



# ANNUAL REPORT 2020



## 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 2020 in this report.

*HERE-Geneva Annual Report 2020*

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 HERE Geneva



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## Message from the Executive Director

For us at HERE, this annual report has two purposes: it serves as an accountability tool; and it puts our activities on display for those who may be interested in our work.

Regarding the first, the degree to which this annual report strengthens our accountability is entirely dependent upon us. We decide what goes in the report and how we portray our achievements. Being open and honest about our challenges is important to us, not least because we stress the central importance of accountability in humanitarian action. Moreover, given our focus on identifying the gaps between policy and practice, it is important we recognise any such gaps in our own work, and be clear about our achievements in 2020 as related to the commitments and plans that we made at the start of the year. It's our hope that this report provides you with a clear insight into our efforts, results, and also our challenges.

But there's a second reason that we produce an annual report. Through our studies, reviews, and evaluations, we look at questions related to the system and the political economy of the humanitarian sector. Yet, many of these issues are complex and do not lend themselves to quick fixes. This report, therefore, does not contain details of innovative tools, new approaches, suggestions for the use of big data and other technological solutions. We prefer instead to dig deeper and raise critical questions around added value, complementarity, and leadership.

In 2020, as for everyone in this sector and outside of it, our work was, of course, dominated by the COVID-19 pandemic. Fortunately, we had the flexibility and capacity to adapt to the new reality of online meetings and other virtual exchanges. In our work, too, building on earlier studies, we were able to capture initial data on the impact of the pandemic on the humanitarian action and examine such questions as whether and how agencies were adjusting their decision-making processes and priorities in light of the pandemic. And, while the gap between policy and practice is best studied on-site in crisis-affected areas, several of the assignments to which we were commissioned covered top-line issues, such as UNICEF's leadership of the clusters, MSF's structure and way of working, and IOM's protection responsibility. This report provides more details on the result of this work.

Finally, returning to accountability, we welcome any questions, comments, or suggestions that you, our stakeholders, have regarding our work in general, and this report in particular. As HERE has evolved, and our focus on commitments and accountability has become increasingly central to our work, we know that the most successful analyses start with asking the 'right' questions. In 2021, we will be developing a new strategy for HERE. We know that our own added value requires that we clearly define the right questions for us to be asking. We look forward to sharing this for your input.



Ed Schenkenberg van Mierop  
HERE Executive Director





## COVID-19 - GLITCH OR GAME-CHANGER?

*Like many organisations, 2020 was not the year we had expected. The dramatic global escalation in COVID-19 infections in March forced us to make dramatic changes to the way we worked: staff working from home, and finding new ways and tools for remote research in the process. But, above all, the worldwide impact of the pandemic on humanitarian action pushed us to adjust the scope of our research agenda. Concerned that COVID-19 might exacerbate existing gaps between policy and humanitarian practice, between commitments and reality, we dedicated considerable time and resources to understanding what the crisis meant for the humanitarian sector – now and in the future. Intrigued by the immediate adjustments made by humanitarians, we invited humanitarian practitioners and leaders to join us in a moment of collective reflection, live-streaming their observations, concerns, and good practice. Later in the year, we embarked on a new project aiming to take a first look beyond the pandemic, reflecting on how the crisis had unearthed new leverages to foster change and make the humanitarian sector fit-for-purpose in a post-pandemic world.*



## Investigating the Impact of COVID-19

While the pandemic has unquestionably had profound immediate, and perhaps even medium-term, implications on the work of humanitarian organisations, the jury is still out on its longer-term impact. In our **series of reflections** organised in March 2020, humanitarian thinkers and practitioners discussed their ongoing responses and expectations for what this crisis would come to mean for their existing ways of working. Four video interviews were followed by a live-streamed debate – encouraging a shared analysis of the means by which the crisis could be navigated. The conversations attempted to achieve an understanding of the crisis in humanitarian contexts and focused on continuity of activities, the reallocation of resources, and access restrictions. We also discussed the tension between certain public health measures, especially restrictions in freedom of movement, and the adverse impacts on human rights as a direct consequence of these measures.

