

ANNUAL REPORT 2019

HERE

WE ARE HERE

Founded in Geneva in 2014, the Humanitarian Exchange and Research Centre (HERE) is committed to closing the gap between policy and humanitarian practice. Through our work, we endeavour to understand the steps that need to be taken in order to uphold the rights of crisis-affected people.

HERE's mission is to contribute to improving collective performance and the effectiveness of humanitarian action. We produce independent research, analysis, and advice in the form of policy reviews, evaluations, and studies – both that which is conducted as part of our own research agenda, and that which is commissioned by others. We know that research and analysis need to be actionable if it is to be applicable to humanitarian settings. Which is why we also offer opportunities for mutual learning through policy debates and engagement.

HERE-Geneva Annual Report 2019

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MESSAGE FROM THE EXECUTIVE DIRECTOR

After five years of operations, an organisation can no longer be described as a start-up. After five years, it should have a solid foundation, corroboration of its added-value, and a clear vision for the future. I am pleased to say that in 2019, when HERE-Geneva turned five, we achieved these benchmarks. And this report provides the evidence.

In preparation for the 2016 World Humanitarian Summit, HERE published '**On The Right Track**', which found that the four core principles (humanity, impartiality, neutrality, and independence), along with protection and accountability, form the cornerstones of humanitarian action. Without these tenets, humanitarian action would likely become mechanical service-delivery; it would take the humanitarian dimension out of the action.

'On The Right Track' has proven its value and validity as it has served as the foundation of our priorities and research. Principles, protection, and accountability have come up in all of our work as issues deserving of attention and action. Indeed, they are the issues in which the gap between policy and humanitarian practice is often most visible. What 2019 has taught us is that the technical questions we are asked to answer often hide deeper structural and more fundamental issues of a systemic and political character. As a result, technical fixes may provide some solace, but they will not induce the change that is needed.

HERE's added value lies in uncovering these obscured, deeper issues. The fact that our partners – governments, UN and international agencies, NGOs – turn to us for analysis and advice demonstrates a willingness to learn from our research and an interest in taking action to narrow the gap between policy and humanitarian practice. This annual report refers to several reviews and initiatives in 2019 that not only highlighted the gap, but which were also followed by adjustments and course corrections. Interestingly, some of these efforts were collective, recognising the strong interdependence that exists in humanitarian action.

Finally, HERE's future: 2019 saw the launch of our new three-year strategy, which defines three key objectives outlined in this report. Though the strategy includes a thorough reflection on context, it did not anticipate a humanitarian crisis on a global scale such as the one we are now facing in the form of the COVID-19 pandemic. The implications of this pandemic are monstrous, especially for those most disfranchised in our global society. Our first impression is that while COVID-19 may throw up novel policy questions, it has hitherto emphasised existing humanitarian challenges, putting them in a starker perspective. Our commitment to providing evidence of the gap between policy and humanitarian practice will, therefore, be more important than ever. The reader of this report will be able to assess the degree to which we have met our objectives thus far.



