



HERE • Geneva

ANNUAL REPORT 2023



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.

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 2023 in this report.

HERE-Geneva Annual Report 2023

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HERE-Geneva
Tourelle Emilio Luisoni, 4e etage
Rue Rothschild 20
1202 Geneva
Tel +41 22 731 13 19
contact@here-geneva.org



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Message from the Executive Director

No single humanitarian agency can cover all humanitarian responses. The humanitarian community is interdependent in various ways. For example, the UN Humanitarian/Resident Coordinator (HC/RC) or OCHA negotiate humanitarian access. IOM or UNHCR, or both, collect data on numbers of people who are forcibly displaced and are dependent on those access agreements for their enumerators. Others in the humanitarian community – including other UN agencies, international and national NGOs, and donors – use the displacement data to plan their interventions or to call for new funds. In turn, the HC/RC and OCHA should take their cues for agreeing on compromises with parties to a conflict from the Humanitarian Country Team – assuming there is an appetite for dialogue within the HCT on what a principled approach entails. Because of this interdependence, coordination and working collectively are not an option but a necessity within the humanitarian community.

In 2023, we saw how much rides on this interdependence, and how the way the humanitarian community navigates it influences the extent to which it can provide quality assistance and protection. For example, our evaluation of UNICEF's humanitarian work in Yemen saw that the agency is largely dependent on its partners for implementing activities and that quality remains a concern. While UNICEF has been one of the leading UN agencies providing much needed assistance and protection to most parts of the country, many of its partners are from the two opposing authorities that control different parts of the country. Our evaluation of UNICEF's humanitarian response in Yemen showed how critical it is to assess the work of each individual agency against the overall performance of the system. Building on the inter-agency evaluation of the humanitarian response in Yemen released in 2022, we were able to explore how the different interdependencies contributed and/or hindered UNICEF's response. Put in simple terms, outputs do not guarantee good outcomes, and the latter should be seen from a broader angle than an individual agency's achievements alone.

In Northern Ethiopia, our other major in-country research in 2023, we looked at the collective Scale-Up that was activated by the heads of humanitarian agencies in late April 2021. The effectiveness of this planned Scale-Up was severely hampered by the lack of a sense of togetherness among agencies and the absence of a clear strategy. In fact, the dismal state of inter-agency relations created a situation where the collective humanitarian response managed to do little to improve the dire situation for communities in need in Tigray and neighbouring regions.

Discussions and policy processes in Geneva – be they on localisation, the triple nexus, or accountability to affected people – need to be more aware that the reality of humanitarian aid on the ground suffers from basic problems related to a lack of coordination and collective leadership. Agencies need to be honest about their interdependencies and brave enough to put collective outcomes above individual ones. This is exactly why HERE was created in 2014, to highlight where policy and practice are not aligned. The next step is to promote learning and pinpoint the need for accountability where mistakes have been made. Humanitarian principles, protection, and accountability are more relevant than ever, and critical to the quality and effectiveness of humanitarian action. A principled approach is hence the best way to navigate the interdependencies in the humanitarian community in view of reaching everyone in need.

This is the discussion we are having internally to ensure we do an even better job in 2024 and beyond.



Ed Schenkenberg van Mierop
HERE Executive Director



HUMANITARIAN INTERDEPENDENCIES

To bridge the widening gap between policy and humanitarian practice, we focus our research on the actors who set the framework for, or deliver, humanitarian responses. We take the humanitarian principles, together with the key elements of protection and accountability, as the premise for effective humanitarian action.

Our concerns range from the macro to the micro: there are uncertainties stemming from the world's inability to tackle global crises; long-standing systemic issues within the humanitarian architecture; and issue-specific challenges to humanitarian action. Our work in 2023 demonstrates not only the high degree of humanitarian interdependency, but also – given this reality – how important it is to leverage comparative advantages and anchor humanitarian coordination in in-depth strategic thinking.

Principles, access, and protection

Humanitarian principles, protection, and access were central to our work in 2023, and they are inextricably linked: effective humanitarian aid requires a principled approach, to ensure that all those most in need receive assistance and protection. The establishment of a humanitarian space also requires access in order for the humanitarian community to provide its services. At the same time, the lengths to which humanitarians sometimes go to ensure humanitarian access can lead to compromises that negatively impact the degree to which assistance and protection activities are truly provided in a principled manner.