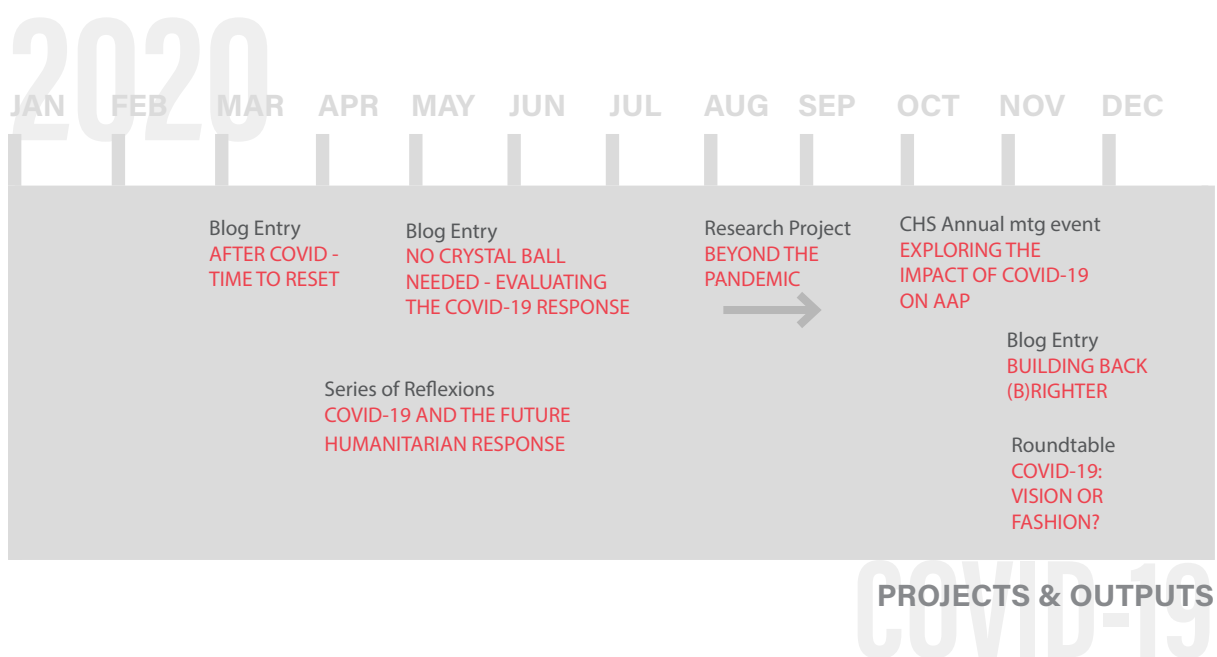
While the interview series set the focus on the now, our regular **blogs** throughout the year took a more far-sighted view of the post-COVID humanitarian landscape. In [‘After COVID-19: Time to reset’](#), we pondered the potential of the crisis to instigate system-wide change in the way we deliver protection and assistance. Many of the most significant sector-wide reform processes in recent times followed mega-crises. We discussed what type of reform would be necessary to better leverage complementarity based on the added value of organisations from diverse backgrounds. Our post, [‘No crystal ball needed’](#) went on to outline five predictable ‘lessons learned’ likely to come up in after-action reviews and evaluations of humanitarian response efforts to the pandemic. Though the pandemic is new, the issues it highlights have been raised in the past: organisations need to

learn by examining their preparedness, response capacity, and measures taken. Finally, [‘Building Back \(B\)righter’](#) picked up the notion of human rights, denouncing the disappearance of a rights-based approach in humanitarian responses. To build back better, we need to put rights back at the centre of humanitarian action.

Further to this, we organised a debate at the Core Humanitarian Standard Alliance Annual Conference, encouraging a collective reflection on the impact of COVID-19 and the way organisations were positioned to and worked on accountability to affected populations (AAP). The pandemic has challenged the model of community engagement based on proximity, and we wanted to better understand its impact on engaging affected people, given that many could be contacted only remotely. We asked how humanitarian organisations involved affected people in their decision-making when they had to take tough decisions and ethical choices. It was a thought-provoking and inspiring discussion, during which we interrogated whether our understanding of AAP was currently too limited. We questioned whether



In 2020, we added a **new product** to our portfolio. To complement our core work around research and exchange we started issuing regular **blog posts** discussing timely and topical issues in the humanitarian sector, with linkages to findings generated through our work. The aim was to spur debate and refresh our collective institutional memory as humanitarian actors in a non-technical fashion. You can find all blog posts [here](#)



the conception of AAP should, in fact, be extended to a consideration of how aid agencies could avoid becoming instrumentalised in humanitarian contexts, risking complicity in the curtailment of the fundamental rights of communities.