Ed Schenkenberg van Mierop
Executive Director



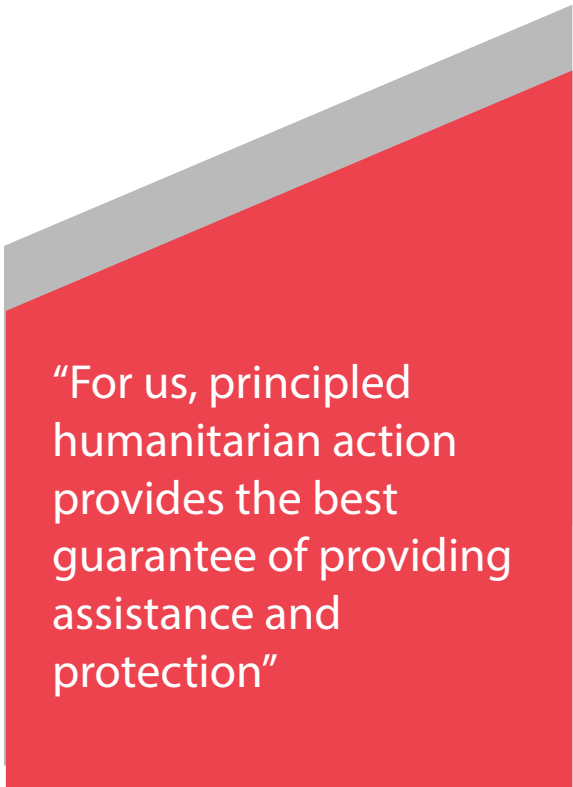
INTRODUCTION

2019 marked the fifth anniversary of HERE and the first year of its new strategy. From its founding in 2014, humanitarian principles have been at the core of HERE's work. For us, principled humanitarian action provides the best guarantee of providing assistance and protection to those who are most affected by disasters and conflict. Building on our expertise and the evidence we have collected through our own research and through our commissioned work, HERE is well-placed to drive deeper thinking around the application of the humanitarian principles. Principled humanitarian action is also the theme for **HERE's 2019-2021 strategy**. This annual report also follows our strategy's objectives and describes the progress we have made towards achieving them.

During 2019, we focused our research agenda around three core areas: the challenges to principled and accountable humanitarian action; the relevance and quality of commitments made by donors and humanitarian actors; and the significance of leadership for an effective humanitarian response. Whether working with partners or carrying out our own research and analysis, throughout the year we have continued to actively engage with key stakeholders in the humanitarian community. Formally and informally, we have sought to advance a critical understanding of some of the most pressing and current challenges to humanitarian action.

The work carried out in 2019 reflects areas we have identified as our essential contribution to the humanitarian sector. Firstly, demonstrating the gap between

policy and practice can stimulate immediate action and systemic improvements. We see our role as delivering evidence, sometimes in real-time, regarding what is happening or may happen in relation to governments' and agencies' (future) commitments to make humanitarian action more effective. Secondly, the humanitarian community can only rise to meet humanitarian needs through mutual learning and critical thinking. We work to stimulate progress through informed policy debates and continuous engagement with all relevant stakeholders, thereby ensuring that the evidence we deliver has the widest possible reach and impact. Thirdly, innovation is essential but it cannot be achieved without understanding the failures and achievements of the past. We offer analysis on humanitarian policy issues using our institutional memory of the humanitarian sector.



"For us, principled humanitarian action provides the best guarantee of providing assistance and protection"

Strategic Objective I

DEMONSTRATING THE GAP BETWEEN POLICY AND PRACTICE

Gaps between policy and practice are inherent in humanitarian responses. They come with the unpredictability of the environment in which such responses are needed. But this does not mean that they should simply be accepted. HERE was founded in the strong belief that there are ways to address and minimise these gaps. The first step in doing this is to provide evidence. What are the challenges, and how is the humanitarian ecosystem living up to them? Are humanitarian actors bold enough in their thinking and actions to confront dilemmas? Do they sufficiently adapt their strategies to the context? Do they manage competing demands between assistance and protection concerns, and if so, how?

Our first strategic objective aims to provide an honest appraisal of the situation on the ground. During 2019, we have endeavoured to demonstrate gaps and suggest avenues for more systemic improvements both through our own longer-term research, and by engaging with commissioning agencies to conduct ex-post comparative analyses and real-time evaluations.

UNPACKING HUMANITARIANISM

In 2019, we continued our investigative work to better understand the factors that enable humanitarian organisations to achieve the shared goal of protecting and assisting those populations who are most affected by armed conflicts. While they share this goal, humanitarian organisations are highly diverse in their backgrounds, ways of working, and priorities. The diversity suggests that these organisations are complementary in their work, although relatively little attention has been given to how this complementarity is best achieved. This is why HERE undertook research on **“The Role of ‘Mandates’”** in priority setting, by eight humanitarian organisations in situations of armed conflict.

