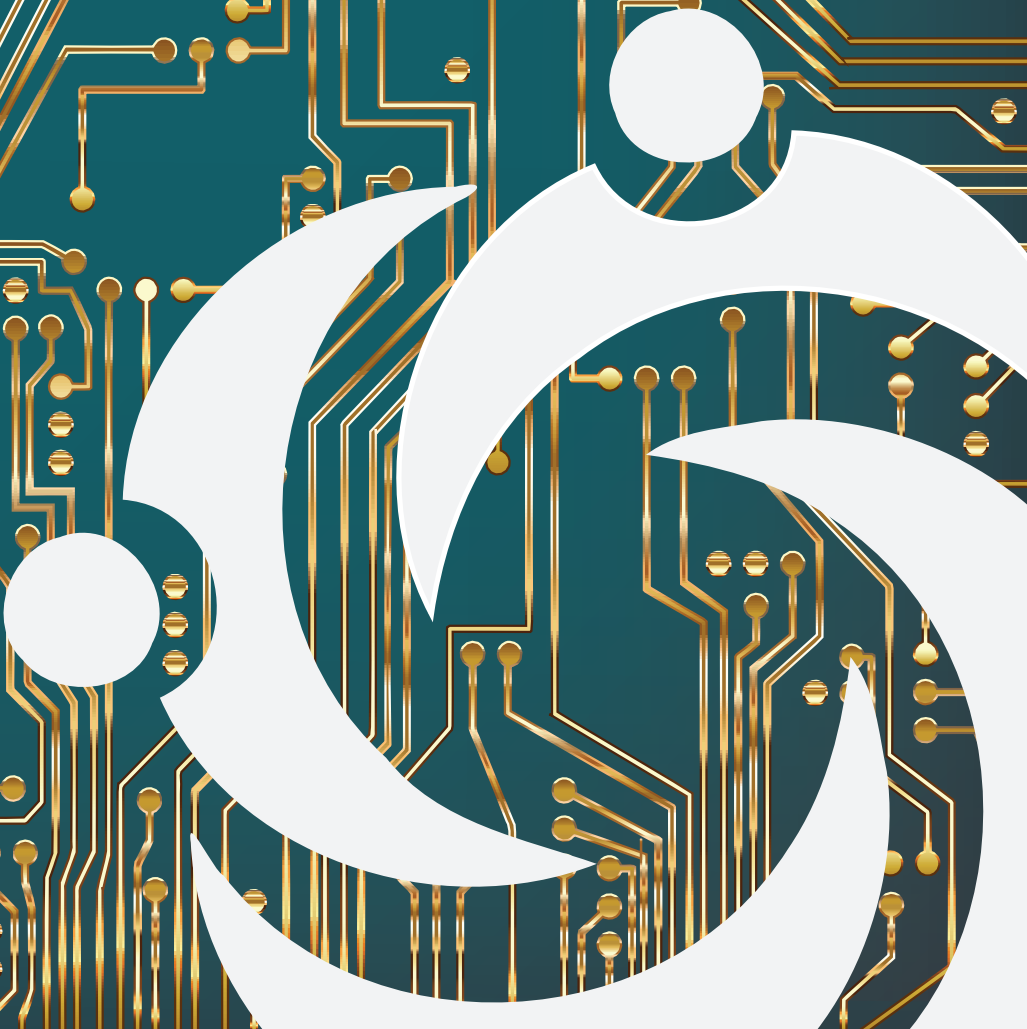




ANNUAL REPORT 2021





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 2021 in this report.

HERE-Geneva Annual Report 2021

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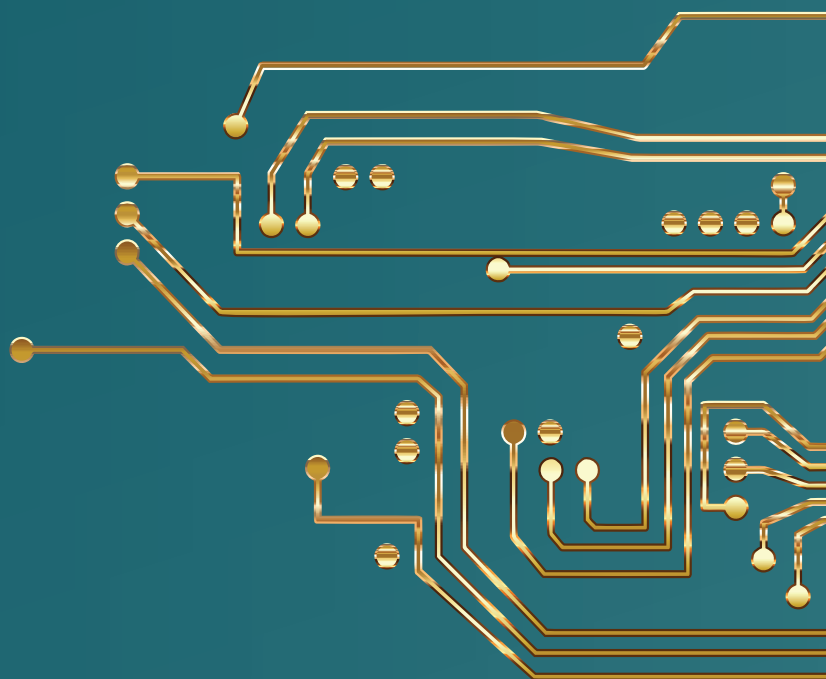
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CONTENTS