On behalf of the Inter-Agency Humanitarian Evaluation Steering Group, OCHA contracted us to undertake the [inter-agency humanitarian evaluation of the response to the crisis in Northern Ethiopia](#). An IAHE evaluates the extent to which planned collective results set out in the Humanitarian Response Plan have been achieved. The purpose is to help the humanitarian community to improve aid effectiveness to ultimately better assist affected people. In the case of Northern Ethiopia, we needed to take into account the formidable obstruction of aid that the Government of Ethiopia put in place, which largely prevented agencies from delivering sufficient protection and assistance to people of the three northern regions of Afar, Amhara, and Tigray.

Following the Terms of Reference, we assessed the collective scale-up, efforts to open up access, coordination and working together, the collection and use of data, and the coverage and delivery of the response. While we saw some efforts to deliver a principled collective response, the overall performance of the system made up of UN agencies and partners amounted to system failure, falling far below standards set for collective response. Massive protection needs remained

unaddressed; the response to conflict-related sexual violence was particularly inadequate. Humanitarian principles were not sufficiently taken into consideration at a strategic level, with significant impact on the ground. The final evaluation report will be published in the first half 2024.

In spite of the strong connection between a principled approach, humanitarian access, and effective assistance and protection, it appears that humanitarian agencies find it challenging to work collectively on these issues. In the case of Northern Ethiopia, individual agencies had a tendency to approach access negotiations as an end in itself rather than as a means to an end, and OCHA-led attempts to develop a collective access strategy did not bear fruit. The humanitarian community showed reluctance in openly discussing and sharing experiences about the deals they cut with governments and/or de facto authorities to achieve or maintain presence in certain situations.

More generally, one way for agencies and donors to better coordinate their humanitarian action is to **establish mechanisms that are in closer proximity to crisis areas and that have authority to take key decisions: this is known as area-based coordination.** We saw that decentralised coordination structures, such as the area humanitarian team that was established in Tigray, Ethiopia, offer the opportunity for local NGOs to engage, but also that they are dependent on the capital level for agreements on humanitarian access to crisis-affected areas for goods and staff. As we continue into 2024, we will take a closer look at the examples of area-based coordination that have emerged from our work.

During 2023, HERE also worked on two other projects highlighting the important link between a principled approach and protection.

First, working with [GPPI \(Global Public Policy Institute\)](#), HERE-Geneva participated in an evaluation of the contribution of the ICRC's prevention engagement to its protection work vis-à-vis civilians. This study investigated the effectiveness and challenges of selected prevention responses. The final report, issued to ICRC in late 2023, provided an account of **what works in terms of investing in prevention activities for ICRC to be able to deliver on its protection mandate when conflict breaks out.**

Second, Switzerland's Federal Department of Foreign Affairs (FDFA) asked HERE to present suggestions for its agenda on protection and provide advice on priority-setting. Switzerland is internationally regarded, especially (but not only) in its engagement within multilateral circles, as a key player in promoting the protection of civilians in armed conflict. This role and reputation are ones that the FDFA wants not only to maintain but also to strengthen in light of the global trends and challenges that exist when it comes to protecting civilians caught in war. HERE saw that **various parts of the FDFA hold responsibilities when it comes to the protection of civilians, and that these activities need to be better linked and reinforced for them to have an impact.** HERE delivered an independent report taking stock of the FDFA's role, which also served as the main input for a workshop with some 20 FDFA senior members of staff held at the end of November 2023 in Bern.

Strategy, preparedness, and quality

Beyond value-based approaches, our work in 2023 has also shown the strong relationship between strategic planning and preparedness and quality humanitarian aid.

