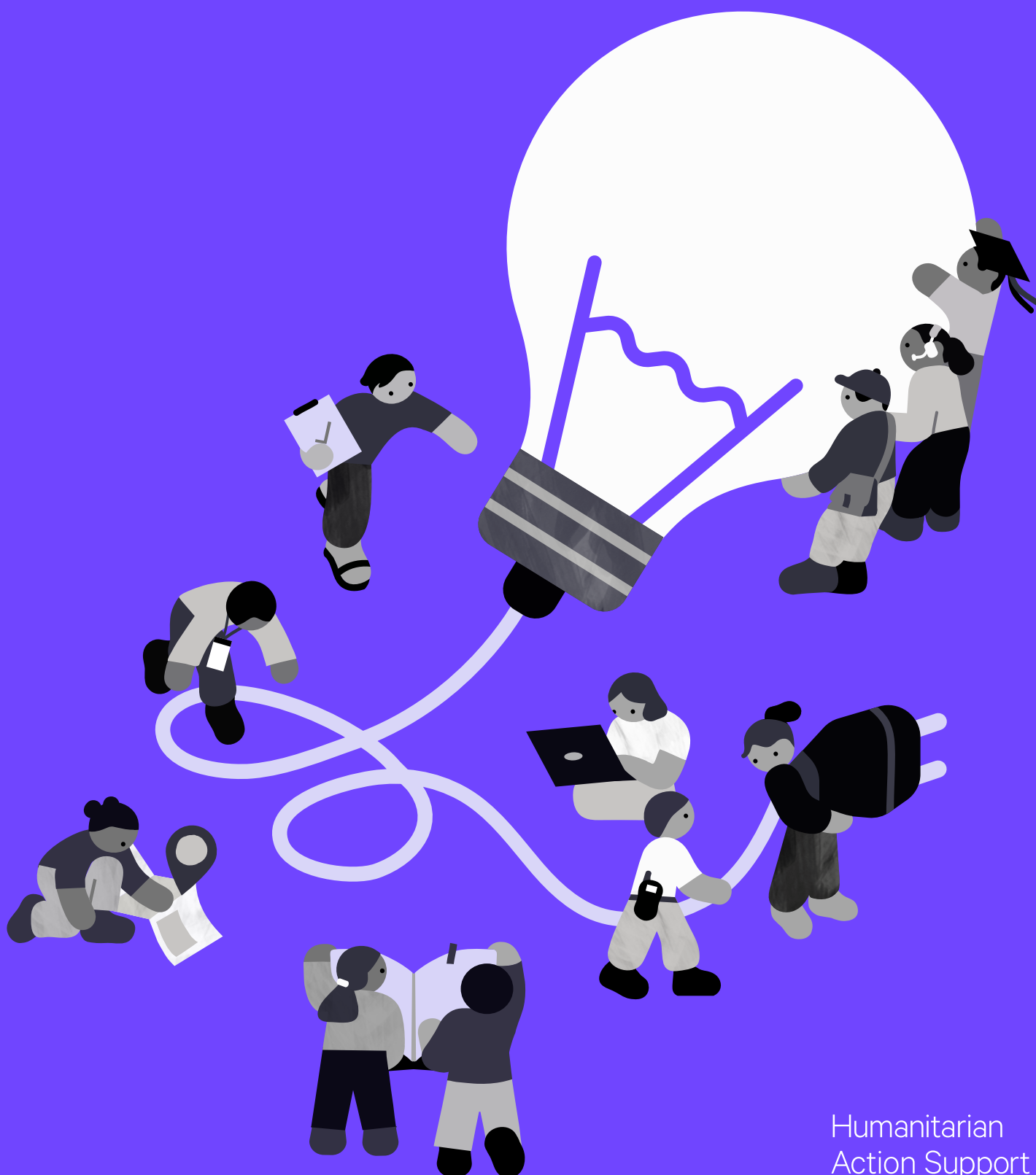




H2H Network Annual Report 2023



Humanitarian
Action Support

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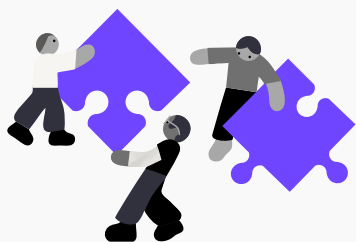
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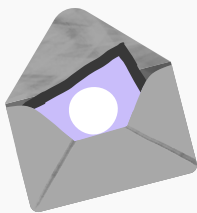
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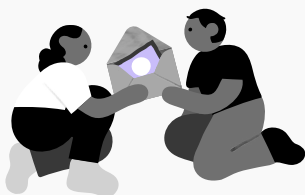
60
Members