2019 was dedicated to finalising the field research for the project. **In the Central African Republic**, aid agencies work in areas where the state is entirely or mostly absent. The needs of the population are deeply rooted in failed governance, predatory actions by non-state armed groups, and mistrust between different communities. The context is also highly volatile, and while sudden violent flareups are common across the country, each area has its own specificities. To navigate such a context, organisations need to strike a balance between understanding the broader dynamics and managing local forces that can enable or prevent their work. Our report covers the issues that can help organisations find this balance, including adaptive capabilities, material, human, and financial resources, and acceptance.

In **Myanmar** and **Ethiopia**, because of the prominent role of the state, humanitarian organisations are confronted with questions concerning the independence of humanitarian action. What is humanitarian action meant to achieve when it is

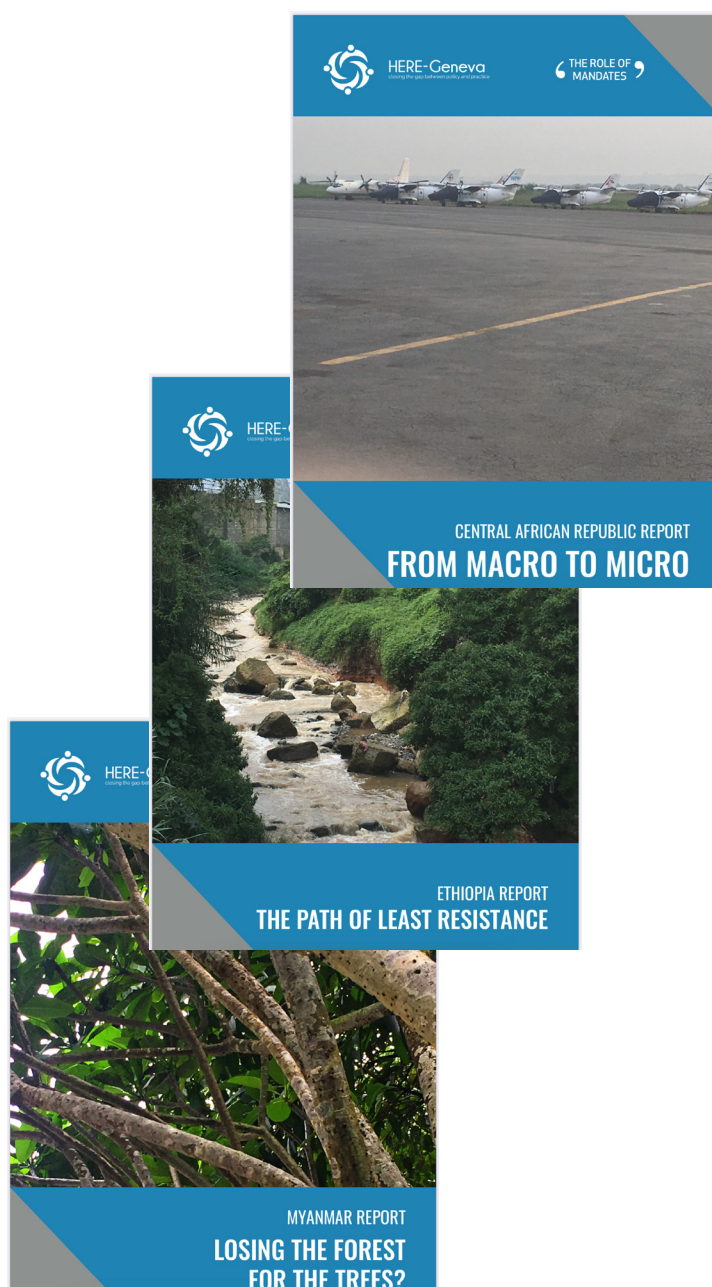
instrumentalised in state policies? Is current humanitarian aid suited to the needs of all affected populations in these countries? How and when should humanitarian actors engage in public advocacy to fulfil their protection responsibilities?