While this interdependency appears very basic – of course the humanitarian community will be able to provide better and more effective humanitarian aid if it has prepared strategically for it – such strategic thinking and/or preparedness is unfortunately not a given on the ground. **Notably, in the case of the [Northern Ethiopia IAHE](#), we saw that the humanitarian community was not prepared to provide a response in a situation of armed conflict.** There was an underestimation of the scale of the violence and destruction of essential infrastructure. Moreover, the general mindset of the humanitarian community was not orientated towards humanitarian response in a situation of armed conflict but towards development. A scenario of mass violence, including conflict-related sexual violence (CRSV), was absent from planning, as protection actors had been focused on refugees or developmental issues. As a direct result, **the quality and appropriateness of the limited aid that reached communities, particularly concerning responses to gender-based violence, did not align well with the actual scale and nature of the conflict-related sexual violence experienced in the three regions.**

We also saw the important link between strategic planning, preparedness, and quality humanitarian aid in UNICEF's work in Yemen. Since 2018, we have undertaken a number of major evaluations and reviews covering UNICEF's humanitarian work. One constant feature in these reviews has been the agency's commitments to children caught in conflict and its response strategies in fulfilling these commitments. In 2023, with the help of several sector specialists and local consultants, we led [the evaluation of UNICEF's humanitarian response in Yemen](#) for the four years (2019-2022) of the period 2018-2022 when it scaled up to deliver a Level-3 (known as L3)

emergency response, the highest level of corporate mobilisation in case of a crisis. In this evaluation, we saw that **effective and quality programming is the result of a number of factors, and of leveraging comparative advantages both with other actors and in terms of different programmes, especially when a generalised contact with affected populations is lacking**. We saw that by anticipating a shift in both the context and the funding environment, emergency officers could be appropriately embedded in the different field offices to work on preparedness. The final report for this evaluation will be available in the first half of 2024.

Funding, coordination, and collective commitments

Our work in 2023 has further pointed to the significant linkages between humanitarian funding, coordination, and collective commitments such as localisation, accountability, and the triple nexus. While the brunt of humanitarian funding continues to go through bilateral agreements, pooled funds are increasingly mentioned as one of the go-to solutions, especially for local NGOs to benefit from international humanitarian funding. In 2023, 1.11 billion USD were allocated through the OCHA-managed Country-based Pooled Funds, allocating the largest share of funding ever to local and national organisations. The **proliferation of funds and their relative importance in advancing on the localisation agenda have also led to increased attention to their impact and potential**. Building on this opportunity, the International Council of Volunteer Agencies (ICVA) asked HERE for support in taking stock of the range of existing pooled funds,

consolidating the learning produced thus far, and identifying areas for further research. As ICVA members include both international and national/local NGOs, the review focused on general accessibility and quality issues, zooming in on different needs and expectations as appropriate. [The final report](#) was launched and presented by the review team in June 2023 at an event co-hosted by ICVA and the Permanent Mission of Switzerland to the UN. The review team will continue supporting ICVA in its work on pooled funds in 2024.

In February 2023, Swiss Solidarity/Chaîne du Bonheur asked HERE to review its Ukraine project portfolio to date, and to provide a brief analysis of the fund's relevance and adequacy on the basis of existing evaluations of the response in Ukraine. Swiss Solidarity/Chaîne du Bonheur reacted quickly to Russia's large-scale invasion of Ukraine, launching an urgent appeal on 27 February 2022. By the end of that year, it totalled approximately CHF 129 million, making it its second most successful fundraising effort to date.

We also explored local and national actors' access to verification against the Core Humanitarian Standard (CHS). Building on a review undertaken in 2022, [the report](#) published in early 2023 provided valuable lessons on how to increase the numbers of national and local organisations undertaking such a process. One of these lessons was to **remove barriers for uptake including by increasing efforts, on the part of the CHS' custodians, to demonstrate the value of CHS verification for organisational improvement**. The review also found that the costs of CHS verification should remain proportional to the verification exercise, with self-assessment as the preferred option in terms of the costs and benefits for organisations. CHS Alliance, one of the custodians of the CHS, committed to using

committed to using the independent review in taking action to scale up the verification scheme.

2023 further marked the twentieth anniversary of the Good Humanitarian Donorship (GHD) initiative. The GHD initiative is an informal donor network which serves as a platform for sharing views and experiences in what it takes to be a good donor. As each GHD member has committed to upholding the 24 GHD principles, the principles also serve as benchmarks for assessing good donorship practices. In 2023, the UK Foreign, Commonwealth and Development Office (FCDO) and the Ministry of Foreign Affairs of Estonia took on the role of GHD co-chairs.