2,35 Million
CHF turnover



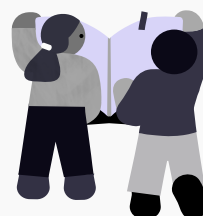
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Welcome note

H2H EXECUTIVE DIRECTOR'S OVERVIEW

FOREWORD

It is my pleasure to welcome you to our 2023 Annual Report. Reflecting on the past year, I am proud to highlight our commitment to supporting our members' work and enabling more impactful humanitarian response efforts, even in an exceptionally challenging year for the humanitarian sector.

2023 was a particularly difficult year, marked by the devastating conflict in Gaza, which resulted in immense human suffering and an undermining of the norms and laws which seek to protect civilians in conflict. Despite the relentless efforts of humanitarians, the crisis also underscored the severe limitations faced in alleviating suffering amidst ongoing conflict and impunity.

In addition, the crises in Sudan, Yemen, Afghanistan, and beyond, highlight that the system is unable to keep up with rising needs under its current model. The global funding environment has become increasingly challenging, particularly impacting many smaller H2H organizations and their ability to support—and when needed, shine a light on the limitations of—humanitarian operations and the ongoing evolution of the system.

Throughout the year, H2H Members have demonstrated how their work can make a real difference in crisis contexts. A key example is the H2H support package in response to the conflict in Sudan, where among the six members supported, IMPACT Initiatives provided rapid humanitarian situation monitoring and needs assessments to help inform the scale-up of the humanitarian response, and support evidence-based prioritization. The assessments contributed to the prioritization of the Darfur region and Khartoum State by international agencies, which in turn helped to increase the reach of the global response to people most in need.

Our commitment to helping the humanitarian system evolve is also reflected in our focus on innovation,

highlighted in this report. This includes building on our innovation accelerator to inform our new network innovation strategy. Based on this, we will continue develop our new Anticipatory Action programme, which launched at the end of 2023.

Within the H2H Network, under the strategic oversight of our outgoing Board Chair, Heba Aly, the H2H Network has continued to grow and evolve. In 2023, we strengthened our team, continued to professionalize our network structure, diversified our donor base, and welcomed new members.

Next year and beyond, I'm excited to begin developing our new strategy together with our new Board Chair, Karin Maasel, to guide the network, equip us to more fully engage with actors at the local and international levels, and take account of the increasing impact of the climate crisis on the most vulnerable. We will be consulting widely with our members and stakeholders to ensure this strategy reflects our collective vision and priorities. Thank you for your support and commitment to the H2H Network. Together, we will continue to seek to make a difference to the lives of those in need.



A handwritten signature in dark ink, reading "Kim Scriven".

Kim Scriven
H2H Executive Director

Welcome note

CHAIR OF THE H2H BOARD

As I step into the role of Board Chair, I look back on the H2H Network's role in 2023. The year prompted deep reflection on the state of the humanitarian system and the humanitarian principles. Our thoughts are with those enduring unspeakable suffering in Gaza, Ukraine, and Sudan; those devastated by natural disasters in Syria and Libya; and those living in crises that many have forgotten.

At H2H, we have shown a new approach to humanitarian action, one that effectively addresses current challenges faced by humanitarian responders while helping to build the resilience of the humanitarian sector as a whole. Those affected by conflict and disaster and those humanitarian responders working tirelessly on-the-ground need us to improve, meet increased demands, and offer innovative solutions that are scalable and that actually work. The H2H approach helps members tackle complex issues beyond traditional aid methods, leveraging their unique expertise and experiences.