## Looking Beyond the Pandemic

With the outbreak of the pandemic, we felt we had an important role to play in documenting and analysing trends and patterns that demonstrated gaps and change in the humanitarian sector. Our research project, **'Beyond the Pandemic'**, aimed to capture evidence and provide insights into the changes that COVID-19 is anecdotally forcing on the humanitarian sector, and the implications of this for humanitarian organisations. The project was conceived as a way to 'take the temperature' of the situation, monitoring the impact of COVID-19-related trends and developments on humanitarian action and exploring how the sector needed to adapt to this new reality. In 2020, we started collecting evidence both from the global level and from four country contexts, connecting with relevant stakeholders remotely.

The key stakeholder interviews were accompanied by a **virtual policy consultation** on November 30. The

consultation gathered humanitarian practitioners, donor representatives, and independent experts to discuss the impact of COVID-19 on humanitarian actors and the way it has exposed opportunities to orientate the sector so it more effectively meets the needs of the people it serves.

COVID-19 has been a stress test for the humanitarian sector. It has 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 has starkly exposed modes of working in humanitarian operations that are wildly ineffective. At the same time, our interactions with stakeholders highlighted that change requires time, especially if the political will to honour existing commitments wavers. There was wide agreement that rather than continuing to push for new initiatives, it may be more effective to look back at what humanitarian actors have already committed to and focus efforts on more effectively meeting these commitments.

We plan to release the consolidated findings from the research, roundtable, and March 2021 conference during the first half of 2021. In the meantime, all products related to the project can be found [here](#).



## THE 2020 REALITY-CHECK

*Despite the pandemic, we were eager to ensure the continuity of regular activities as best as possible. In our ambition to identify and propose solutions to the gaps between humanitarian policy and practice, much of our research and work providing a forum for exchange has driven efforts to (i) improve the status and impact of protection in humanitarian practice, (ii) strengthen accountability in the performance of agencies, and (iii) work on systemic issues impeding principled humanitarian action. This year, our work on these key themes intersected with analysis around cooperation and coordination within the sector and its leadership.*



## Leadership & 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 2020, our work on leadership included the publication of '[Unpacking Humanitarianism](#)', which challenges assumptions about the role of mandates, as well as commissioned evaluations for MSF, UNICEF and Save the Children.

### *Becoming the MSF We Want to Be*

In 2018, the International Board (IB) of Médecins sans Frontières took a bold step by releasing a "Call for Change" among the MSF movement. It encouraged the movement to reflect on how it should evolve over the coming 10 to 15 years. To ensure progress in this change process, in 2020, the IB commissioned HERE to undertake an external analysis, provide a diagnostic of the organisation's current position, and help determine the direction and steps in the organisation 'Becoming the MSF We Want to Be.'

The analysis that we submitted to the IB and MSF's General Assembly is one that largely draws on the recent strategic planning exercises undertaken by the five operational centres of MSF. It also looked at a number of key challenges during a time when MSF was confronted by allegations of racism from a number of (former) members of staff. While

MSF continues to have a strong focus on its medical humanitarian work and *témoignage*, the analysis found that it needed to give more attention to organisational culture and behaviour.

### *Evaluation of UNICEF's Role as a Cluster (Co-)Lead Agency*

HERE staff first led an evaluation of UNICEF's work in 2018, analysing the UN agency's emergency response to the Rohingya Refugee Crisis in Bangladesh. Leadership has become a regular theme in this work as we see it as a critical factor in improving humanitarian action. In 2020, UNICEF contracted two HERE staff members to join the evaluation team on 'UNICEF's Cluster Lead Agency Role in Humanitarian Action' (CLARE II). The evaluation of UNICEF's leadership of aspects of the cluster system, which will be completed in 2021, will focus on how the agency fulfils its leadership responsibilities and will examine progress in relation to the coordination tools and processes that have been put in place these past few years. It will also look at the way in which challenges, such as COVID-19, have been addressed, and whether leadership has been provided in moving forward on the humanitarian reform agenda, including localisation, the humanitarian-development nexus, and the centrality of protection.

