critical current issues, such as what actions agencies should take to enhance accountable delivery of aid in '[Ukraine funds: Millions, billions, and expenses...](#)' In July, the HERE blog reached a new milestone and opened to external contributors. In '[The next phase of humanitarian reform – time for a new approach to cross-cutting humanitarian issues](#)', guest author Damian Lilly, an independent consultant with over 15 years of UN experience, offered his thoughts on how to approach the coordination of so-called cross-cutting issues. In line with HERE's recent work on coordination, which showed how the extensive list of policy issues on the agenda challenges effective coordination, this piece provided an opportunity to continue to fuel reflections on this issue.

Similarly, Hear, HERE! The Humanitarian Podcast aims to tackle specific topics related to the gap between policy and practice, engage in dialogue with humanitarian actors and others to understand their views, and point to possible solutions. As in previous years, this short-form medium allowed us to diversify how we disseminate our research findings, make our exchange activities available to a broader audience, and explore our core areas of expertise from new perspectives. In 2022, given the increasing attention to digital transformation in the humanitarian sector, HERE's Valentine Hambye-Verbrugghen sat down with Balthasar Staehelin, HERE Board Member and then-Director of Digital Transformation and Data at the International Committee of the RC, for a two-part series exploring questions around humanitarian data in the wake of the cyberattack on ICRC servers which led to half a million people's data being breached and raised huge accountability concerns.

In addition to our podcast, HERE contributed to The Leadership Lab podcast, hosted by GELI, as a guest. In an episode titled '[Leading Better Together](#)', HERE Executive Director Ed Schenkenberg explored the intersection between collective ambitions and individual agency within the leadership space, and looked at some of the factors systematically undermining collective leadership in the system.



Building Partnerships

Recognising that our ability to have an impact alone is limited, we have made increasing efforts to build partnerships. HERE's commissioned evaluations and reviews bring us to directly engage with a number of humanitarian

actors, UN or otherwise, on a regular basis: UNICEF, IOM, ECHO, the Red Cross/Red Crescent movement, CHS-Alliance to name a few. In the past, we further engaged more informally with independent experts working on humanitarian issues or think tanks and networks such as ALNAP or ACAPS. While this is still key, 2022 was the year where some of these engagements were made more formal in a range of different ways.

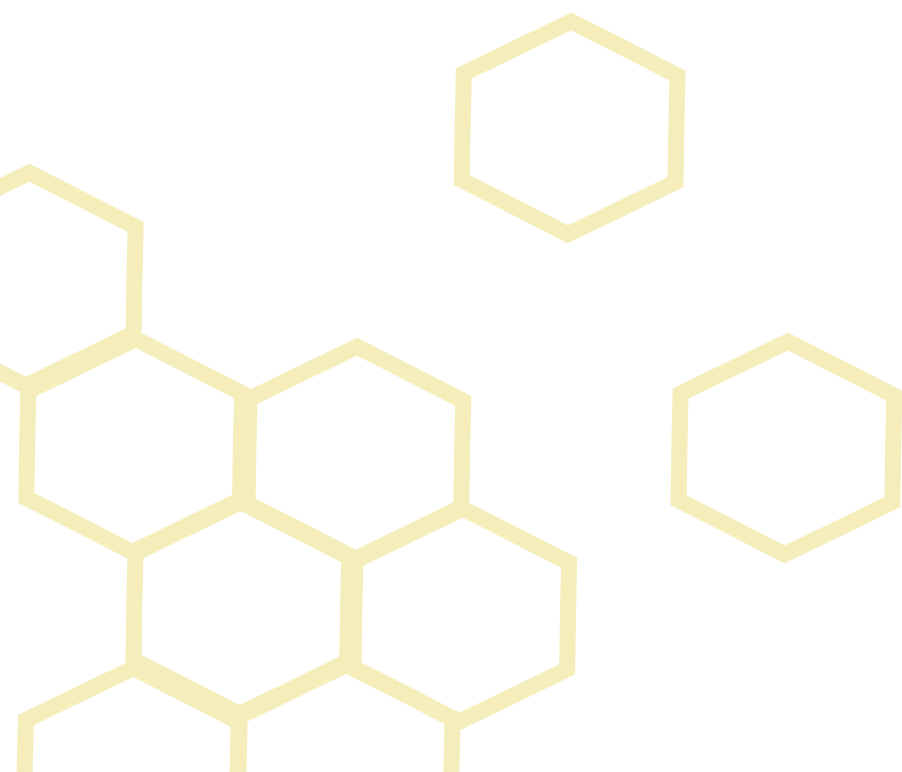
Two organisations approached HERE to join a consortium agreement in 2022, a clear sign of the sector's growing recognition of HERE's added value. In June, UNHCR signed a framework agreement for the provision of evaluation services with a consortium composed of ADE S.A., Data-Pop Alliance, GPPI, and HERE. A different consortium with GPPI and Groupe URD signed a framework agreement with the ICRC, valid until the end of 2024.