Looking at these questions in **Myanmar**, we found that organisations tend to focus on the ‘technical’ side of aid delivery, instead of addressing the critical policy and ethical issues related to the identity of humanitarian action. The mounting evidence of war crimes and crimes against humanity committed by the Myanmar authorities, especially against the Rohingya minority, will become increasingly hard to ignore. All actors will be called to account for their actions or inactions both individually and collectively. In asking themselves existential questions and in reviewing their approaches, we saw that international NGOs now have an opportunity to leverage their individual role as per their mission, to collectively better assist and protect all people in need. Ultimately, this calls for an answer to the question of what it means to be an international actor in Myanmar.

“Humanitarian organisations are highly diverse but little attention has been given to how complementarity is best achieved. This is why we undertook research on the Role of ‘Mandates’”

In Ethiopia, we concluded that by operating within the strict parameters dictated by the authorities, humanitarian organisations have largely followed similar strategies: focusing on resilience-building, especially in relation to refugee influxes and needs stemming from slow-onset recurrent natural disasters. Both the context and the government's agenda has required such an approach. However, because all agencies followed the same strategy, humanitarian actors have failed to address other urgent humanitarian needs resulting from the ethnic conflict that periodically flares up in parts of the country. Organisations were unable to shift gears quickly. Not only did the timeliness and effectiveness of the resulting response suffer, but tensions surfaced between organisations' independence and the government's agenda.

Overall, with the completion of the primary and secondary data collection, by the end of 2019 the HERE research team had conducted more than 260 interviews with representatives from participating organisations at headquarters and country-level. More than a quarter of these interviews were with staff from non-participating organisations, UN agencies, donor governments and independent experts. The project was concluded in early 2020 with the publication of **Unpacking Humanitarianism**, the report synthesising the findings. The findings provided insights into the 'why' and 'how' of humanitarian action and suggested significant implications for the coordination of humanitarian action and inter-agency collaboration, which until now has predominantly focused on the 'what'.




TRACKING COMMITMENTS AND FINDING GAPS

Building on our project **“Priorities and Commitments in Humanitarian Action”** and based on the findings from our **“Feasibility Study for an HRI 2.0”**, our framework project TRACK goes to the heart of HERE’s mission: reviewing the commitments that donor governments and organisations have made in a number of key policy areas. Have these commitments lived up to their promise? What is happening on the ground in terms of the fulfilment of these commitments? Is there a noticeable improvement in the effectiveness and quality of humanitarian work? What is the return on investment in the lengthy and extensive policy development processes that produced these commitments?

Based on our research and in consultation with our partners, we identified three areas as especially worthy of attention: 1. Protection, specifically with regards to (a) sexual and gender-based violence (SGBV) and (b) the use of the (ICRC-led) professional standards; 2. accountability to affected populations caught in situations of armed conflict; and 3. the humanitarian-development nexus.

During 2019, we continued to undertake preliminary research within the framework of TRACK in partnership with the Graduate Institute of Geneva (IHEID). After looking at accountability to affected populations in 2018, the 2019 joint project saw a team of students investigate the dissemination and knowledge of the ICRC-published Professional Standards for Protection Work. Historically, the standards have derived their value from the agreement on a common frame of reference, something highly relevant to protection as it continues to

generate confusion in humanitarian action (as seen in some of our commissioned work in Bangladesh, for example – see below). The research, under HERE’s guidance and carried out in consultation with the ICRC, found that the fundamental added value of the protection standards is in guiding the overall policy of organisations, and less so in directing operations on the ground. Though positive, ultimately these standards should translate into improved practice on the ground. In 2019, as part of TRACK, the HERE team also worked on mapping commitments in the area of sexual and gender-based violence (SGBV) and attended the first-ever thematic pledging conference hosted by the Norwegian government in Oslo to renew and strengthen commitments to addressing SGBV in humanitarian settings. Pulling these strands together, in 2020, as part of our TRACK project, we will continue to look for evidence of the implementation of these and other commitments.