Humanitarian strategies too often look like wish lists, when they should contain well-thought-out sets of priorities

## Review of the Education Cluster Co-Leadership

Linked to the CLARE II evaluation is the review of the co-leadership of the Global Education Cluster (GEC), which is the only cluster at the global level that is co-led by a UN agency – UNICEF – and a non-governmental organisation (NGO) – Save the Children International.

Today, many clusters in-country are co-led by a UN agency and an NGO, often in consultation with the government in the role of the (formal) Chair. While co-leadership is seen as a way to strengthen partnerships and promote inclusion, it is less clear which leadership responsibilities can actually be shared and what this means for the accountability of the cluster lead agency. Reviewing the co-leadership of the education cluster may also identify lessons for other clusters or coordination arrangements. We expect this evaluation to also be completed in 2021.



## 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.

In 2020, as a first step to exploring existing gaps in addressing Gender-Based Violence (GBV), we [mapped the commitments](#) made to tackle GBV in humanitarian action. Towards the end of the year, IOM also contracted a HERE staff member to take a closer look at the organisation's role and responsibility in protection.

### *Mapping Commitments to tackle GBV*

While a number of commitments to promote gender equality and address GBV are intended to be upheld at all times, HERE's mapping exercise explored those commitments specific to GBV in humanitarian crises and situations of armed conflict. The exercise found a plethora of commitments on GBV that covered a wide range of topics and varying degrees of specificity. While a number of commitments were the result of multi-involvement of stakeholder initiatives, it may be worthwhile to explore whether the operational side of the humanitarian response, through policy and good practice commitments, is not carrying a disproportionately large portion of the responsibility, letting state actors

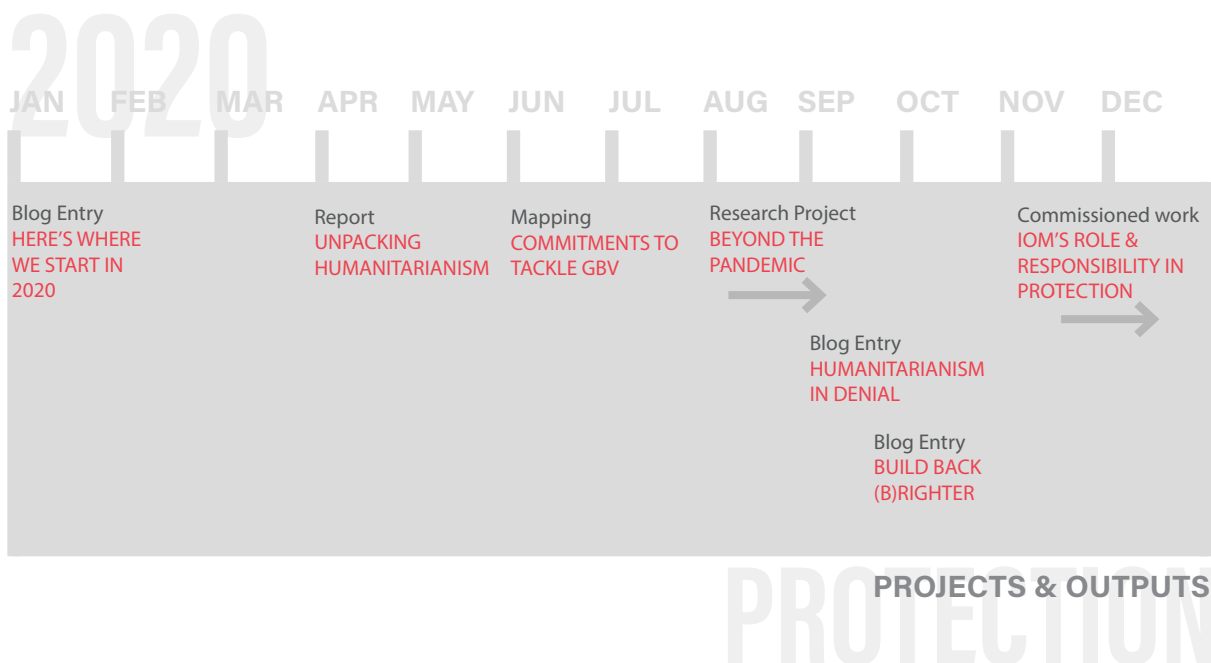
with accountability under international humanitarian law and human rights law off the hook. Within humanitarian action, there is also a risk that the intense focus on Protection against Sexual Exploitation and Abuse (PSEA) comes at the expense of other protection and GBV-related concerns.