In light of the twenty-year anniversary of the initiative, and the requirement for strengthened donor exchange and engagement at a time of unprecedented humanitarian need, the two co-chairs commissioned us, together with London-based ODI/HPG, to review the GHD initiative. There is a sense that the GHD platform has become too much of a talking shop with too little by way of concrete outcomes. A similar review undertaken in 2013 had delivered a number of key findings, several of which have not been taken up. The purpose of this review is to **advise on revitalising the GHD initiative, fostering mutually beneficial donor exchange, strategic collaboration, and collective influence.** Preliminary findings were shared at a high-level GHD meeting in New York in December 2023. The final report is expected in 2024.

In 2023, in collaboration with our partner ECORYS, we also continued to support the Dutch Ministry of Foreign Affairs in the implementation of its PROSPECTS

Partnership, which has been underway since 2021. **PROSPECTS is a multi-annual hybrid project/partnership with five multilateral organisations (UNCHR, UNICEF, ILO, WB and IFC) working across the humanitarian-development spectrum.** Its key objective is to further the transformation of the ongoing responses to protracted refugee crises. After concluding a mid-term evaluation of the partnership in 2022, HERE has supported the programme with targeted advice. In 2023, HERE guided the Dutch MFA and its partners through the development of a global results framework for the partnership, with suggestions and feedback on relevant indicators to be included. HERE also contributed to the development of a global accountability framework to be finalised in 2024. The accountability framework is meant to **clarify ownership of responsibilities for the different processes of the programme, as well as to articulate clear plans for information gathering, monitoring, and reporting.**

LEVERAGING RELATIONSHIPS

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 exchange an inherent part of both data collection and restitution processes. As in previous years, our staff members also provided advice and participated in a number of trainings, forum discussions and panels during the year. 2023 was a year rich in exchange, including with new partners. The section below provides a non-exhaustive overview of our engagements.

Providing a platform for topical exchange

Panel | Small fish in a big pond: Ukrainian organisations' (lack of) access to international funding

24 February 2023 marked one year since Russia's invasion of Ukraine, escalating the war ongoing since 2014. Within three weeks of the invasion, European public-private collective appeals such as Swiss Solidarity (Switzerland), Giro555 (The Netherlands), Disasters Emergency Committee (UK) and Aktion Deutschland Hilft (Germany) had raised approximately 355 million EUR between them; by mid-April, the number had risen to almost 600 million, or an increase of 70% in the space of a month. The UN launched a \$1.7 billion appeal hailed as "among the fastest and most generous responses a humanitarian flash appeal has ever received", with \$1.5 billion pledged by the end of the launch event. The sheer volume of aid came with logistical complications and particularly highlighted the gap between policy and practice when it comes to localisation.

Picking up on the red thread of our Ukraine work in 2022, we unpacked the question of funding and related issues during a public panel discussion on March 14, zooming in to the greatest extent possible on the experience of Ukrainian NGOs, the impact of the funding volume on their relationship with international actors, the enablers or obstacles to their access to funding, and possible pathways for improvement. [Video](#) and [audio](#) recordings of the panel are available.

Roundtable | Humanitarian reform: What's left to do?

Since the late 1990s, there have been several waves of humanitarian reform, all of which sought better outcomes for people caught up in

crises. Each of these reform efforts contributed to a more professional and better coordinated system, but the quality of humanitarian responses still leaves much to be desired in too many places. While leading to greater predictability, the clusters have become silos and have given rise to tedious processes. The one billion USD efficiency gain promised at the outset of the Grand Bargain has gotten lost in the multiplication of humanitarian budgets and appeals. And importantly, there is an unresolved accountability gap. Poor performance by agencies or individuals in leadership positions is hardly ever called out or sanctioned, and incentives, especially in the form of funds, do not reward collective performance.

Returning to the prerequisite that any humanitarian reform should deliver better results for people in need, we convened a roundtable in May 2023 with senior humanitarian practitioners from UN and non-UN agencies, donor representatives, and independent experts. Hoping to pave the way for the creation of an informal network of change-makers from various constituencies of the humanitarian system, the aim was to allow for an open and frank conversation of the type that would perhaps not happen in more institutional spaces. A [summary note](#) of this roundtable is available.