In 2022, CHA convened a network of like-minded Europe-based think tanks and invited HERE to join, along with the French *Groupe Urgence, Rehabilitation et Développement* (URD), Madrid-based *Instituto de Estudios sobre Conflictos y Acción Humanitaria* (IECAH), the Dutch KUNO, and the Overseas Development Institute's (ODI) Humanitarian Policy Group (HPG). This initiative, supported by the GFFO, seeks to create an informal network to explore potential avenues for more regular exchanges of knowledge, to coordinate, where relevant, research topics, and to discuss common challenges such as working with think tanks based in the Global South.

HERE has been a member of the Humanitarian to Humanitarian (H2H) network for years. As of late 2022, H2H set up a working group bringing together people in communications positions at the various organisations that

make up the network, among which HERE. The aim of this group is for members to support each other's work, share information, and enhance communications, reach, and visibility. The working group meets on a bi-monthly basis to discuss specific topics; periodic communications and archival of information or documentation are made possible via the use of a shared Slack channel.

We also continued our collaboration with the SYNI programme of the City of Lausanne, which notably helped enhance our research capacity.





TAKING STOCK OF 2022

2022 was the first year of implementation of our new strategy for 2022-2024. The work we did and the lessons we learned helped us test our strategic direction.

What did 2022 Teach Us?

1. For HERE to make a difference, we must continuously reflect on our role and work. Where and how best do we influence the system and instigate change? What impact do we have? Are we too small, not sufficiently known for our work outside Geneva? Are we recognised for the quality and credibility of our work by the audiences we do reach? Do we choose the appropriate topics and research projects for our findings and research outcomes to have authority and weight? There are no decisive answers to these questions, but they are crucial in our search for relevance and added value.

2. Linked to these questions is our continued internal discussion on the question of whom we should prioritise as partners and interlocutors. We have decided to continue engaging with the formal humanitarian system: traditional humanitarian donors, the IASC, UN agencies, the International Red Cross and Red Crescent Movement, and NGOs. Change, however, will require disruptors, be they formal actors or informal ones. We will particularly prioritise engagement with like-minded partners, who, like us, do not shy away from speaking truth to power when it comes to change in the sector.

3. With regard to our mission of drawing attention to the gap between policy and humanitarian practice, we witness a lack of honesty in the sector regarding its willingness and ability to recognise this gap, which is not getting any smaller. While there is general acknowledgement of the gaps and the lessons that should be learned, reform efforts peter out in the political economy of the system. That is, however, no reason to remain silent. On the contrary, HERE will continue to point to the need for systemic change.

4. For our findings and research outcomes to make a difference, we must engage in dialogue and exchange not only with those who fund or commission work to us, but also with those who appear reluctant to invest in independent research. The independent, evidence-based voices of observers are more needed than ever for the system to change. Yet more and more research on humanitarian policy and practice is straightjacketed in relation to expectations and agendas that are essentially geared towards cosmetic or technical changes rather than systemic ones. We will continue a dialogue with donors and others on securing space for independent research.