Looking ahead, I am certain that the H2H Network will continue to grow in its potential to harness the collaborative spirit of its members, positioning us to implement solutions to enhance efficiency and accountability, to promote localization and foster innovation in the humanitarian sector. Our commitment to challenging traditional paradigms uniquely positions

us to influence this change, and we are grateful to the humanitarian partnerships, leaderships and donors that are continuing to support us in this mission.

Thank you, Heba, for your inspiring leadership of the H2H Network over the past years and for your continued dedication in your new endeavors. As I take up the role as H2H Board's Chair, I hope to build upon the energy and the ambition of the network, to diversify its membership and to find new ways of working together.



Karin Maasel
Executive Director, Data Friendly Space
Chair of the H2H Board

About the H2H Network

VISION

Our vision is that all people affected by crises and disasters are supported by effective, efficient and accountable humanitarian action. It's enabled by a system that is capable of meeting today's challenges while preparing for and adapting to those on the horizon.

MISSION

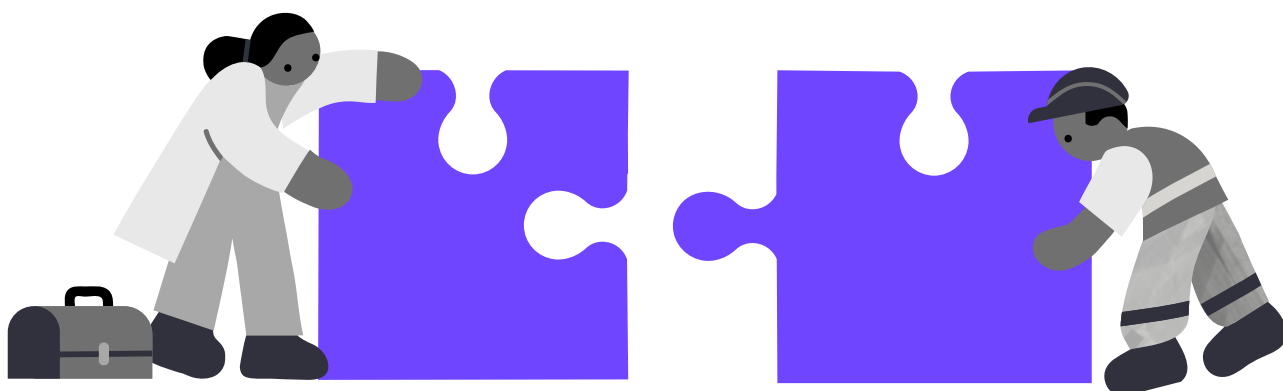
The H2H Network makes it easy for humanitarian responders to access independent, high-quality services and expertise that collectively enable them to better serve people affected by crises. We strengthen our members by fostering community, providing resources and brokering relationships that enable and catalyze change in the wider humanitarian system.

HOW WE WORK

In 2023, the H2H Network brought together 60 specialized independent humanitarian service providers who enable efficient, impactful and accountable aid during a crisis by facilitating and resourcing humanitarian-to-humanitarian (H2H) services for the wider system. These independent, cross-cutting services are well-suited to address many of the gaps and challenges that continue to hamper humanitarian action in specific emergencies.

Together, these organizations are leading efforts to transform and improve the global humanitarian response.

In response to crises, the network identify and create synergies between our members, as well as activate and disburse funds to members to meet specific needs in the wider humanitarian system. For example, H2H Members are creating better information, mapping, data, logistics, situation analyses, security, translations and accountability for humanitarian actors, as well as communication and engagement with the affected people.



H2H Members

DURING 2023, THE NETWORK CONSISTED OF 60 MEMBERS



The H2H Network emerged as a shared space for humanitarian service providers to discuss common challenges and develop collective solutions. Our members serve other humanitarians during crises and beyond. They can be categorized by the type of services they provide:

DATA MANAGEMENT AND ANALYSIS:

Independent data providers contribute with impartial analysis to inform policy and decision-making at all levels. Their services are publicly accessible to all humanitarian responders, supporting objective assessments of needs, program quality and response effectiveness.



2023 MEMBER HIGHLIGHT: Data Management and Analysis

Organization: [MapAction](#)

About: MapAction provides partners with the geospatial, mapping and data expertise needed to make key humanitarian decision. They do it through a team of 25 staff and around 80 expert volunteers, supporting local, national, regional and global partners.