Message from the Executive Director	3
A DEEP DIVE INTO HUMANITARIAN COORDINATION	4
Exploring the Future of Humanitarian Coordination	5
THE 2021 REALITY CHECK	7
Humanitarian Architecture	8
Leadership and Strategy	10
Humanitarian Principles	11
Protection	12
Forced Displacement	13
TAKING STOCK OF 2021	14
What Did 2021 Teach Us?	15
The Year at a Glance	16
2021 Fiscal Year Analysis	17
Financial Statements	18
WHO IS HERE?	20



Message from the Executive Director

'Everyone wants coordination, but nobody wants to be coordinated' has long been a saying within the humanitarian community. It reflects the tension between the strong interdependence of everyone involved in humanitarian action and the autonomy needed to deliver impartial aid. In 2021, HERE focused much of its work on the future of humanitarian coordination. Process and tools have become so dominant that there is no place for flexibility, context-specificity, and creativity. Findings from the evaluation of UNICEF's cluster lead agency role point to a lack of leadership, vision, and strategic direction on the part of the lead agency, something it has been frank enough to recognise. Moreover, concepts such as 'co-leadership', 'provider of last resort', or 'lead-agency accountability', which were introduced as the tenets of the cluster approach sixteen years ago, are still not implemented, or even well-understood, raising questions as to what OCHA has been doing all these years. It was with this lack of certainty around some of the basics of coordination in mind that we at HERE embarked on our new project. We believe that certain issues, which look like perennial problems, can be fixed. We look forward to providing further suggestions and advice on what can be done in practical terms, especially on the ground in terms of, for example, area-based coordination, strengthened co-leadership, or partnership behaviour from donors.

Humanitarian coordination was not our only area of focus in 2021. At the invitation of partners, we also devoted time and attention to the way in which agencies work collectively to uphold humanitarian principles in a constrained environment such as Yemen. Interestingly, it appears that there is a certain degree of embarrassment among agencies when it comes to disclosing the deals that they cut bilaterally with the authorities and other parties to the armed conflict. Making compromises appears shameful. However, being open about the necessity to make compromises, and documenting the decision-making process behind them is precisely what is required for a collective engagement based on the principles. The recognition that individual agencies have to be honest and open on their areas for improvement for them to be seen as credible and reputed partners was also part of the reasons why IOM decided to seek external advice and support in defining an institutional approach to protecting migrants and displaced people. The global migration agency realised that its recent UN-affiliation and operational growth result in certain responsibilities requiring institutional predictability, consistency, and accountability. Like with humanitarian principles, human rights norms underpinning orderly and safe migration are under severe strain in many parts of the world. The compromises that IOM will inevitably need to strike with certain governments require reflection and self-critique to ensure a minimum level of quality.

As an organisation addressing the gap between policy and practice, we are well aware that the rule book will always be different compared to the reality on the ground. Compromises are part of life. Yet humanitarian accountability implies that agencies are transparent and confident on the deals they strike. Helping agencies build that confidence on where they should draw their bottom line is at the core of our work.

This report illustrates that we combine our institutional memory with up-to-date knowledge of what is currently happening on the ground in terms of the gap between policy and humanitarian practice. In 2021, we continued to advance a critical understanding of some of the most pressing and current challenges to humanitarian action, and will further do so in 2022.



Ed Schenkenberg van Mierop
HERE Executive Director



A DEEP DIVE INTO HUMANITARIAN COORDINATION

"Coordination" was the leitmotif of 2021. Recent crises – from the ones in Afghanistan, Ethiopia or Myanmar to the COVID-19 pandemic – have shown that while progress has been made to improve humanitarian coordination in the last decades, its effectiveness is still elusive. Throughout the year, we looked at different elements of humanitarian coordination, both through commissioned pieces of work and our independent research. Consistently, our work indicates that many of the challenges that stand in the way of effective coordination are systemic ones. With the appointment of the new UN Under-Secretary-General (USG) for Humanitarian Affairs/Emergency Relief Coordinator (ERC), the change in the chair of the OCHA Donor support group (ODSG), and ongoing reviews of cluster leadership, we seized the opportunity to reflect on the future of humanitarian coordination. 🌐

Exploring the Future of Humanitarian Coordination


Thirty years after the adoption of UN General Assembly Resolution 46/182 (1991), which set out much of the current international architecture, the coordination of humanitarian response continues to be a source of attention and debate. While several reforms have indeed led to improvements, questions remain as to 'the system' being fit for purpose in the face of current and future crises. Assuming the UN will continue to lead the coordination of humanitarian action on behalf of governments for at least the next decade, what needs to be changed, revitalised, or renewed?


Through our [Future of Humanitarian Coordination project](#), supported by the Government of Sweden and our core funding from Switzerland and Norway, we articulated [four working hypotheses](#) as to what continues to systematically impede effective humanitarian coordination.


In the second semester of 2021, we further explored these trends through interviews with key informants, a [donor consultation](#), and an [analysis of previous recommendations](#) and commitments on the topic. The data collection and the bulk of the analysis was completed by the end of 2021. The final output for the project, a [Roadmap to the Future of Humanitarian Coordination](#), is expected to be published in early 2022.