Roundtable | No Trespassing? Access and Prioritisation of So-Called 'Hard to Reach' Areas by Humanitarians

By its nature, humanitarian action aims to respond to the needs of the most vulnerable communities in areas that are insecure or under the control of authorities who may use that aid as part of their means to wage war. However, the sector continues to struggle to operate in places such as Darfur and other parts of Sudan, (Northern) Ethiopia, Myanmar,

Participation in policy discussions and other forums

Syria, Afghanistan, Yemen, Haiti, or parts of Ukraine – areas that have often been labelled 'hard to reach'.

Access obstacles extend to a variety of factors, ranging from insecurity and bureaucracy to self-imposed restrictions to avoid risk. Though they invoke humanitarian principles as a business card to reach people in need, the question of whether agencies themselves consistently engage with and apply these principles remains. Assuming that there is a correlation between levels of need and the fact that people may be 'hard to reach', there is also a question whether agencies are doing enough to be operational in such areas.

In September 2023, HERE hosted a hybrid roundtable to investigate and explore the options that humanitarians have in terms of new ideas to address obstacles. This event kicked off a new stream of work for us, looking specifically at issues of access. Whether in our [work on Yemen](#) or, more recently, the IAHE for Northern Ethiopia, this has always been a central component of our work: in 2024, we hope to be able to pursue research on this topic in a more in-depth manner.

In addition to HERE-organised exchange, we also took part in exchange opportunities organised by others. In January, HERE Executive Director Ed Schenkenberg participated in a roundtable exchange, hosted by the German and EU missions to the UN in Geneva and organised by GELI, looking at leadership challenges in humanitarian operations. In June, HERE spoke at a joint Centre for Humanitarian Action (CHA)-German Federal Foreign Office (GFFO) meeting on the latter's humanitarian strategy.

2023 saw us engage with new partners and forums. In March, Research Director Marzia Montemurro presented at the European Humanitarian Forum, continuing to disseminate HERE's work on principled action in Yemen by taking part in the "The challenges of humanitarian negotiations and principled response. How far are you ready to go to save lives? The case of Yemen" panel. In September, she also moderated the "'Do no harm' and other mantras: do they help or hinder humanitarian action?" panel; this was part of ICRC's of "People-centred humanitarian response in conflict. Strategies, insights and dilemmas" event in partnership with OCHA. HERE has long engaged with ICRC on research projects: the request that we assist in exchange marks a new step in our engagement.

In October, Ed Schenkenberg chaired the keynote discussion, "Out of Sight, Out of Mind? Unveiling Attention and Neglect in Humanitarian Action and Global Health," at the Humanitarian Congress Berlin; MSF-Berlin specifically approached him following his contributions to CHA's two-day annual conference in November 2022. Finally, he participated in the Norwegian Centre for Humanitarian Studies' "Talking Humanitarianism" podcast, in an [episode on the ethics of localisation](#).



Building partnerships

The impact of our work will only be multiplied if we work with partners to mutually reinforce our respective efforts. One such opportunity that further grew in 2023 is the informal network of Europe-based humanitarian thinktanks (HuT). Initiated by our Berlin-based partner, the CHA, this network involving French Groupe URD, Madrilene Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH), Dutch KUNO, and ODI's Humanitarian Policy Group (HPG), offers a platform to exchange our research findings and build on the work of each thinktank. Additional information about the HuT is available in the network's [one-pager](#). In May 2023, network members met in Madrid to discuss the future of humanitarian policies and reform, and how to ensure and influence change. In June, the network hosted an exchange with the GFFO on its upcoming humanitarian strategy. One of the key questions was whether locally-led humanitarian action should become a strategic priority for Germany.

2023 also saw an increase in our engagement with government donors such as Switzerland, the UK, Estonia, or the Netherlands on specific projects (see Commissioned projects section above for additional information). Thanks to the IAHE on the response to the Northern Ethiopia crisis, HERE was able to strengthen its relations with OCHA's evaluation office. Likewise, the evaluation of UNICEF's humanitarian response in Yemen saw us engaging with the humanitarian side of the agency and consolidating lessons with the help of UNICEF's evaluation office and review teams that undertook similar evaluations in Afghanistan and Ethiopia.