“Our framework project TRACK goes to the heart of here’s mission: reviewing commitments in a number of key policy areas”


CONSIDERING THE REALITY OF REFUGEE PROTECTION IN BANGLADESH

Due to refugees' well-founded fear of persecution in their country of origin, they have a right to be protected in their country of asylum. Protection is, therefore, at the core of the response to refugees. It is the purpose and intended outcome of humanitarian action. Against this background, Aktion Deutschland Hilft e. V. (ADH), the German coalition for collective private fundraising for new emergencies, asked HERE to carry out an **independent evaluation** of their members' protection work for the Rohingya refugees in Bangladesh. More than 700,000 Rohingya had sought refuge in the overcrowded camps along Bangladesh's border with Myanmar by late August 2017. And while in 2013 the humanitarian community committed to ensuring that protection is central to everything it does, few evaluations have reviewed the implementation of this commitment since it was made. Breaking new ground, the ADH-commissioned evaluation looked at the extent to which the member organisations have considered the Sphere Handbook Protection Principles, which are sector-wide standards, in the design and implementation of their work.

Carried out between mid-January and early March 2019, the evaluation concluded that ADH member organisations and their partners have given consideration to integrating protection principles in their work, as evidenced by the concern that their engagement does not create further harm. Contributing to the protection of the Rohingya refugees, however, does not only include preventing further harm, but also involves ensuring the respect for refugee rights. In the context of a restrictive government policy towards recognising these rights, including the avoidance of using the term refugee in relation to the Rohingya,

protection is both challenging, but also much needed. We found that in ensuring that protection underpins the collective response, humanitarian organisations, including the ADH members and their partners, should not shy away from taking a bold position in defence of refugee rights.

In conducting this evaluation with ADH, we followed a participatory model in which the ADH Bonn office and the participating member organisations played an active consultative role throughout the process. At the beginning, middle, and end of the evaluation, we organised workshops to discuss findings and conclusions with all stakeholders. This not only ensured that the evaluation's findings as related to the protection principles, good practices, gaps and unmet needs were anchored in the organisations' realities on the ground, but it also provided an opportunity to better understand the implementation of the Sphere core protection principles in future projects. Overall, such an approach feeds directly into our second strategic objective, to provide a space for honest exchange and mutual learning.



“Breaking new ground, the ADH-commissioned evaluation looked at the extent to which organisations considered the sphere protection principles in their work”

Strategic Objective II

CREATING SPACE FOR HONEST EXCHANGE AND MUTUAL LEARNING

Throughout our work we have seen that too often collective exchanges on policy and practice fail to recognise the reality on the ground. One of the main reasons for this is that bad news is not easily shared. Agencies feel that they need to look good for donors and, in turn, donor governments fear that any disclosure of their funding having not being optimally spent could garner counter-productive reactions from parliaments. This reality requires a safe space where donors and agencies feel free to be honest about their (possible) mistakes in order to foster real learning.

Our second strategic objective is to inspire mutual learning and critical thinking among humanitarians through informed policy debates and continuous engagement. During 2019, we did this by developing evidence, convening meetings, and holding workshops that bring humanitarian actors together to discuss policy and practice. We also made sure that we conceived of research projects and evaluations in a way that upholds a continuous exchange and mutual learning between our partners and us.