Highlight from 2023: Starting in July 2023, in partnership with the European Commission's INFORM Risk Index, MapAction began supporting national disaster management authorities to reduce and address multiple risks, strengthen early warning systems and facilitate risk-informed development. INFORM subnational risk models are an important source of information for anticipatory action, development and preparedness projects. MapAction, in collaboration with several national partners and UN agencies, began this work with six countries: Eswatini, Madagascar, Saint Kitts and Nevis, Lebanon, Niger and Fiji.

"The addition of MapAction to the INFORM Partnership, and specifically their contribution to technical capacity for subnational risk assessment using INFORM Subnational, has led to a step change in INFORM's ability to provide technical support for partners across the globe. MapAction brings unique skills and ways of working that allow us to respond more quickly and dynamically to requests for support on subnational risk analysis that is having immediate impact on the availability of risk information at country level. Furthermore, we expect there to be a lasting legacy in terms of risk analysis capacity in governments, multilateral and civil society organizations that will contribute to humanitarian and development planning and crisis preparedness and anticipation."

ANDREW THOW, INFORM Global Coordinator at OCHA

COMMUNITY ENGAGEMENT AND ACCOUNTABILITY:

H2H Members strive to understand, communicate with and be accountable to affected communities. Through mechanisms to track needs, gather feedback and address complaints, they ensure that timely and relevant information reaches all stakeholders in accessible languages, formats and channels.



2023 MEMBER HIGHLIGHT: Community Engagement and Accountability

Organization: [Fondation Hirondelle](#)

About: Fondation Hirondelle provides information to populations faced with crisis, empowering them in their daily lives and as citizens. Each year, Fondation Hirondelle's teams support more than 500 local media organizations and provide training to more than 500 journalists, technicians and media managers. Through their work, millions of people in war-affected countries, post-conflict areas, humanitarian crises, and societies in democratic transition have access to media that speak to them and give them a voice.

Highlight from 2023: Studio Yafa is a radio, video and multimedia programme production studio facilitated by Hirondelle Fondation, dedicated to young people in Burkina Faso. Due to the increasing number of internally displaced people caused by the insecurity in the country in 2023, Studio Yafa aimed to be at the heart of the daily lives of vulnerable people through community radio stations. With a series of programmes such as "Yafa at school", "Yafa in the fields" and slots such as "Getting dengue and measles booster jabs", its humanitarian radio programming has reached about 35% of the population of Burkina Faso.

"Studio Yafa's programmes are very interesting and useful. They deal with a variety of issues, such as the promotion of our cultures, national news, health, and more."

ERIC SIB SIE, a radio listener in Gaoua

SECURITY, LOGISTICS AND PROGRAMME SUPPORT:

Catering to the needs of humanitarian organizations, H2H Members offer diverse services in security, logistics and programme support. Their accessible expertise empowers both international NGOs and smaller agencies, promoting localization and strengthening operational capacities.



2023 MEMBER HIGHLIGHT: Security, Logistics, and Programme Support

Organization: [The Global Interagency Security Forum \(GISF\)](#)

About: GISF is an independent, NGO, peer support network committed to keeping aid workers safe. Through training, guidance and collaboration, GISF equips humanitarian security specialists with the knowledge and tools they need. This helps to minimize risks to aid workers on the ground, so that organizations can continue to reach communities in need of humanitarian assistance around the world.

Highlight from 2023: From webinars to round tables, GISF hosted 29 events in 2023. These events enabled security specialists to exchange information and discuss operational challenges with other peers and invited experts. This included five workshops in different global locations on topics covering regional crisis management, cultural intelligence and partnerships.

“Our events provide valuable opportunities for members and associates to actively participate in discussions centered around security risk management (SRM). They facilitate the exchange of security information and the discussion of operational challenges. Our network of security professionals enables us to collaborate with experienced facilitators and a diverse array of NGOs, allowing for the sharing of knowledge and SRM best practices. This fosters skill development and encourages cooperation among individuals and organizations.”