In 2022, HERE welcomed associate contributor Raphael Gorgeu and offered a space to host his research project, "Thinking about the evolution of the humanitarian sector: an exploration within the world of ideas": the project's research reports, in [French](#) and [English](#), were released in January 2023. HERE hopes to continue providing a space for associate and external contributors' long- and short-form work in the future.

TAKING STOCK OF 2023

For HERE to make a difference, we must continuously reflect on our role and work. Where and how do we best influence the system and instigate change, in line with our strategic direction? Every year of work provides new insight.

What did 2023 teach us?

> There is a need to clarify how to evaluate collective humanitarian action in a context where it is known from the outset that the system has not delivered


In line with our 2022-2025 Strategy, we are to point decision-makers in the direction of meaningful change, and this includes raising questions that go beyond technical solutions. As such, HERE has consistently advocated for evaluations not to be tick-box exercises, but to include a collective strategic reflection. This issue was at the forefront of our thinking in 2023, particularly in regard to the Inter-Agency Humanitarian Evaluation (IAHE) of Northern Ethiopia.

Early in the evaluation of the inter-agency response to Northern Ethiopia, it became clear that this evaluation was not only looking at whether the collective response efforts matched the plans, targets, and commitments made, but also at the functioning of the system itself in relation to the context. In a sense, we were even starting to wonder if the IAHE as a tool was suited for examining the performance of the system in this context. IAHEs are automatically triggered when the IASC has decided to activate the IASC Scale-Up protocols: they look at planned collective results in terms of how well they have been achieved and help the humanitarian community improve aid effectiveness to ultimately better assist affected people. In the case of Northern Ethiopia, the fact that the system had not delivered was well-known before the evaluation was even commissioned. Equally known was the fact that inter-agency relations and collective performance at the country level were dismal at best.

Given the way IAHEs were devised, we were unable to interview the most senior levels of the IASC in the data collection phase; the process for sharing the evaluation's findings and recommendations is 'mechanical' at best. This makes it unlikely that the evaluation will see the action needed to rectify the system's shortcomings, not to mention the action needed to implement a degree of accountability for those whose performance was woeful. As the IAHE concludes in 2024, we will carry these reflections forward.

> There is great value in connecting with the inner functioning of donor governments to anchor the relevance of principled humanitarian action, protection, and accountability

Since we were founded, we have seen that protection and accountability are closely related to humanitarian principles, but that agencies and donors refer to the delivery of principled humanitarian responses without necessarily explaining the basis for their claim, and the variety in so-called principled approaches is significant. Our Strategy for 2022-2025 specifically encourages us to engage in reflection and debate on the need for further clarity around principled humanitarian action, including references to protection and accountability. In 2023, we saw the value of engaging in such reflection from the 'inside' of a donor government.



The initiative taken by SDC's Deputy Director General to have an external body review its work on the protection of civilians provided us with a rare opportunity of seeing in detail how a donor (SDC) and foreign ministry (FDFA) function to combine its humanitarian and political objectives. Interestingly—but perhaps not surprisingly—many of the civil servants working on the protection of civilians in SDC and FDFA have practical experience in the humanitarian domain, which made the discussions particularly rich. This is different in many other donor governments, where we sense a major lack of understanding on humanitarian practice, in particular in view of the significant role humanitarian principles play in regard to protection and accountability. Going forward, there would be value in us taking more initiative to inspire thinking around humanitarian principles both within and across donors' departments.

> While measuring our impact is close to impossible, our targeted exchange role is particularly appreciated, and a potentially important avenue for us to influence change

We have seen that while trust is a prerequisite for effective partnerships in humanitarian action, individual institutional agendas are often an obstacle to honest exchange. Our 2022-2025 Strategy emphasises our role to push for frank conversations and a space for exchange – both to find common ground for systemic solutions going beyond existing institutions, and to connect senior leadership with operational practitioners.

In 2023, we held several events as part of our exchange role. Participation in these events has mostly been by invitation only and we have been reluctant to allow replacements in case the invitee cannot attend. The discussions during these events have always been lively, and they play an important role for us in terms of shaping our agenda. We have nonetheless heard during the year that they are highly appreciated, precisely for their qualitative nature; not only by those who attend, but also by those who read and use the summary notes of the meetings afterwards. We see the invitees, but also the summary note audience, as 'change agents' within their institutions. While it is difficult to know to what degree the knowledge and dialogue shared at the events are used within their institutions, they remain a potentially important vehicle for us to point the system in the direction of meaningful change.