LOOKING AT UNHCR'S LEADERSHIP AND COORDINATION ROLE IN REFUGEE RESPONSE SETTINGS

In 2019, UNHCR sought to carry out a mutual learning exercise – for UNHCR staff and its key stakeholders – to explore the implications of the Global Compact on Refugees (GCR) for UNHCR's leadership and coordination role. UNHCR's leadership and coordination role in refugee settings is at the core of its mandate, a responsibility it holds on behalf of all actors involved in refugee responses. Since 2013, when UNHCR defined the refugee coordination model, the agency has made significant investments in coordination, not least because refugee situations increasingly overlap or intersect with other humanitarian crises and affected groups, such as migrants or IDPs. Different coordination models have been put in place in these 'mixed situations.' In addition, the GCR places new expectations on UNHCR in terms of how the agency executes its leadership and coordination functions.

Part of the research for this review were several consultations: at the initiative of UNHCR, a workshop with 15 UNHCR middle-management staff who have inter-agency coordination responsibilities; and at the initiative of the two researchers, a round table discussion with Geneva-based representatives of some twenty member states of UNHCR's Executive Committee; and a round table discussion with a dozen NGOs at the time of UNHCR's annual consultation with NGOs. The process involved an honest exchange with UNHCR coordination staff concerning their challenges, which included UNHCR itself not recognising that the success of the collective endeavour was

not analogous to the achievements of the agency.

The independent desk review looks at past refugee responses in the period between 2014-2018 and considers whether and how UNHCR might need to reorient its approach to leading and coordinating refugee responses in the future. The review found that the constraints were not related to coordination mechanisms per se (or lack thereof) but instead concerned adopting effective behaviour and adapting to the requirements of the environments in which UNHCR operates. It concludes that because of the extreme number and complexity of internal and external variables that cause differences in refugee coordination models, UNHCR would be better off investing in leadership behaviour and a networked approach to coordination with its partners. HERE is not, however, aware of any follow-up to the report.



“The process involved an honest exchange with UNHCR coordination staff concerning their challenges”

EXCHANGING VIEWS AND EXPERIENCES ON THREE AGENCY EVALUATIONS

Having assumed prominent leadership roles in the Rohingya refugee response, three major international/UN agencies, the International Organisation for Migration (IOM), the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children's Fund (UNICEF) each had their work evaluated in 2018. While the three agencies had shared their evaluation reports – as is standard practice to strengthen transparency and accountability – the evaluations focused on individual agency achievements. Many of the issues faced in the Rohingya response are, however, collective challenges. While it makes sense for agencies to evaluate their individual performance, when there is such an emphasis on the collective nature of humanitarian action, it would seem reasonable that their contribution to collective results also be examined.

With this in mind, in 2019, the three agencies commissioned a **synthesis evaluation**, intending to compare their analyses and to allow for mutual learning. The authors of the UNHCR and UNICEF 2018 evaluations, which included HERE's Executive Director, were asked to conduct this initiative. The synthesis report notes that the three evaluations agree that the response saved lives and succeeded in stabilising the situation under exceptionally difficult circumstances. Furthermore, all three evaluations are clear that this was a collective effort, and that no single agency or actor could have handled a response of this magnitude alone. The most significant gaps were in the area of protection, stemming

from an initial failure to situate protection as the central framework of the response and unnecessary delays in mainstreaming protection in service delivery. Areas such as gender were also woefully neglected.

A significant aspect of this project involved workshops with the UN leadership and representatives from donor and partner organisations at the Cox's Bazar and Dhaka level. In both instances, the discussion took place in an atmosphere conducive to honest and open exchange – not only on the achievements but also on the gaps in the response. It was realised that it is only through collective efforts that improvements can be made. A more honest approach to addressing the remaining challenges will contribute to improved inter-agency collaboration and coordination. But the synthesis exercise also pointed to another lesson: even though it served a purpose by bringing leading humanitarian actors closer together, it does not represent an evaluation of the collective effort, a gap that remains today.