HERE's research has shown that those in leadership and coordination positions need to regularly clarify from the outset what coordination is expected to achieve. At the country level, it is also important that Humanitarian Country Teams (HCTs) offer a coherent and consistent space for value-driven conversations. In terms of solutions, the research has also allowed HERE to formulate a number of specific suggestions for consideration. One step, for example, would be to review what strategic humanitarian objectives would actually look like, also in relation to the UN sustainable development cooperation framework (UNSDCF). When streamlining decision-making along the humanitarian-development nexus, it is important to recognise that there may, at times, be tensions between humanitarian and development goals. Other specific issues that need to be addressed include the need to harmonise the refugee coordination model with the cluster approach, especially in terms of structures; the gap in accountability of agency country directors (CDs) for implementing global commitments; the definitions and expectations of co-leadership of coordination mechanisms; and the advantages and the limits of area-based coordination. It is expected that HERE will look more in-depth at some of these issues, moving the Future of Humanitarian Coordination project into a second phase.

4 Pressure Points to Improve Humanitarian Coordination

 **The overarching purpose of humanitarian coordination is clear and unclear.** In its operational/programmatic terms at the country level it is relatively clear: prevent inefficiencies and gaps in coverage. What is not clear is how much strategic coordination is expected on key issues such as alignment with the (host) government's priorities or advocacy on the protection of civilians.

 **In relation to form and function, there is a disconnect** between the cluster approach and refugee coordination. Can the two models be harmonised? There is also a disconnect between the global and country levels as the potential of the regional level has been disregarded.

 **Agency incentives do not facilitate coordination.** Individual agencies focus primarily on their own mandate and funding, and cluster lead agencies do not invest enough in leadership positions to staff coordination mechanisms. Donors request agencies to report individually.

 **Coordination has become too technical at the expense of values.** There is a lack of balance between a technical and a value-based focus, as not enough attention is paid to humanitarian principles or protection in Humanitarian Country Teams (HCTs), and the voices of affected people are rarely taken up.

Within the framework of this project, we convened two roundtable consultations. The first took place in August 2021, among a group of humanitarian practitioners and independent experts, including the newly appointed ERC Martin Griffiths. This meeting was an opportunity for an informal exchange on current humanitarian affairs and particularly served to share views and analyses on the priorities for the humanitarian coordination architecture with the appointment of a new ERC.

The second consultation was held among representatives of donor governments in November 2021. It allowed for a discussion around the emerging findings of the Future of Humanitarian Coordination project, as well as for HERE to gather perspectives from donors on coordination challenges and ways forward. Summary notes reflecting the themes and viewpoints from the roundtables, without attribution to specific participants, are [available online](#).

Two blog posts and a podcast episode provided further channels for exchange on coordination. In February 2021, a blog entry entitled '[Vacancy: someone to shake up humanitarian coordination](#)' emphasised the importance of coordination and the need for the incoming USG/ERC to have a clear vision for the future, while applying lessons from the past.

Continuing the theme, the September 2021 blog entry '[Meeting needs, needs meetings – but how many?](#)' picked up on the often-lamented fact that ever since the cluster approach was introduced in 2005, tools and templates have dictated the process. The practice of treating coordination processes as tick-box exercises comes up frequently in HERE's work and highlights a need to bring ambition back in line with reality.

In [Episode #2 of the 2021-launched Hear, HERE! podcast](#), humanitarian professional and independent consultant Manisha Thomas joined Ed Schenkenberg to discuss the history of the clusters. When the cluster approach was established in 2005, the idea was to specifically address the gap in IDP responses, and make the international system more predictable and accountable. At the time, both Ed and Manisha worked for the International Council of Voluntary Agencies (ICVA), one of three NGO consortia that is part of the Inter-Agency Standing Committee (IASC). More than fifteen years later, they discuss the behind-the-scenes of the reform process, the questions raised then, and the answers provided.



PROJECTS & OUTPUTS ON HUMANITARIAN COORDINATION

THE 2021 REALITY CHECK



HERE aims to leverage its core areas of expertise – humanitarian principles, accountability, leadership and strategy, protection, forced displacement, and humanitarian architecture and coordination – to carry out a reality check on the relationship between policy and humanitarian practice. We stimulate actionable improvements in two ways: research and exchange, providing insights and prospective analyses on systemic issues and offering a space for honest dialogue. While coordination was a recurring theme for HERE in 2021, it was not our only focus: our work this year spanned almost all areas of expertise. 🌐

Humanitarian Architecture

The humanitarian sector is far from homogenous. It is populated by a diverse set of actors that garner their *raison d'être* from a combination of historical or geographical roots, institutional characteristics, and personal backgrounds. Yet, in global humanitarian discourse and in the discussion of collective objectives and actions, differences are presented as merely technical, and the sector as a whole is largely perceived as a monolith. In our endeavour to better understand how comparative advantages can lay the groundwork for the humanitarian architecture, we carried our research on the impact of COVID-19 on the humanitarian sector forward into 2021, hosting a conference to discuss preliminary findings with practitioners and policy makers. We also provided Swiss Solidarity with advisory support on how best to ensure their engagement with local partners.