HERE's year at a glance

2023

JANUARY

Northern
Ethiopia
IAHE

UNICEF
Yemen L3
Evaluation

FEBRUARY

MARCH

APRIL

MAY

JUNE

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

Evolution of
Humanitarian
Sector,
R.Gorgeu

CHS
Verification
Scheme
Review

Swiss
Solidarity
Ukraine
Portfolio

Panel
on Ukraine
funding

Pooled
Funding at a
Crossroads,
ICVA

Roundtable
Humanitarian
Reform

HuT
meeting in
Spain

HuT
meeting in
Germany

Roundtable,
Access and
Prioritisation

Revitalising
the GHD,
ODI-HPG

Support re
Switzerland's
Protection
Work

GPPI,
Eval. of ICRC
prevention
work

Support re
PROSPECTS

2023 Fiscal Year Analysis

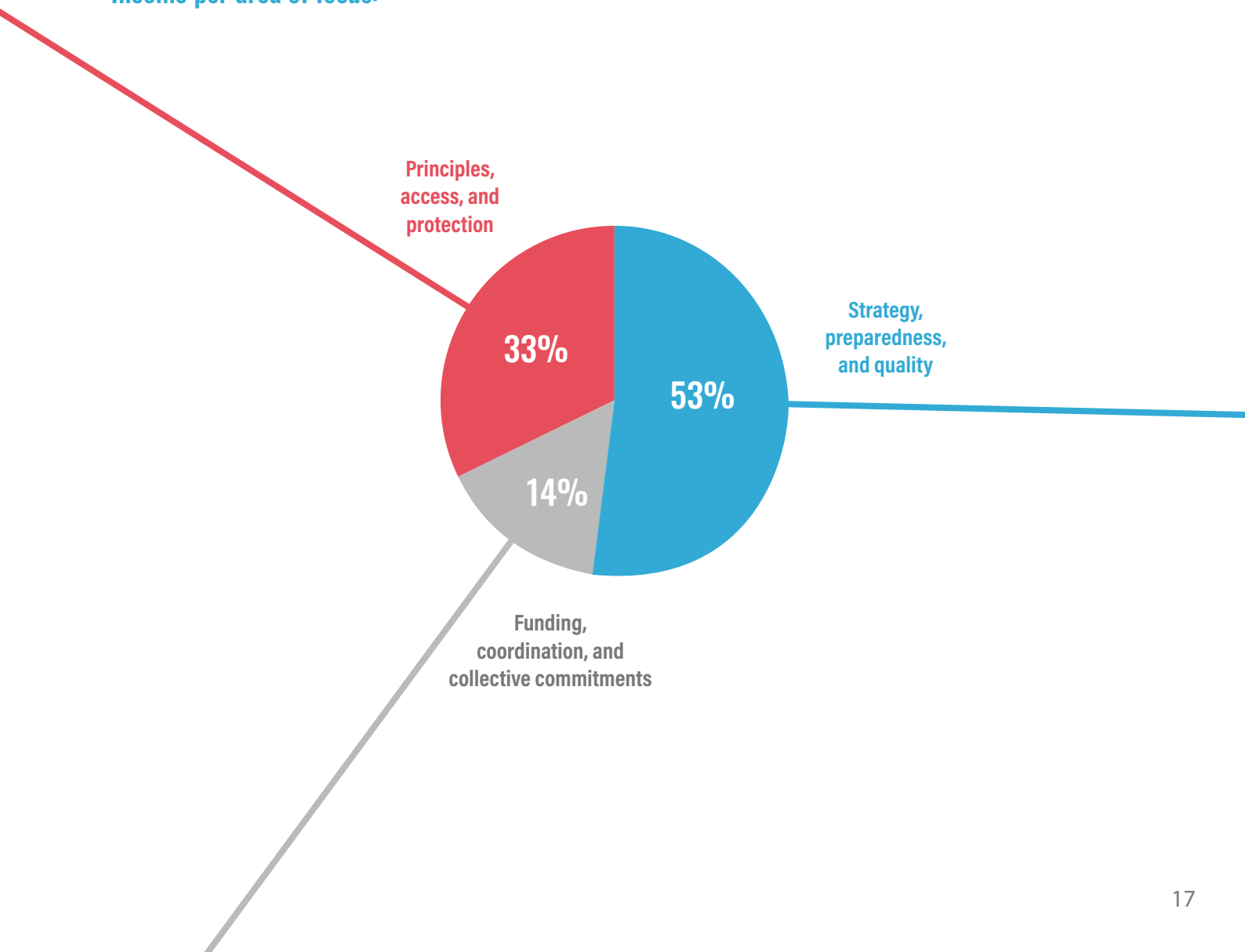
Between 2022 and 2023, the income from research projects rose from 305,206 CHF to 570,204 CHF. At the request of UNICEF, HERE undertook an evaluation of the agency's humanitarian work in Yemen. HERE was also contracted by OCHA to carry out the inter-agency humanitarian evaluation of the response to the crisis in Northern Ethiopia. Unrestricted income remained the same as the previous year, 250,000 CHF. Overall, it led to a positive operating result of 5,944 CHF.