HERE's Year at a Glance

2022

JANUARY

Strategy 2022-2024

Blog: New Year, New Strategy

Brown Bag Lunch (MFA N)

FEBRUARY

Future of Humanitarian Coordination Project

MARCH

Roadmap

Blog: Ukraine Funds...

European Think Tanks meet

APRIL

Evaluation of UNICEF's Role as Cluster (Co-)Lead Agency (CLARE II)

Roundtable on war in Ukraine

MAY

Final Report

Defining an Institutional Approach to Protection (IOM) Report / Roadmap

HNPW event on Yemen

JUNE

Roundtable on Hum. Coord.

GEC Co-Leadership Review

Yemen SOM in Brussels

JULY

Roadmap video series

PROSPECTS MidTerm Evaluation

COMPASS MidTerm Evaluation

Podcast: Hum. Data Part 1

Guest Blog: Hum. Reform

AUGUST

CHS Verification Scheme Review

SEPTEMBER

Podcast: Hum. Data Part 2

European Think Tanks meet

OCTOBER

Paper: Collective Leadership

NOVEMBER

CHA/GELI Leadership Event

COMPASS Workshop

CHA Annual Conference speech

Brown Bag Lunch (MFA D)

DECEMBER

Podcast: Leading together

2022 Fiscal Year Analysis

In 2022, the income from research projects commissioned to HERE went up from 207,782 CHF in 2021 to 305,206 CHF. As some large contracts for reviews were signed only at the end of the year, this amount could even have been higher. Instead, those amounts will be attributed to 2023. By contrast, the income from donor governments went down to 250,000 compared to 436,055 in the previous year. Overall, it led to a negative operating result.

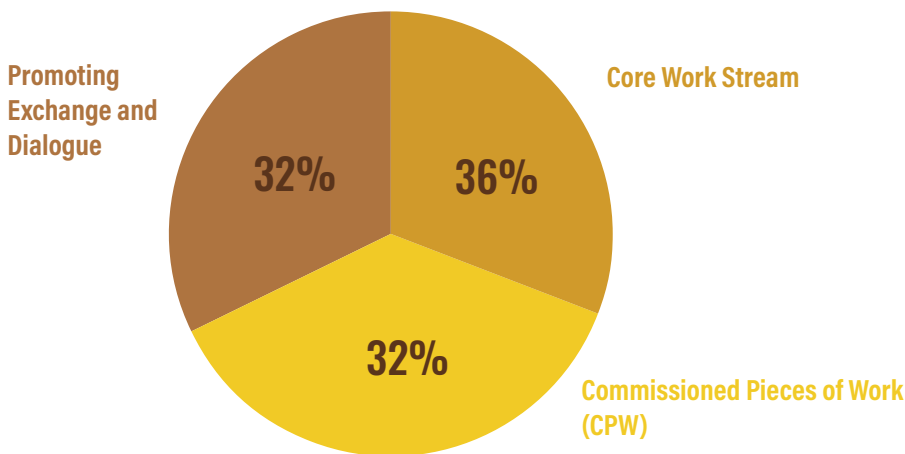
Graph 1 shows the split of our expenditures as per our three main workstreams and Graph 2 zooms in on income from commissioned pieces of work (CPW), revealing the array of themes covered.

In 2023, we hope to increase government grants as well as our other incomes. One particular opportunity is the development of research projects that sit at the intersection of a partner's specific expectations, be it a government or other institution, and our core work. Though such projects are generally funded via an earmarked grant, we would be actively involved in co-creating them from their inception, unlike with CPWs.