HEATHER HUGHES, GISF Head of Global Membership & NGO Services

QUALITY AND SECTOR PROFESSIONALIZATION

H2H Members play a vital role in professionalizing the humanitarian sector. They establish competencies, standards and systems, providing direct support for capacity building. By promoting universal minimum standards, they enable crisis-affected communities to hold humanitarian responders accountable.



2023 MEMBER HIGHLIGHT: Quality and Sector Professionalization

Organization: [Sphere](#)

About: Sphere defines, promotes and applies humanitarian principles and minimum standards to ensure lifesaving, protective and accountable responses to crises. Among other activities, Sphere supports a community of practice, including Sphere practitioners, members, focal points, trainers and other partners. This community leads local implementation, advocacy, training and networking initiatives.

Example of work from 2023: During 2023, Sphere recorded 139 events within their different programmes on its events calendar. One example was the Programme for Ukraine and Eastern Europe, which included over a dozen training events, as well as the translation of the Sphere Handbook into four new languages: Ukrainian, Polish, Romanian and Slovak. The programme also established five new focal points, which disseminate knowledge and promote the application of the Sphere principles and standards.

“Thanks to the workshop I attended, we can improve our work and make better decisions...”

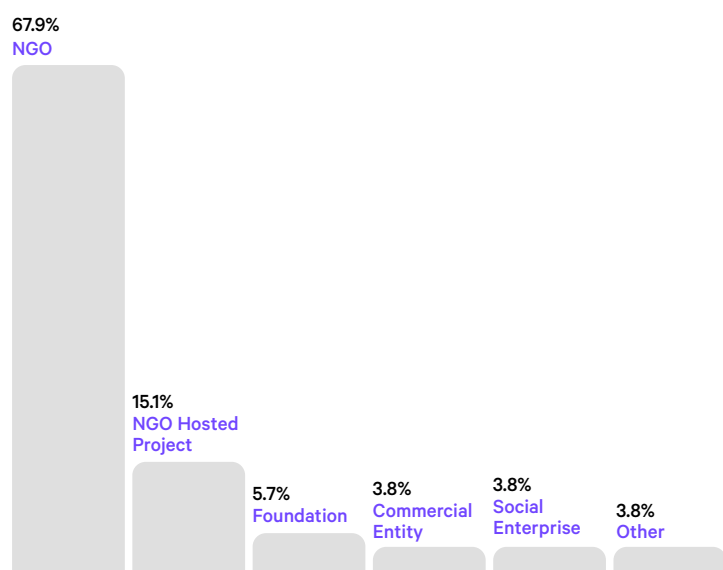
DIANA ANTIR, Project Coordinator and Sphere focal point representative, Caritas Moldova

“I now wish to become a Sphere trainer so I can roll out this knowledge to organizations in Moldova and Romania... as I see a great need for capacity building there”

BOGDAN ANDREI, Consultant

H2H Members differ in many aspects, including their origins, legal status, size, and operational methods. In 2023, we celebrated the network's diversity, as illustrated in the data below:

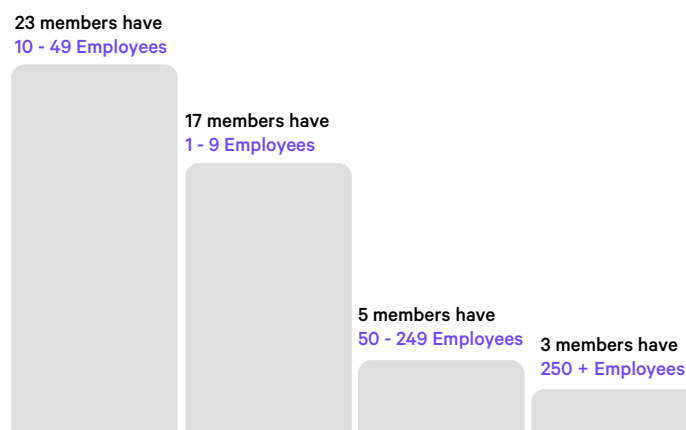
Legal status of H2H Members



H2H Members' number of paid employees

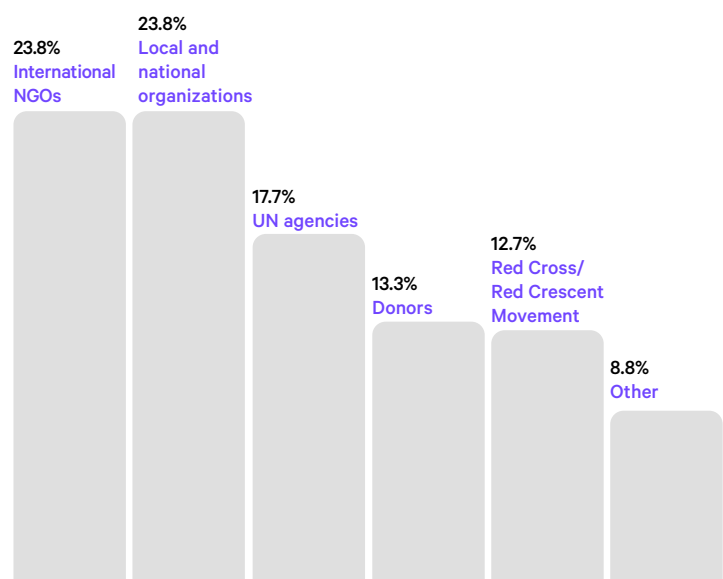
Four members do not have any paid employees

H2H Network's largest members tend to also undertake direct programming and/or be multi-mandated



Primary end users of H2H Member services

End users in 2023 by Category

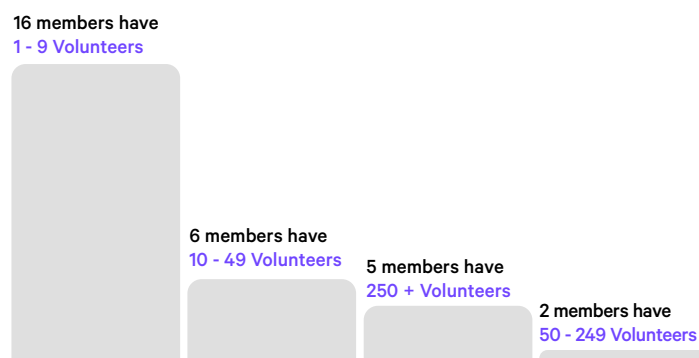


Number of H2H Member volunteers

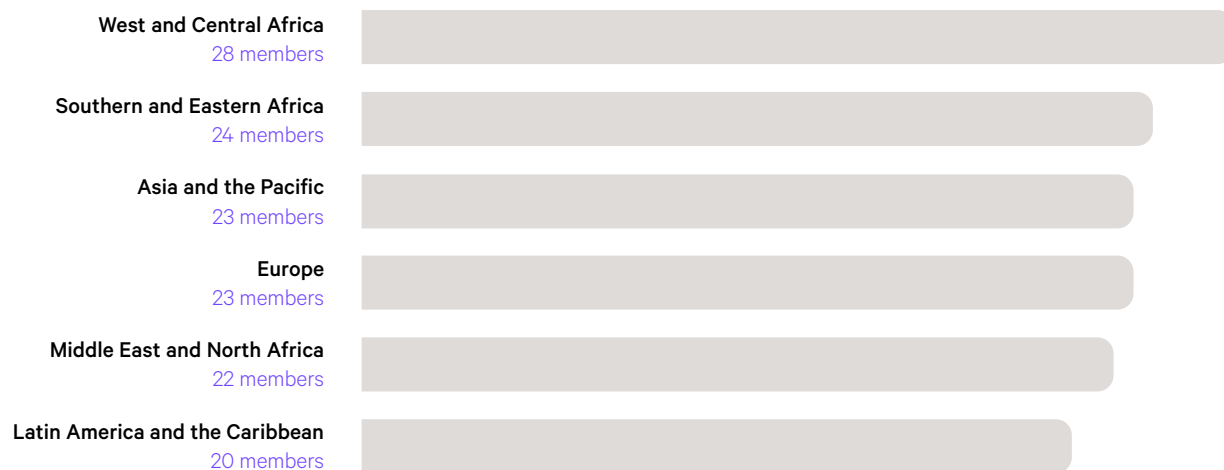
23 members do not have any volunteers

Three members have close to 2000 volunteers

The member with the most volunteers, CLEAR Global, has up to 106,000 volunteers



Where H2H Members implemented projects and activities in 2023



In addition, 44 members implemented cross regional projects

Member Snapshot:

CLEAR Global

CLEAR Global is a nonprofit helping people get vital information and be heard, whatever language they speak. CLEAR stands for community, language, engagement, accountability, and reach, the cornerstones of their work around the world. Their leadership has expertise in a variety of industries — international assistance, big tech, nonprofit leadership and cutting-edge language technology. They bring decades of experience and diverse perspectives to CLEAR Global, to better understand and address communication needs globally.

“We know that language matters in every single response. Though the contexts (of Pakistan and Somalia, where CLEAR Global used H2H funding to implement projects) were somewhat new to us, we brought in our learning about systematizing multilingualism and contextualized nuances to develop practical and agile recommendations, such as helping organizations have a practical planning tool to understand how flood risk might intersect with language marginalization in Pakistan, or where language marginalization is compounding other exclusion factors in Somalia.”

Emily Elderfield
CLEAR Global

Number of employees:

107

Number of volunteers:

106,000

Legal status:

NGO

Year the organization was founded:

1993



New Members:

In 2023, the H2H Network was pleased to welcome two new members:

FLOWMINDER

By using mobile operator, geospatial and survey data, [Flowminder](#) enables decision-makers to access the data they need to transform the lives of vulnerable people. Through partnering with mobile operators, humanitarian and development agencies and/or governments, they leverage big data to improve responses, programmes and interventions in many sectors, from disaster management to health or official statistics. Their data analytics add new strength and depth to the range of specialized services within the H2H Network.

“Having joined the H2H Network, we’re looking forward to working with a community dedicated to driving change in the humanitarian sector. We strongly believe in the value of providing open-source technical services to humanitarian responders, and we see the network as a powerful means to achieving this and establishing strong connections to expand our impact in the countries in which we work.”

FLOWMINDER.ORG

DANIEL POWEL

Flowminder’s Managing Director

CENTRE OF COMPETENCE ON HUMANITARIAN NEGOTIATION (CCHN)

Facilitating analysis and sharing of experiences around humanitarian negotiation, [CCHN](#) provides a space for dialogue across organizations. By fostering a community of humanitarian practitioners engaged in critical frontline negotiations, CCHN enables the provision of humanitarian aid to crisis-affected populations in even the most challenging of contexts, securing access and promoting the safety of aid workers. This vital service is increasingly important in the sector, and we’re delighted to have CCHN join the H2H Network and promote their important work.

“We are excited to join H2H Network’s global and thriving community. At the Centre of Competence on Humanitarian Negotiation, we bring together humanitarians from different backgrounds, contexts and agencies to help them scale up their negotiation capacity, collect practices and foster a more collaborative humanitarian sector. We look forward to connecting with like-minded organizations and benefiting from the rich exchanges of being an H2H Member.”

**FRONTLINE
NEGOTIATIONS**

CENTRE OF COMPETENCE ON
HUMANITARIAN NEGOTIATION

JOËLLE GERMANIER

CCHN’s Director

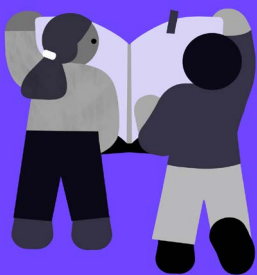
2023 in Focus

In 2023, the H2H Network worked hard to support international humanitarian responses to become more efficient, effective and accountable to better meet the needs of crisis-affected populations. H2H Members developed new solutions to the problems facing humanitarian response, simultaneously delivering services and demonstrating new ways of working.

From natural catastrophes to conflicts, communities faced extraordinary challenges. The H2H Network supported the aid system in responding by activating its funding mechanism three times during the year. First, following the devastating earthquakes that hit Türkiye and Syria in February, then in response to the escalation of the conflict in Sudan in April, and again after Storm Daniel struck in Libya in September.