“It is only through collective efforts that improvements can be made”

REFLECTING ON HUMANITARIAN LEADERSHIP FROM ANOTHER PERSPECTIVE

Leadership has been a theme in humanitarian reforms since at least 2005. The issue has also broadly populated HERE's research projects, both those that are self-initiated and those that are commissioned, with varied implications in the context of humanitarian coordination. Given the significance of this issue and wanting to address it from the largely overlooked perspective of leadership styles, HERE organised a **Round Table on Humanitarian Leadership** in October 2019. Participants included some twenty humanitarian practitioners, donor government representatives, and individual experts. Leadership in the context of humanitarian coordination is often thought of in terms of structures and mechanisms, yet much relies on leadership behaviour. The purpose of the round table was to exchange ideas on leadership styles and experiences about leadership, and to identify leadership issues that deserve more attention. Martha Maznevski, HERE Trustee and Professor of Organisational Behaviour at the Ivey Business School in London, Ontario, Canada, presented on different leadership styles. She contrasted two different styles of leadership – Hercules and Buddha – and discussed how their combination is greater than the sum of their parts. This outsider's perspective on behavioural styles of leadership fostered a critical discussion and self-reflection on leadership in the humanitarian context.

The round table was organised to pursue a two-fold objective: 1. participants were expected to take away issues that would be relevant/helpful for their thinking and

work from the perspective of their own institutions or organisations; 2. the meeting was expected to highlight topics or angles that would benefit from further collective attention. Feedback from participants indicated that the event fostered a style and topic of discussion different from those usually held in the humanitarian sector. It required participants to look at leadership in an honest and broadly collective context without having to promote their institutional perspectives or interests. It also became clear during the event that the discussion on leadership in the humanitarian sector is far from over. In a changing global context, humanitarian leaders need to manage adjustments within their own organisations while they foster increased exchange and accountability to collective results. In light of this, in 2020 we will integrate the reflections and issues raised during the round table discussion in our research agenda, as well as in relevant policy discussions on collective performance.



“Leadership in the humanitarian context is often thought about in terms of structures and mechanisms, yet much relies on leadership behaviour”

Strategic Objective III

PROVIDING ANALYSIS, ADVICE, AND INSTITUTIONAL MEMORY

The humanitarian community is in constant need of well-informed analysis in order for its members to make better-informed decisions. At the same time, staff turn-over and full agendas make it difficult for agencies and donors alike to ensure they keep up with the multiple, and sometimes overlapping, policy agendas of both past and ongoing reform efforts and initiatives. Thanks to our research and exchange portfolio and institutional memory, our analyses allow interested stakeholders to gain a deeper understanding of topical issues.


Our third strategic objective is to work towards better informed humanitarian decision-making by acting as a resource for the humanitarian community. During 2019, we continued to produce historically informed analysis and positions on a range of humanitarian issues. A number of partners directly sought our advice, and our analyses and reports were continuously made directly available to both government donors and agencies.

ADVISING UNICEF ON THE HUMANITARIAN LANDSCAPE

Since 2018 and the real-time review of the Rohingya refugee response, UNICEF and HERE have developed a close partnership when it comes to reviews and studies on the humanitarian work of the UN child rights agency. Given HERE's understanding and overview of the sector, in 2019 UNICEF asked us for an analysis of the critical developments in the humanitarian world and what it takes to be recognised as a leader in a certain area of service delivery. What are certain organisations known for, and why? Essentially, this question is about added value, expertise, and reputation. And it is a bold question – and it demonstrates not only a willingness on UNICEF's part to receive feedback on its performance, but also a desire to learn from others. The review found that UNICEF's operational partners value the agency for its work in defending and promoting the rights of the child. UNICEF is also known for its work across the spectrum of humanitarian and development spheres. However, it was felt that regarding both of these areas of work, robust child-rights advocacy and a strengthened humanitarian-development nexus, the organisation could do better.