### *IOM's Role and Responsibility in Protection*

The protection of migrants and other displaced people/communities has become a significant focus in recent years, given the measures many governments now take to keep people on the move away from their borders. Furthermore, COVID-19 allowed governments to place further restrictions on the freedom of movement of migrants – not always for compelling reasons related to public health. Against this background, the International Organization for Migration (IOM) has given priority to institutionalising its approach and role in protection. Although IOM is not new to protection, the agency, which joined the UN system in 2016, is in need of a better structured and integrated protection policy and approach.

Despite being a core pillar, protection is often not entirely understood by humanitarian workers and/or they feel insufficiently equipped to meet their commitments

Recognising this as a priority, IOM sought the involvement of a HERE member of staff as a senior adviser in late 2020. Interviews with some 50 key IOM staff members and external protection specialists were held, and a road map has been submitted. A second phase covering the implementation of this road map will take place in 2021.



## Humanitarian Architecture, Cooperation & Coordination

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 2020, we concluded our study 'Unpacking Humanitarianism', which found that this oversimplification of the reality incurs important risks for the effectiveness of the humanitarian endeavour. Humanitarian coordination has yet to effectively optimise the presumed complementarity of the wide variety of mandates and missions.


When it comes to risk sharing, political-level engagement from donors will be needed to ensure a complementary approach to the delivery of humanitarian assistance and, ultimately, a more appropriate sharing of risks. This could also help break down the structural imbalances between UN agencies and international NGOs on the one hand, and local NGOs on the other. Requested by the ICRC and the Netherlands MFA, we carried out research with the aim to map recent or ongoing initiatives to address risk in the humanitarian sector. The final report included recommendations and was shared with participants of the 2020 Grand Bargain Annual Meeting.

### *Unpacking Humanitarianism*

When the COVID-19 pandemic went global, we had just concluded our three-year-long study on **the Role of 'Mandates'**. The project had brought to light new evidence on why humanitarian coordination and cooperation

remained challenging by looking at how eight organisations (seven INGOs and the ICRC) prioritised their response to acute and ongoing humanitarian crises. The concluding report, [Unpacking Humanitarianism](#), was published in April 2020, synthesising detailed analyses of humanitarian leadership and response in the Central African Republic, Ethiopia, Mali and Myanmar. The project demonstrated that humanitarian actors were as varied and diverse as the humanitarian landscape itself. Grouped together, differences were primarily defined by what an organisation provided during a response, be it healthcare, food, shelter, livelihoods support, protection, mental health- psychosocial care, cash, and so on. This focus on the 'what' of humanitarian action had come at the expense of reflecting on the rationale(s) behind each intervention – the 'why.' Yet, it became clear that until we could appreciate the motivations of humanitarian actors, understanding who is truly best positioned or has the leverage needed to ensure the protection and assistance of people most in need (especially in situations of conflict) will remain elusive and humanitarian coordination challenging.

Crises, both those outside the sector and, more profoundly, those



Humanitarian coordination has yet to effectively optimise the presumed complementarity of the wide variety of mandates and missions

from within, have triggered spates of soul-searching and promises to improve. The late 1990s saw NGOs band together to try to implement systematic accountability to affected populations. The humanitarian reforms initiated in 2005 were supposed to improve predictability, leadership, and partnership. And the 2015 Grand Bargain agreement between donor governments and agencies sought greater efficiency. In 2020, the COVID-19 pandemic wrought yet another layer of policy and operational reckoning. This time, the reckoning was driven by a crisis both global and pervasive, one that demonstrated not only the interdependence of the global community but has also exposed existing inequalities and structural power imbalances. As societies were forced to confront racism and discrimination, the humanitarian sector grappled to respond

to its own legacies: colonial attitudes and institutional biases that have long been prevalent in humanitarian and development discourse.

Curious as to what role humanitarian principles and ethical frameworks would play in organisational decision-making at such a critical time, we embarked on a new research project, *Beyond the pandemic*. The study sought to ask how organisations would position themselves in their response to the pandemic, and how they would prioritise. Would there be a collective understanding of how to leverage the comparative advantages of diverse humanitarian actors in order to ensure complementarity? This research project is expected to run until May 2021, the findings of which will be published later in the year.