Beyond the Pandemic

The [Beyond the Pandemic](#) project began in March 2020, as we felt that we should document and analyse potential trends and patterns of gaps and change in the

humanitarian sector anecdotally put forward by the COVID-19 pandemic. The data collection for the project was largely carried out in “real-time” in 2020 and early 2021 through document analysis and key stakeholder interviews, accompanied by a virtual roundtable policy discussion among humanitarian practitioners, donor representatives, and independent experts. The goal was to examine how the humanitarian community has navigated the specific challenges put forward by the pandemic at the global level and in four country contexts (Cameroon, Colombia, Libya, and Myanmar). As the HERE team wrapped up the Beyond the Pandemic analysis in early 2021, the feeling was that the time to garner a collective energy to map the future we want is now.

With this in mind, we organised [a three-day global virtual conference](#) in March 2021. Following opening remarks by ICRC President Peter Maurer, humanitarian practitioners, policy makers and experts came together to answer the question: what next?

Beyond the Pandemic - Main Findings

 The pandemic was a stress test for the humanitarian sector. It accelerated change by forcing humanitarian actors to rapidly adapt and transform their approaches. In the same way the financial crash of 2008 exposed the vulnerabilities of financial institutions, so the pandemic starkly exposed modes of working in humanitarian operations that are wildly ineffective. Unsurprisingly given the restrictions on movement, localisation rose to the forefront of current humanitarian thinking. But other questions, related but perhaps more subtle, have also been gradually taking shape.

In the face of government restrictions, diminishing access, and relationships that are forged as much online as they are on the ground, humanitarians have been questioning how to frame their own relationship with the State, what true proximity means, and how to keep building trust in humanitarian actors.

At the same time, it would be premature to claim that the pandemic has been transformational. Change, where it has been observed, has been organisational and technical, rather than sectoral and political. Transformation takes time and long outlives that which drove it. It would be unwise to underestimate how difficult it can be to shift existing institutional incentives.

"What Next?"

HERE Conference, 16-18 March 2021

This three-day event brought together thought leaders, humanitarian innovators, and policy experts to consider the challenges and opportunities brought about by the COVID-19 pandemic, and to collectively brainstorm on their implications for the future of humanitarian action: is this crisis a watershed moment? Is the impact of this pandemic a game changer for the way humanitarians work? The conference drew from the findings from HERE's self-initiated research project 'Beyond the Pandemic,' and the team endeavoured to make the online conference as interactive as possible. The exchanges provided significant input for HERE's research, agenda, and our future strategy. We tested live visual scribing for the first time, helping us capture key moments of the conference in a new, non-traditional way.

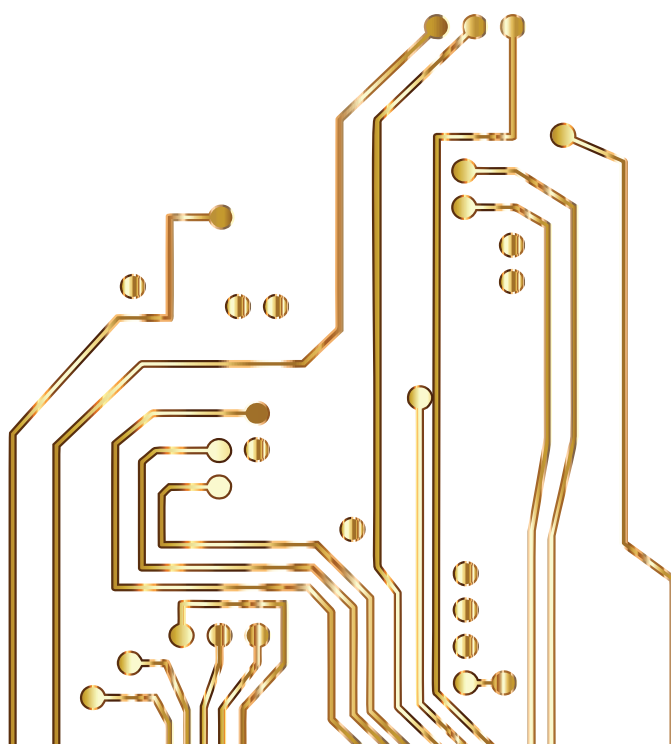
Using this feature for our conference report, a video summary is [available online](#), along with a mini [podcast series](#) compiling interviews conducted with different humanitarian practitioners and policymakers for this conference. Representatives of four different donor countries commented on COVID's impact on the sector; a Professor of Organizational Behaviour shared her expertise on collaboration across boundaries; an advisor for MSF's Access Campaign discussed power imbalances, anti-racism and humanitarianism; and we interviewed the President of the ICRC Peter Maurer, who revealed his thoughts on the incentives needed to use this crisis as a source of opportunity to improve humanitarian work in the aftermath of the pandemic.

Support to Swiss Solidarity on Localisation and Partnership with Local/National Organisations

Swiss Solidarity (SwS) is an independent foundation created by the Swiss public broadcasting corporation. The foundation co-funds a variety of projects of its 24 accredited Swiss NGO partners, mainly

after natural disasters or in situations of armed conflict. In June 2021, Swiss Solidarity asked HERE's Research Director to facilitate strategic discussions around localisation, and more specifically on the roles and complementarities between Swiss NGOs and their local partner organisations. HERE supported SwS' internal processes by providing strategic advice and facilitating a number of strategic discussions with the Swiss Solidarity Foundational Council, and at the Swiss Solidarity Partner Day, in June 2021.