SUPPORTING MSF WITH STRATEGY

After having reviewed the strategy of MSF's operational centre Barcelona-Athens (OCBA) in 2018, early in 2019 HERE was contracted to assess the implementation of the strategy of MSF's OC in Geneva (OCG). The purpose of the review was primarily to learn lessons and to serve as a major input for the OCG's new strategy. As of 2020, the five operational centres of MSF will have synchronised their strategies in an effort to reduce inefficiencies and exploit opportunities for complementarity. OCG's 2016-2019 strategy had been an ambitious one, with various departments having been assigned responsibility in terms of implementing specific objectives. While, on the face of it, this approach looks sensible, in a complex and large organisation such as MSF, different departments have different priorities which, at times, may be in tension with one another. Yet, implementing a strategy is an organisation-wide responsibility that also depends on leadership and behaviour that allows for working across departmental boundaries. Based on the outcome of the OCG strategy review, this lesson is one that received particular attention in developing the new strategy.



“Our analyses allow interested stakeholders to gain a deeper understanding of topical issues”

ENGAGING WITH OTHER PARTNERS


Throughout the calendar year, HERE representatives were invited to participate in internal or inter-agency events and discussions. In 2019, HERE representatives provided various presentations of research findings and related insights. With humanitarian staff of the Swiss Development Cooperation (SDC), the HERE Executive Director joined a discussion on the implications of the concept of the humanitarian-development nexus for principled humanitarian action. In certain contexts, the nexus has implications for principled humanitarian action, especially when organisations are expected to follow governments' agendas that do not respect an impartial and independent assessment of needs in a country. At the same time, donors, such as SDC, may be required to combine their support for the nexus with their commitment to humanitarian principles. It requires reflection and debate as to how such a combination can be given shape in a strategy, for instance, by recognising some of the tensions that may exist between different objectives.

Over the years, the Fordham University's programme on humanitarian assistance has been a respected and well-recognised contribution to academic education in the management and leadership of humanitarian action. In 2019, the HERE Executive Director led a session on the strategic character and dimension of protection in humanitarian response for students studying for an international diploma in humanitarian assistance.

During ALNAP's 32nd Annual Meeting in Berlin in October 2019, HERE took part in a round table discussion on the topic of 'Planning for relevance in programme design and decision-making'. Building on insights gathered through HERE's self-initiated project on the Role of 'Mandates' (see above), HERE's contribution highlighted how, though the focus of the discussion was on how

programme design involves the perspectives of crisis-affected people, there is always a range of factors that needs to be taken into account. The way the principle of impartiality underpins humanitarian responses and effects which populations are invited to participate in the design was highlighted.

Other partners with whom HERE engaged in 2019 include the CHS Alliance in relation to a number of questions on the contents of the CHS and its relevance for collective humanitarian response; the Humanitarian Quality Assurance Initiative (HQAII), which undertakes certification of humanitarian organisations assessing their application of the CHS; the Humanitarian to Humanitarian (H2H) Network, that brings together a highly diverse community of organisations that provide services to operational agencies; and, as noted, the Geneva-based Graduate Institute which made two students available to work with HERE on the practical use of the protection standards.



**“Throughout the year
we participated in
internal or inter-agency
events and discussions”**

RESOURCES

In 2019, HERE continued to deliver its activities thanks to a small core team complemented by consultants. With the help of an independent media expert, for example, we developed a new communications strategy in late 2019, which will see us active on our website and social media to ensure that our research output is sufficiently known and to allow for further exchange.

In 2019, contributions from institutional donors increased and totalled CHF 445,463 (compared to CHF 398,179 in 2018), whereas commissioned work realised an income of CHF 179,343. HERE's total expenditure was CHF 562,806 (compared to CHF 548,777 in 2018), which resulted in a positive financial outcome for the year. Expenditure was split as follows: 43% on the Role of 'Mandates' study; 21% on TRACK; 9% was dedicated to promoting exchange and dialogue; and 27% was spent conducting the commissioned pieces of work.

Our work would not have been possible without the generous funding from the governments of Switzerland and Norway. Thank you for your continued support!

WHO IS HERE?

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