## KEY FINDINGS

### UNPACKING HUMANITARIANISM

**DIFFERENCES** The differences between humanitarian organisations are significant and this diversity needs to be recognised. Lack of clarity around the ‘why’ and the ‘how’ of humanitarian action increases the difficulty to uphold and implement broadly-defined common policy positions.

**MOTIVATIONS** Motivations matter more than labels in complex humanitarian environments. The humanitarian-development nexus is too simplistic a dichotomy to inform cooperation among those working in the landscape of aid in conflict situations.

**STRATEGIC CHOICE** Working in armed conflict needs to be a conscious strategic choice. This choice requires careful consideration as to the structural set-up of an organisation, and the ideological framework supporting its goals.

**HUMANITARIAN PRINCIPLES** How the humanitarian principles are applied determines the approach of organisations to conflict environments. When using humanitarian principles strategically, organisations focus on issues such as access and protection. When principles are used as contextual tools, organisations focus on protection as self-reliance and empowerment and accountability to affected populations.

**LEADERSHIP** Leadership matters when navigating conflict situations. What the board and ‘CEO’ of an organisation make of its mission or mandate, rather than the mission or mandate itself, informs an organisation’s strategic direction. Alignment between the global and local leadership is important if an organisation wants clarity and coherence in its vision of humanitarian action.

**INTER-AGENCY COORDINATION** Effective inter-agency coordination accommodates diversity while providing a framework to ensure complementarity of the actors involved. Comparative advantages are better leveraged when the development or strengthening of networks and consortia is accompanied by in-depth strategic thinking. Risk management approaches are not only important in informing individual organisational approaches in conflict environments, but they also influence the achievement of collective outcomes based on comparative advantages. In contexts where states are either party to the conflict or are responsible for serious human rights violations, it is particularly important not to consider comparative advantages only in terms of sectoral complementarities, but also in terms of who has what leverage to protect humanitarian space.



### Consultancy on Risk sharing

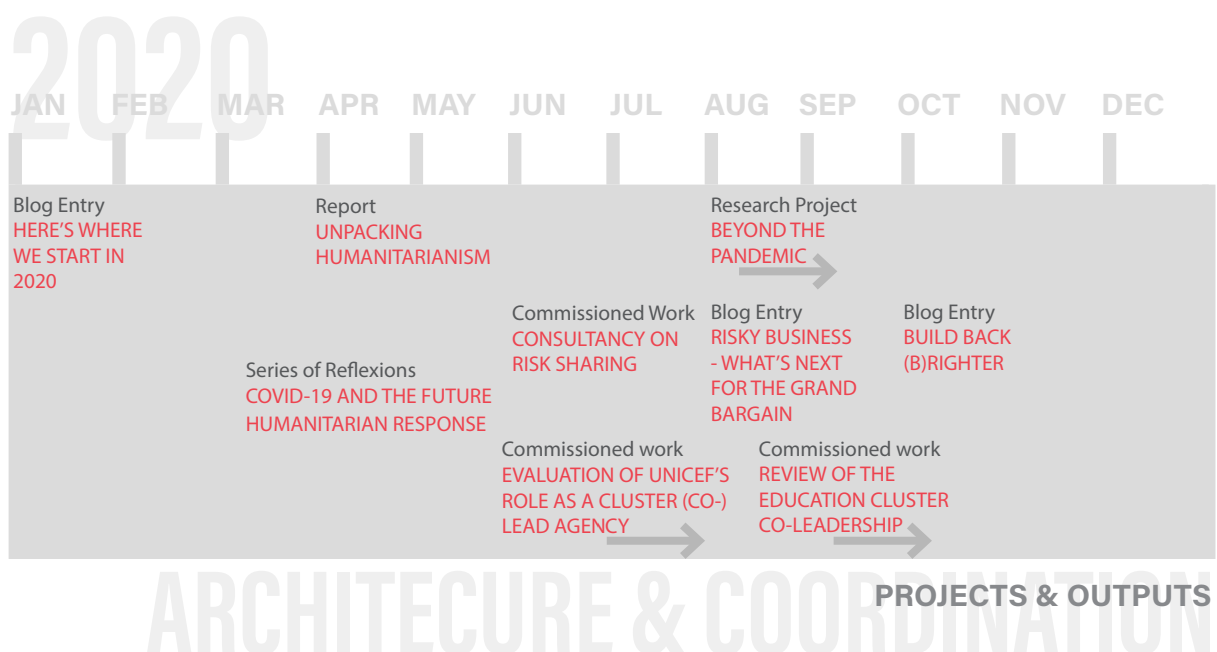
Risk is inherent to humanitarian action, given the environments in which humanitarian actors operate. In recent years, donors and humanitarian organisations have made significant investments in risk management systems and tools, and the issue of risk has come up in various consultations and discussions, including the Grand Bargain. To have an informed discussion during the 2020 Grand Bargain Annual Meeting on how to work toward better sharing of risks in the humanitarian sector, the Netherlands' MFA and the ICRC asked us to develop a discussion paper that highlighted the relevance, opportunities, and challenges in sharing risk. The overall conclusion of this research was that while there has been considerable progress with regard to understanding how to manage risk, the concept of risk sharing in the sector needed to be given serious attention. The paper's six recommendations addressed the 'what' of the discussion on risk sharing and