The quality of the relationship between the Swiss NGOs and their local partner organisations, and questions of efficiency and effectiveness related to the projects implemented in the framework of these partnerships, have been regularly discussed at Swiss Solidarity over the past years. There has however been a lack of clarity about the objectives that were pursued, and no thorough reflection and in-depth consultation. HERE was asked to help fill this gap. The work involved briefing groups of people presenting widely differing levels of knowledge of the localisation topic, going from experienced humanitarians well informed on the question to professionals from other sectors (communication, journalism) with little to no previous knowledge of this subject.



Leadership and Strategy

Leadership in the context of humanitarian coordination is often thought of in terms of structures and mechanisms, yet our research shows that much relies on leadership behaviour and providing vision and direction. Humanitarian strategies too often look like wish lists, when they should contain well-thought-out sets of priorities and be transparent and honest on necessary trade-offs.

In 2021, our work on leadership and strategy included commissioned evaluations for UNICEF and WFP Nigeria.

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


In 2020, UNICEF contracted HERE staff to lead and join an evaluation team to review and reflect on its achievements as cluster lead agency (CLA) for child protection (formally an area of responsibility under protection), education (which it co-leads with Save the Children International), nutrition and WASH. The data collection for the evaluation took place between October 2020 and June 2021, with the end of 2021 being dedicated to drafting and finalisation. UNICEF will publish the [final evaluation report](#) in June 2022.

A description of UNICEF's role as CLA appears in the organisation's Core Commitments for Children in Humanitarian Action (CCCs): "Support the leadership and coordination of humanitarian response, along with national and local stakeholders, and in compliance with humanitarian principles." In line with this definition, the evaluation team separated CLA responsibilities into two broad but interlinked categories: coordination and leadership.

Review of the Education Cluster co-leadership

Linked to the CLARE II evaluation is a review of the co-leadership of the Global Education Cluster (GEC), the only global cluster co-led

CLARE II - Main Findings

 While UNICEF has generally delivered on the co-ordination responsibilities of its CLA role, the organisation has not equally performed on the leadership responsibilities. The evaluation recommends, among other things, UNICEF to use the knowledge and experience it has gained as CLA, and from evaluations such as this one, to push for a reflection on how the clusters can be adapted to the changing context and to lead on making changes in the IASC guidance clarifying some of the underlying tenets of the cluster approach.

by a UN agency – UNICEF – and a non-governmental organisation (NGO) – Save the Children International. As the co-leadership arrangement was last formally looked at in 2010, it was decided that the co-leadership arrangement of the Education Cluster should undergo a more in-depth review by the same team as for CLARE II. The findings of the GEC review will also inform the upcoming revision of the MoU between UNICEF and Save the Children. The publication of the report is set for mid-2022.

Evaluation of Nigeria WFP Country Strategic Plan 2019-2022

Mid-2021, HERE's Executive Director was commissioned to lead a team [evaluating the implementation of WFP's current Country Strategic Plan \(CSP\) for Nigeria](#). The evaluation looks both at strategic issues, for example in terms of WFP's added value in Nigeria and its relationship with the government and humanitarian and development partners, and at issues related to the implementation of its country strategy, including food assistance and coverage of those in need, especially in the Northeast of the country. It also focuses on adherence to humanitarian principles, gender equality, protection, and accountability to affected populations. The final evaluation report is expected in 2022.

Humanitarian Principles

The core principles of humanity, impartiality, neutrality, and independence define and clarify the humanitarian mission. Humanitarian actors assert that they deliver their actions in accordance with these principles, but we believe merely stating as much is not enough. What evidence can they provide that they follow the principles? In our work, we have developed methods to review the application of the four core principles.

In 2021, we looked more specifically at the role of the principles in humanitarian programming in Yemen.

Principled Humanitarian Programming in Yemen

In the summer of 2021, HERE was commissioned with the support of ECHO to undertake a review of the role that the four core principles play in humanitarian programming in Yemen. This review followed a similar exercise carried out [by HERE in Iraq in 2017](#).


Based on more than 50 semi-structured interviews with key informants (representing INGOs, UN agencies, the Red Cross/Red Crescent Movement, donors, and independent experts) as well as focus group discussions with affected people from across the country, HERE's research aimed to understand the challenges and decisions related to negotiations, access,

and coordination that organisations pursue to uphold principled humanitarian action in Yemen. Published in December 2021, [the report concludes that](#) a lack of trust and communication about how each agency/organisation operationalises the principles is hindering the effectiveness of the response, despite high literacy in the conceptual understanding and use of the principles.

Upon invitation by Chatham House, we presented the findings from the research in Yemen within the framework of the Sanguine Mirage research project on principles in conflict. Participants included both staff from operational agencies and independent policy experts.

As the recommendations in the report call for a collective approach, HERE is working on a wide dissemination. The dissemination is expected to be carried over well into 2022 and to be carried out in parallel with the finalisation of the Inter-Agency Evaluation of the Yemen Humanitarian Response.

Principled Humanitarian Programming in Yemen - Main Findings

 Whether implicitly or explicitly, principles are an everyday reference for all humanitarian actors in the country, and most consider a coordinated principled approach as the best way to reach the people most in need with good quality assistance and protection. Still, organisations tend to navigate the context from their own individual perspective, and without considering the way their decisions impact the principled humanitarian programming of others, or in the future. More meaningful and strategic exchanges around how to approach the context in Yemen in a principled manner would improve the collective leverage of the humanitarian community and could ultimately make humanitarian action more effective for people in need.