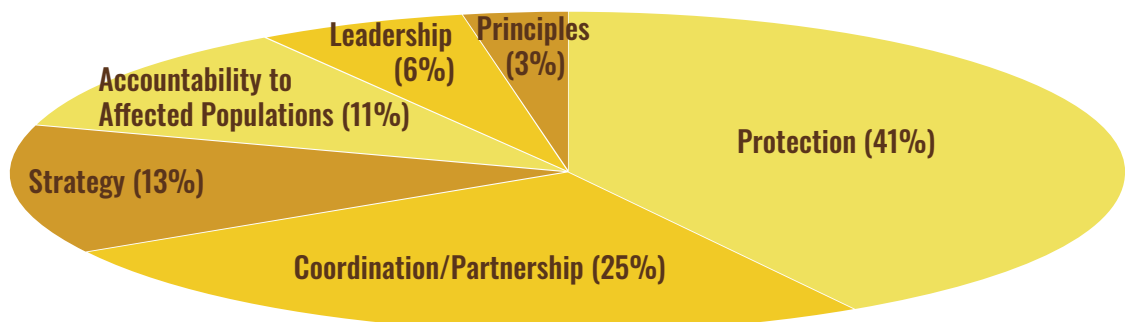
2023 should see the return of a healthy and positive financial situation.

We would like to thank our donors and partners for their invaluable support and trust throughout 2022.

Graph 1: Expenditures



Graph 2: Income - Zoom on CPW themes





Financial Statements

ASSETS	2022 (CHF)	2021 (CHF)
Cash & equivalent	7,306.60	106,843.27
Debtors	98,814.12	10,065.56
Prepaid expenses & accrued income	50,506.39	13,890.57
Total current assets	156,627.11	130,799.40
Tangible assets - net	1,491.03	2,448.13
Total fixed assets	1,491.03	2,448.13
Total assets	158,118.14	133,247.53

LIABILITIES	2022 (CHF)	2021 (CHF)
Trade creditors	15,579.97	2,504.05
Other current liabilities	11,978.65	14,367.00
Accrued liabilities	68,306.48	12,134.15
Total current liabilities	95,865.10	29,005.20

Foundation capital	50,000.00	50,000.00
Retained earnings/accumulated loss:		
- results/accumulated loss brought forward	54,242.33	-56,992.52
- result of the period	-41,989.29	111,234.85
Total equity	62,253.04	104,242.33
Total liabilities and equity	158,118.14	133,247.53

BALANCE SHEET

AS OF 31 DECEMBER 2022

REVENUES	2022 (CHF)	2021 (CHF)
Revenues Core funding	250,000.00	436,054.66
Commissioned pieces of work	305,206.37	207,782.41
Revenues affected - Humanitarian Coordination	-	111,515.56
Other revenues	1,045.15	750.85
Total revenues	556,251.52	756,103.48

OPERATIONAL EXPENSES

Project consultant costs	-19,360.01	-29,308.45
Project related salaries and social charges	-492,265.46	-526,842.80
Project related travel expenses	-11,521.69	-1,025.50
Total operational expenses	-523,147.16	-557,176.75
Operational margin	33,104.36	198,926.73

GENERAL EXPENSES

Rent and maintenance	-38,191.83	-38,214.90
Administration costs	-28,216.76	-36,102.79
Total general expenses	-66,408.59	-74,317.69

Operating result before interest, taxes & depreciation	-33,304.23	124,609.04
Depreciation	-957.07	-423.17
Operating result before interest & taxes	-34,261.30	124,185.87
Financial income	939.71	1,965.45
Financial expenses	-7,945.17	-12,644.71
Current operating result before taxes	41,266.76	113,506.61
Extraordinary income, out of period	-	1,487.70
Extraordinary expenses, out of period	-722.53	-3,759.46
Result of the period	41,989.29	111,234.85

FROM 1 JAN. 2022 TO 31 DEC. 2022 **PROFIT AND LOSS ACCOUNT**



WHO IS HERE?