The graph below zooms in how income was split over the different research themes that we covered in our work.

In 2024, we hope to see an increase in both our unrestricted and other income. 2024 should see the continuation of HERE building momentum towards its 10th anniversary in November and fostering further engagement and partnerships.

We would like to thank our donors and partners for their invaluable support and trust throughout 2023.

Income per area of focus:



Financial Statements

ASSETS

	2023 (CHF)	2022 (CHF)
Cash & equivalent	28,106.43	7,306.60
Debtors	9,249.97	98,814.12
Prepaid expenses & accrued income	97,272.22	50,506.39
Total current assets	134,628.62	156,627.11
Tangible assets - net	533.93	1,491.03
Total fixed assets	533.93	1,491.03
Total assets	135,162.55	158,118.14

LIABILITIES

Trade creditors	16,945.50	15,579.97
Other current liabilities	19,297.42	11,978.65
Accrued liabilities	30,722.94	68,306.48
Total current liabilities	66,965.86	95,865.10

Foundation capital	50,000.00	50,000.00
Retained earnings/accumulated loss:		
- results/accumulated loss brought forward	12,253.04	54,242.33
- result of the period	5,943.65	-41,989.29
Total equity	68,196.69	62,253.04
Total liabilities and equity	135,162.55	158,118.14

AS OF 31 DECEMBER 2023 **BALANCE SHEET**

REVENUES

	2023 (CHF)	2022 (CHF)
Revenues Core funding	250,000.00	250,000.00
Projects	570,203.70	305,206.37
Other revenues	815.35	1,045.15
Total revenues	821,019.05	556,251.52

OPERATIONAL EXPENSES

Project consultant costs	-169,423.94	-19,360.01
Project related salaries and social charges	-489,850.30	-492,265.46
Project related travel expenses	-41,580.71	-11,521.69
Total operational expenses	-700,854.95	-523,147.16
Operational margin	120,164.10	33,104.36

GENERAL EXPENSES

Rent and maintenance	-38,188.80	-38,191.83
Administration costs	-42,217.06	-28,216.76
Total general expenses	-80,405.86	-66,408.59

Operating result before interest, taxes & depreciation	39,758.24	-33,304.23
Depreciation	-957.10	-957.07
Operating result before interest & taxes	38,801.14	-34,261.30
Financial income	-	939.71
Financial expenses	-28,147.13	-7,945.17
Operating result before taxes	10,654.01	-41,266.76
Extraordinary income, out of period	1,901.44	-
Extraordinary expenses, out of period	-6,611.80	-722.53
Result of the period	5,943.65	-41,989.29

PROFIT AND LOSS ACCOUNT

FROM 1 JAN. 2023 TO 31 DEC. 2023

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The HERE team in 2023

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Karin Wendt, Senior Researcher/Evaluator

Valentine Hambye-Verbrugghen, Research and Communications Assistant

Freda Agah, Research Assistant

Raphaël Gorgeu, Senior Research Associate

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HERE-Geneva
Tourelle Emilio Luisoni, 4e etage
Rue Rothschild 20
1202 Geneva
Tel +41 22 731 13 19
contact@here-geneva.org

 @HEREGeneva

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