Protection


Protection is a core pillar of humanitarian response. Without it, humanitarian work risks becoming merely an act of service delivery or charity that ignores the rights of crisis-affected people and fails to adequately focus on reducing the immediate threats these people may still face. Despite being a core pillar, protection is often not entirely understood by humanitarian workers and/or they feel insufficiently equipped to meet their commitments to protection standards and the rights-based approach.

Following initial work in late 2020, the International Organization for Migration (IOM) contracted the HERE Executive Director to advise the UN-related agency on how it should define an institution-wide approach to protection. In 2021, we also provided training on the legal basis of protection, and released a podcast episode on the subject.

Defining IOM's role and responsibility in Protection (DIAP)

Protection is not new to IOM, and it made several attempts over the years to clarify its role and responsibility. In recent years, however, the need for more coherence and predictability became more urgent, given IOM's affiliation with the UN system in 2016 and its role as Coordinator of the United Nations Network on Migration in the context of the 2018 Global Compact on Safe and Orderly Migration (GCM). On the humanitarian side too, IOM has assumed significant operational protection responsibilities. In view of this, there is a strong desire among IOM's workforce for the agency to clarify its role and strengthen its capacity. Understanding IOM's work in terms of strengthening rights and realising protection outcomes is a step that will require major investments from IOM in consultation with UN and non-UN partners, donors, and member states.

DIAP Project

 The DIAP project has involved three primary activities: consultations (general/mission-level, thematic, and external), webinars (four global webinars), and an online survey distributed among all IOM staff. At least 70 senior IOM leaders ranging from Chiefs of Mission (the equivalent of Country Directors) to regional directors and senior management at Headquarters were interviewed.

Training on 'Legal Basis of protection' in humanitarian aid, 24-26 February 2021

The Institute for International Law of Peace and Armed Conflict (IFHV) has launched a series of trainings for the staff of German NGOs delivering humanitarian responses. One of these trainings involves the protection of people in need of humanitarian assistance, especially those who have been forcibly displaced. HERE delivered the training on behalf of IFHV on 24-26 February 2021. The workshop was built to be dynamic and to include the contributions and needs of each of the 20-22 participants who attended. The majority of participants were staff members of German NGOs divided between headquarters and country offices (e.g. Turkey, Democratic Republic of the Congo). Participants also include staff from the German Federal Foreign Office.

Hear, HERE! The Humanitarian Podcast

[Episode #1 of Hear, HERE!](#), the HERE podcast launched in April 2021, looked at the state of protection in humanitarian action. Protection is a core pillar of humanitarian response, but in our work as HERE-Geneva, we have often found it to be poorly understood among humanitarians. In this podcast episode, Ed Schenkenberg and Marzia Montemurro exchanged thoughts on the current state of protection, raising questions, addressing dilemmas, and carefully formulating suggestions on how to improve its status and impact in humanitarian practice.



Forced Displacement

In a world where the scale and duration of displacement continue to rise, and where the reasons for displacement increasingly mix violence and conflict together with the degradation of the environment and the absence of livelihood opportunities, the need for change in the way the response to forced displacement is organised calls for change. The quality of protection and the availability of solutions are declining, which is why exploring the opportunities and challenge of new ways of working in response to forced displacement is part of our work.

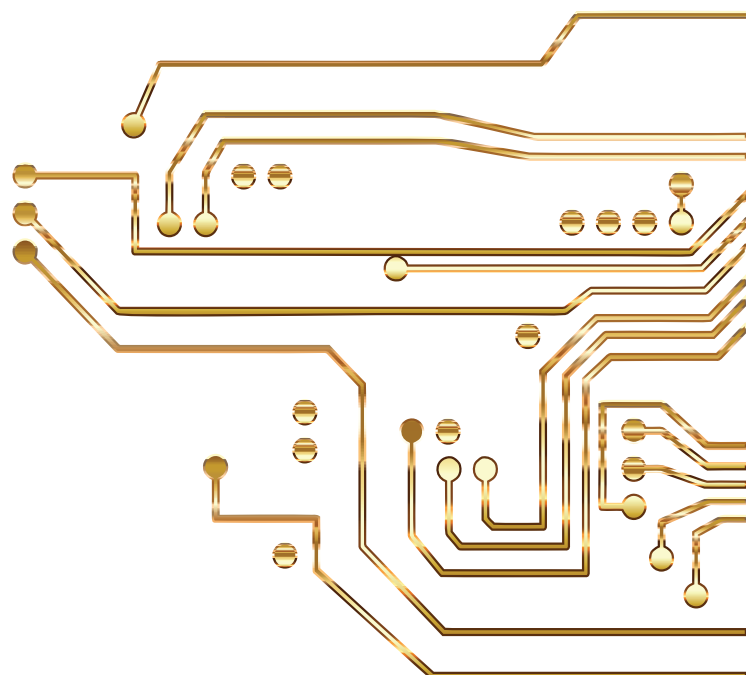
In 2021, we partnered with Ecorys, a research and consultancy company, to support the Dutch Ministry of Foreign Affairs (MFA) in the implementation of their Prospects Partnerships.

Mid-term Review of multi-annual partnership for refugees and displaced people (Prospects)

Prospects is a multi-annual hybrid project/partnership with five multilateral organisations working across the humanitarian-development spectrum. The Dutch government's pledge of 500 million EUR between 2019-2023 (the Prospects partnership) made at the Global Refugee Forum in 2019 is meant to push for new ways of working or approaches in addressing protracted refugee and internal displacement crises. Prospects is being implemented in eight countries across the Middle East and North Africa and East Africa regions: Egypt, Iraq, Jordan, Lebanon, Ethiopia, Kenya, Sudan, and Uganda.