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Sophie Parron, Admin. & Finance Manager

Karin Wendt, Senior Researcher/Evaluator

Tim Buder, Junior Researcher (until March 2022)

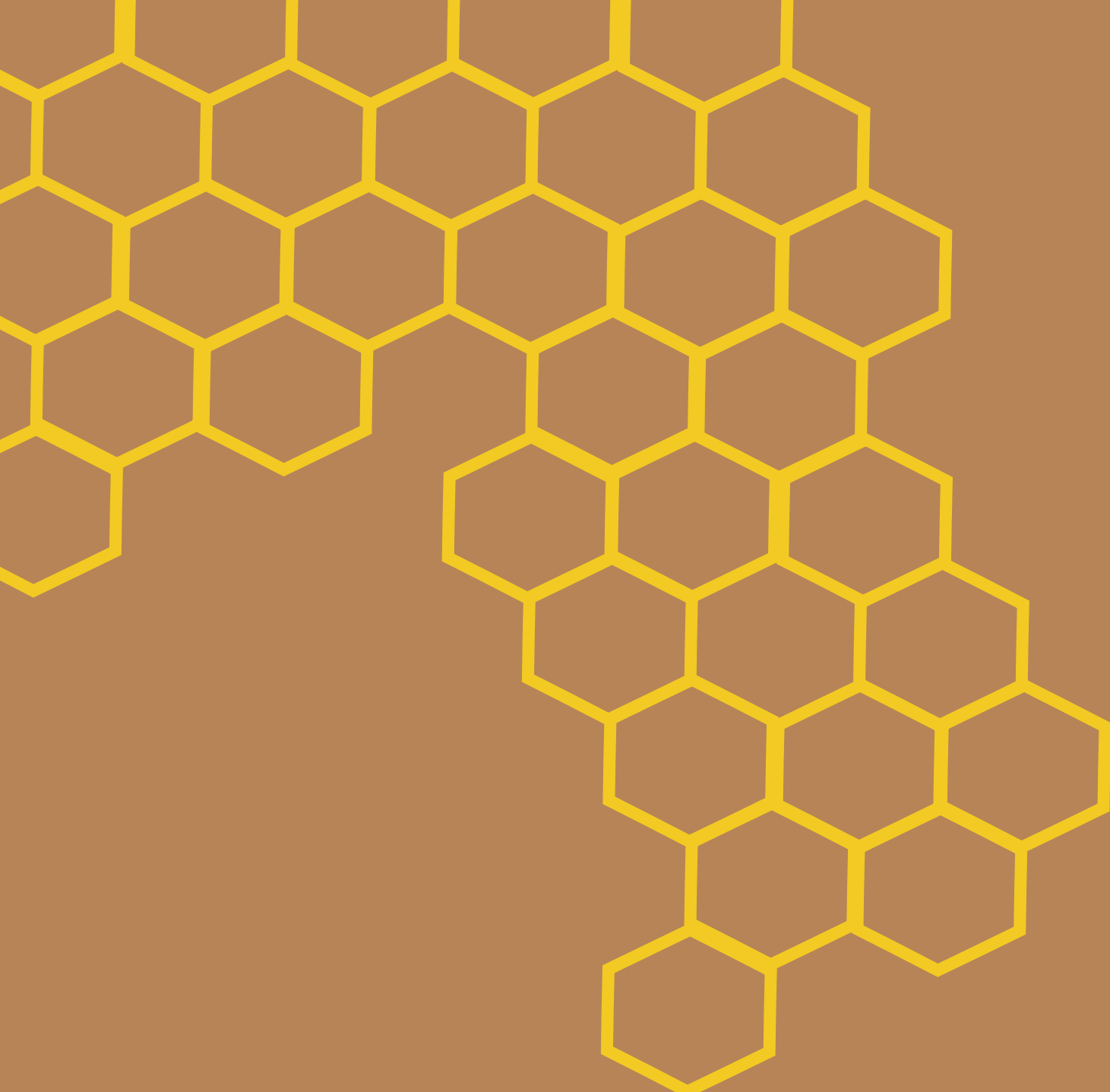
Valentine Hambye-Verbrugghen, Research and Communications Assistant

Freda Agah, Research Assistant


Raphaël Gorgeu, Senior Research Associate

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