the 'where' in terms of the appropriate forum. The paper has been shared with the Netherlands' MFA, the ICRC and the participants of the annual Grand Bargain meeting, and is publicly available in our [online library](#).

## 6 ACTIONS TO BE TAKEN REGARDING RISK

1. TAKE A COMPREHENSIVE VIEW OF RISK AND PROMOTE A HOLISTIC APPROACH FOCUSING ON TRUST
2. CLARIFY THE MEANING AND IMPLICATIONS OF RISK SHARING
3. AGREE ON AN ACCEPTABLE LEVEL OF RISK AND ENGAGE THE SENIOR LEVEL
4. IDENTIFY THE APPROPRIATE FOCUS TO DISCUSS RISK SHARING LINKED TO PRINCIPLES AND COMMITMENTS
5. DEVELOP A RISK-SHARING AGENDA JOINTLY
6. CAPTURE THE LESSONS ON RISK FROM THE RESPONSE TO THE COVID-19 PANDEMIC

## TO GRAND BARGAIN SIGNATORIES RECOMMENDED





## TAKING STOCK OF 2020

*What did 2020 teach us?*

- *The effectiveness of humanitarian action cannot be dissociated from a rights-based approach. COVID-19 reminded us of how crises reveal ingrained social inequity. And that it is only if we address inequalities at the outset of a response that we can have any hope of making improvements.*
- *Remote data collection comes with opportunities but also limitations. While it means we can reach many more people in a short amount of time from the comfort of our desks, the inherent inequalities of the contexts that we look at mean that the data we retrieve via video-conferences and online surveys will be uneven by nature: participation to research interviews is conditioned on access to reliable broadband, sometimes jeopardising our goal to include all relevant actors. We have to continue keeping an eye out for quality.*
- *Regardless of the specific scope of a humanitarian research project or evaluation, in the end it comes down to making sure that we are investigating the right questions. And to get to the crux of the systemic problems, this, in turn, means asking whether we are “doing the right thing”, rather than if we are “doing things right”.*

**LaetitiavandenAssum**  @lvandenassum · 3 Apr 2020 14  
TIMELY: 4 humanitarian practioners & thinkers online for live discussion on #COVID19 implications for

## 2020 Fiscal Year Analysis

In 2020, HERE's overall level of income was CHF 569,022. This includes our core funding for a total of CHF 415,865 (compared to CHF 445,463 in 2019) and revenues from projects commissioned to us, which reached CHF 152,494 CHF (compared to CHF 179,343 in 2019).

Our total expenditures came to CHF 608,319, an increase of 8% compared to that one year earlier. The negative result is partly due to an unfavorable exchange rate NOK/CHF compared to the previous year, and to the

carry-over of several 2019 bills, which were recorded in 2020 accounts. Throughout 2020, HERE-Geneva has strengthened its financial management system and tools. We also expect to see a healthy financial situation for 2021 with an increase in income.