Through Prospects, the MFA is supporting three UN agencies - UNHCR, UNICEF and ILO – to work closer together with the World Bank and the International Finance

Corporation in creating education and employment opportunities for refugees and IDPs. The mid-term evaluation looked especially at the partnership aspect of Prospects. To what degree do the agencies work collectively? Are they optimising their complementary mandates? These are some examples of the questions that HERE and Ecorys looked at. While the New Way of Working or nexus programming have been a priority for donors and humanitarian actors in the past few years, Prospects is trying to innovate by 'forcing' the partners to work together under the same framework of action to achieve the expected results under the three thematic areas of education and learning; jobs and social protection; and protection and legal status. The final report is expected in the spring of 2022.



TAKING STOCK OF 2021



2021 was the last year of implementation of HERE's Strategy for 2019-2021, which was defined to consolidate achievements and build a stronger foundation. The work in line with this strategy has showed its effects: we are no longer a young start-up but are becoming an experienced and well-recognised institution. Our work in 2021 has added to our portfolio and allowed us to identify several cross-cutting findings. 🍷

What Did 2021 Teach Us?



- 🍷 It is clearer than ever that many of the challenges to effectiveness and quality in the humanitarian ecosystem are systemic ones. They go from a lack of clarity as to what the humanitarian ecosystem actually hopes to achieve, to an imbalance between form and function, and an undue focus on technical processes at the expense of values. At the same time, we often hear from agencies and donors that they want quick-fix silver-bullet solutions. There is a discrepancy here: real change can only come with a much deeper – often internal – analysis of what can be done. The focus on technical solutions also means that there is a disconnect between the working and political levels in humanitarian organisations. Humanitarian leadership is increasingly risk-averse or unwilling to take a stance. The word 'strategic' is often used for plans or activities that are part of daily business, instead of being visionary and breaking new ground. Assuming that there is a trend towards multi-year humanitarian response plans, these plans need to better articulate their vision and goals, which should be grounded in country realities, such as the political economy of aid.
- 🍷 Our work is by nature connected to geopolitical and socio-economic global developments, where long-standing challenges are continuously coupled with new ones. Humanitarian action is however designed to address situations of uncertainty, and humanitarian principles, protection, and accountability are critical to quality and effectiveness. Demanding respect for principled humanitarian action may seem idealistic or naïve – yet we believe that a principled approach still provides the best guarantee of reaching everyone in need.
- 🍷 Our new strategy for the period 2022-24 is based on our commitment to honest analyses of humanitarian responses; our willingness to propose transformative and system-wide change; and our conviction that political problems cannot be addressed through technical solutions. In 2022, we will continue, as we have done since we were founded, to provide a mirror to the humanitarian sector, to stimulate debate, and to generate meaningful change.

The Year at a Glance

2021

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

Evaluation of UNICEF's Cluster (Co-) Lead Agency Role & Review of GEC Co-Leadership

IFHV - Protection Training

Blog entry on Coordination

IOM - Defining an Institutional Approach to Protection

Briefing to INGO-staff on recent findings

Podcast episode on Protection

Beyond the Pandemic

'What Next?' 3-Day Conference

Evaluation of WFP Nigeria Strategy

Swiss Solidarity - Localisation

Principled Humanitarian Programming in Yemen

The Future of Humanitarian Coordination

Podcast episode on the Cluster Approach

Review of Prospects partnership for refugees and IDPs

Roundtable on Coordination

Blog entry on Coordination

Sanguine Mirage Policy perspectives on the use of the principles

Consultation on Coordination

Dark green: Commissioned work Light yellow: Self-initiated

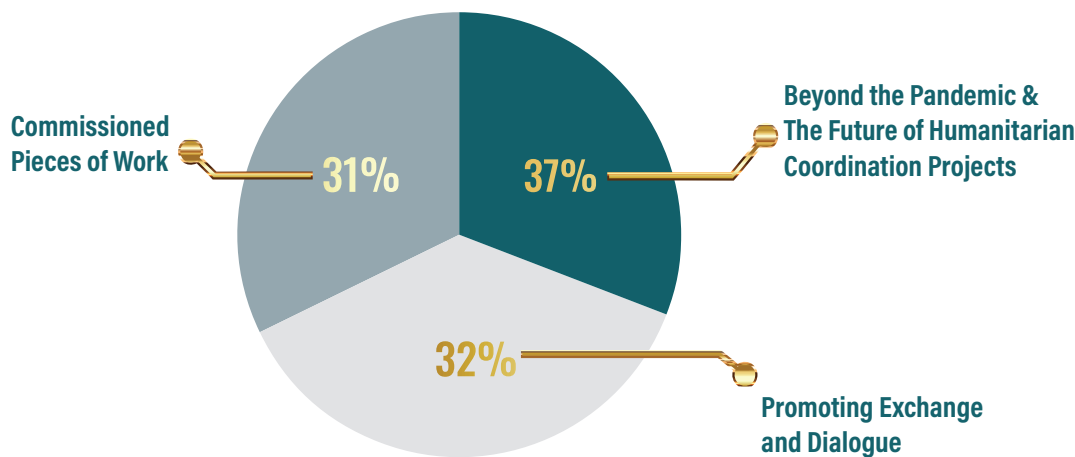
2021 Fiscal Year Analysis

In 2021, HERE-Geneva had an operating surplus of CHF 113,507 based on an annual expenditure of CHF 646,356 and a total revenue of CHF 757,592. This income includes core funding for a total of CHF 436,055 (compared to CHF 415,865 in 2020), a project contribution of CHF 111'516 and revenues from projects commissioned to us, which reached CHF 207,782 (compared to CHF 152,494 in 2020).

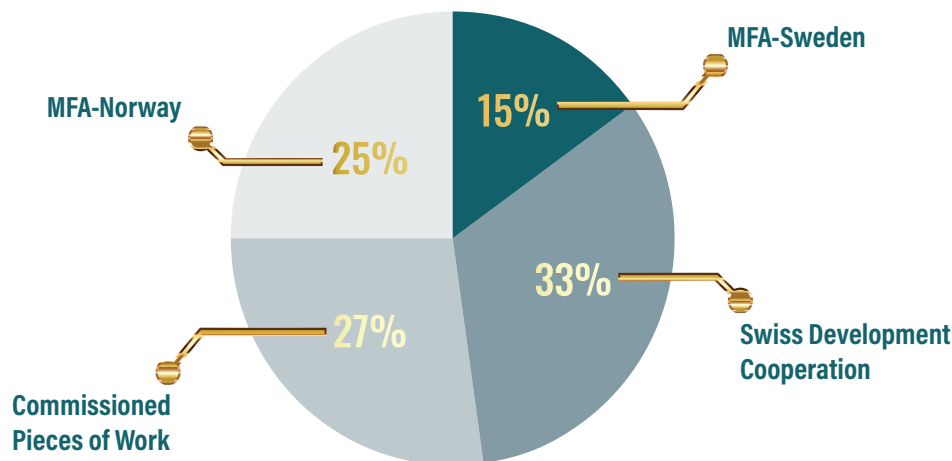
The positive result is also thanks to a strengthened financial management system that allowed us to rebuild our reserves and get back to a healthy financial situation.

We would like to thank our donors and partners for their invaluable support and trust throughout 2021.

Expenditures



Income



Financial Statements

ASSETS

	2021 (CHF)	2020 (CHF)
Cash and cash equivalents	106,843.27	18,186.46
Debtors	10,065.56	16,915.92
Prepaid expenses and accrued income	13,890.57	7,631.67
Total current assets	130,799.40	42,734.05
Tangible assets - net	2,448.13	-
Total fixed assets	2,448.13	-
Total assets	133,247.53	42,734.05

LIABILITIES

Trade creditors	2,504.05	30,054.02
Interest-bearing short term debts	-	30.00
Other current liabilities	14,367.00	10,941.15
Accrued liabilities	12,134.15	8,701.40
Total current liabilities	29,005.20	49,726.57
Foundation capital	50,000.00	50,000.00
Retained earnings/accumulated loss:		
- accumulated loss brought forward	-56,992.52	-17,695.66
- result of the period	111,234.85	-39,296.86
Total equity	104,242.33	-6,992.52
Total liabilities and equity	133,247.53	42,734.05

AS OF 31 DECEMBER 2021 **BALANCE SHEET**

REVENUES

	2021 (CHF)	2020 (CHF)
Revenues Core funding	436,054.66	415,864.99
Commissioned pieces of work	207,782.41	152,494.02
Revenues affected - Humanitarian Coordination	111,515.56	-
Other revenues	750.85	663.10
Total revenues	756,103.48	569,022.11

OPERATIONAL EXPENSES

Project consultant costs	-29,308.45	-46,373.93
Project related salaries and social charges	-526,842.80	-460,904.93
Project related travel expenses	-1,025.50	-3,402.65
Total operational expenses	-557,176.75	-510,681.51
Operational margin	198,926.73	58,340.60

GENERAL EXPENSES

Rent and maintenance	-38,214.90	-38,602.35
Administration costs	-36,102.79	-33,218.91
Total general expenses	-74,317.69	-71,821.26

Operating result before interest, taxes and depreciation	124,609.04	-13,480.66
Depreciation	-423.17	-
Operating result before interest and taxes	124,185.87	-13,480.66
Financial income	1,965.45	49.83
Financial expenses	-12,644.71	-8,135.97
Current operating result before taxes	113,506.61	-21,566.80
Extraordinary income, out of period	1,487.70	500.00
Extraordinary expenses, out of period	-3,759.46	-18,230.06
Result before taxes	111,234.85	-39,296.86

FROM 1 JAN. 2021 TO 31 DEC. 2021 **PROFIT AND LOSS ACCOUNT**

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Special thanks to Joanna Deslarzes (communications assistance), Mariana Von Roten (research assistance), Murray Garrard (editing assistance); to Phuong Ly, Miyuki Uchiyama, and Marta Quadrini Mosca Moschini (Graduate Institute Capstone Project Research Team); to Francesca Ballarin, Velina Stoianova, and Manisha Thomas (independent consultants collaborating on the CLARE II evaluation and the GEC review); and to Samantha Donkin (Project Lead on the IOM 'Defining an Institutional Approach to Protection' project).

Many thanks also to our partners in 2021, SYNI, and the Graduate Institute, and to our generous donors, the governments of Switzerland, Norway, and Sweden. 🍷

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