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

## Financial Statements

ASSETS		2020 (CHF)	2019 (CHF)
Cash and cash equivalents		18,186.46	3,112.65
Debtors	5.1	16,915.92	66,521.75
Prepaid expenses and accrued income		7,631.67	7,007.26
<b>Total current assets</b>		<b>42,734.05</b>	<b>76,641.66</b>
<b>Total Assets</b>		<b>42,734.05</b>	<b>76,641.66</b>
LIABILITIES			
Trade creditors	5.2	30,054.02	29,554.15
Interest-bearing short term debts		30.00	-
Other current liabilities	5.3	10,941.15	-
Accrued liabilities	5.4	8,701.40	14,783.17
<b>Total current liabilities</b>		<b>49,726.57</b>	<b>44,337.32</b>
Foundation capital		50,000.00	50,000.00
Retained earnings:			
- accumulated loss brought forward		-17,695.66	-79,698.46
- result of the period		-39,296.86	62,002.80
<b>Total equity</b>		<b>-6,992.52</b>	<b>32,304.34</b>
<b>Total liabilities and equity</b>		<b>42,734.05</b>	<b>76,641.66</b>

AS AT 31 DECEMBER 2020 BALANCE SHEET



## REVENUES

		2020 (CHF)	2019 (CHF)
Revenues Core funding	5.5	415,864.99	445,463.00
Commissioned pieces of work		152,494.02	179,345.74
Other revenues		663.10	507.85
<b>Total Revenues</b>		<b>569,022.11</b>	<b>625,316.59</b>

## OPERATIONAL EXPENSES

Project consultant costs		-46,373.93	-9,032.18
Project related salaries and social charges		-460,904.93	-433,091.35
Project related travel expenses		-3,402.65	-24,323.62
Marketing		-	-1,757.84
<b>Total operational expenses</b>		<b>-510,681.51</b>	<b>-468,204.99</b>
<b>Operational margin</b>		<b>58,340.60</b>	<b>157,111.60</b>

## GENERAL EXPENSES

Rent and maintenance		-38,602.35	-38,188.80
Administration costs		-33,218.91	-47,314.15
<b>Total general expenses</b>		<b>-71,821.26</b>	<b>-85,502.95</b>

<b>Result before interest and taxes</b>		<b>-13,480.66</b>	<b>71,608.65</b>
Financial income	5.6	49.83	613.74
Financial expenses	5.7	-8,135.97	-9,203.89
<b>Current operating result before taxes</b>		<b>-21,566.80</b>	<b>63,018.50</b>
Extraordinary income, out of period		500.00	-
Extraordinary expenses, out of period	5.8	-18,230.06	-
<b>Result before taxes</b>		<b>-39,296.86</b>	<b>-</b>
Taxes		-	-
<b>Result of the period</b>		<b>-39,296.86</b>	<b>62,002.80</b>

FROM 1 JAN. 2020 TO 31 DEC. 2020

PROFIT AND LOSS ACCOUNT



## WHO IS HERE?

### Board of Trustees

#### Chair:

**Daniel Toole**, Strategy and Management Consultant, development & humanitarian professional

#### Board members:

**Kathleen Cravero** Distinguished Scholar, City University of New York, School of Public Health and Public Policy

**Niels Dabelstein**, former Head of Evaluations at Danida

**Martha Maznevski**, Professor, Ivey Business School, London, Ontario

**David Noguera**, President, MSF Spain-OCBA (Operational Centre Barcelona-Athens)

**Balthasar Staehelin**, Director of Digital Transformation and Data, ICRC

**Laetitia van den Assum**, former Netherlands Ambassador, Independent diplomatic expert

### The HERE team in 2020

Executive Director: **Ed Schenkenberg van Mierop**

Research Director: **Marzia Montemurro**

Admin. & Finance Manager: **Sophie Parron**

Researcher: **Karin Wendt**

Junior Researcher: **Tim Buder**

Research Assistant: **Valentine Hambye**

*Special thanks to Enrique Jimenez (left HERE in January 2020); to Geerte Rietveld (left HERE in January 2020); to Murray Garrard (communications assistance over the year); to Anna Ploeg & Laurie Chartrand (Graduate Institute Capstone Project Research Team); and to Amanda Harvey-Dehayé (Independent Consultant collaborating on Becoming the MSF We Want To Be).*

*Many thanks also to our partners in 2020, SYNI, Boston University, and the Graduate Institute, and to our generous donors, the governments of Switzerland and Norway.*





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