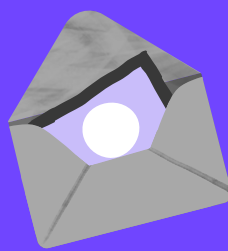
To further respond to rising humanitarian needs, the H2H Network deepened its focus on innovation as a driver of change, given that H2H Members have often been at the forefront of bringing new ideas to bear in the sector. This year, the network supported member innovations through the H2H Accelerator Programme, and it also developed an H2H-specific innovation strategy.

Throughout the year we kept building community among our members to support each other and find synergies. We provided resources to enable timely member projects to fill response gaps, and we facilitated and brokered to enhance the uptake of our members' services. The work corresponded to our three strategic pillars:



Building Community

Sustaining a vibrant H2H Network community



Providing Resources

Providing value-added resources to enable our members' work



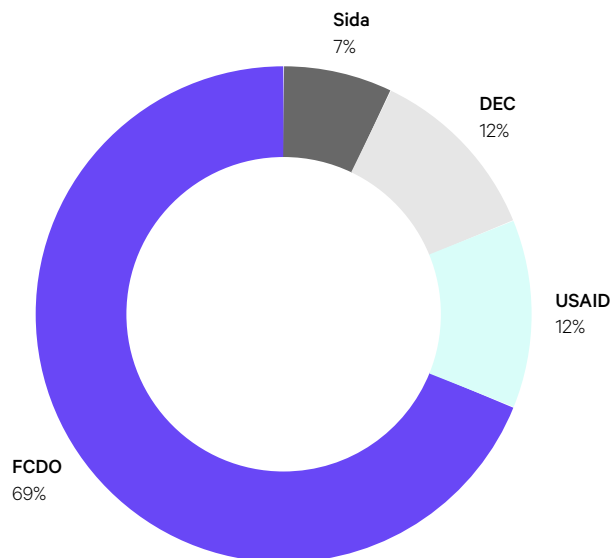
Facilitation and Brokering

Engaging with the wider system and catalyzing change

Resource allocation in 2023

Programmes	1,415,309 CHF
Providing resources	1,415,309 CHF
Building community	26,146 CHF
Facilitation and Brokering	31,359 CHF
Human Resources and Support	779,467 CHF
Human Resources	661,740 CHF
Support costs	117,728 CHF
DRC (host) Overhead:	146,029 CHF
Total	2,351,101 CHF

Funding overview in 2023



Member Snapshot:

Bioforce

Bioforce contributes towards the professionalization of the aid sector as a specialized learning center by humanitarians for humanitarians. It aims to support the evolution of the aid sector, as well as encourage its actors to develop sustainable solutions. Bioforce's extensive trainings range from shorter programmes to full diploma courses with a technical and operational approach to the humanitarian sector. It targets those who want to become aid workers and those who wish to increase their skills in their humanitarian profession. In addition, they work with staff of different local and international aid organizations through bespoke learning programmes.

"We train around 650 people per year in our diploma courses, both in Europe and in Africa. For the people trained, we know it makes a difference; many of them express that it changes their lives. We enable an effective entrance to the sector for newcomers and provide humanitarian staff with the ability to develop their skills."

Dorothee Lintner
Managing Director of Bioforce

Number of employees:

50

Number of volunteers:

15

Legal status:

Association

Year the organization
was founded:

1988



To date, the H2H Fund has created 20 service packages to support humanitarian responses in the immediate aftermath of natural disasters and rapid conflict escalation. The amount allocated is based on available resources, needs and operational considerations. The H2H Fund activation process is coordinated by the H2H Team. It involves the following steps:

- 1 Assessing crisis triggers, including the nature of the emergency and the need for the type of specialized services provided by H2H Members
- 2 Coordinating with humanitarian actors who operate in the context to select the most relevant and impactful projects to fund
- 3 Managing all aspects of the grant agreements, such as contracts, financial transactions and reporting
- 4 Designing an integrated package of H2H Member services to address the gaps and cross-cutting priorities in the humanitarian response
- 5 Supporting the collaboration between H2H Members to maximize the impact of the service package beyond individual projects
- 6 Coordinating with humanitarian stakeholders in-country to ensure that the resources produced are accessed and utilized
- 7 Facilitating learning and evaluation processes to review the impacts, achievements and challenges of the intervention

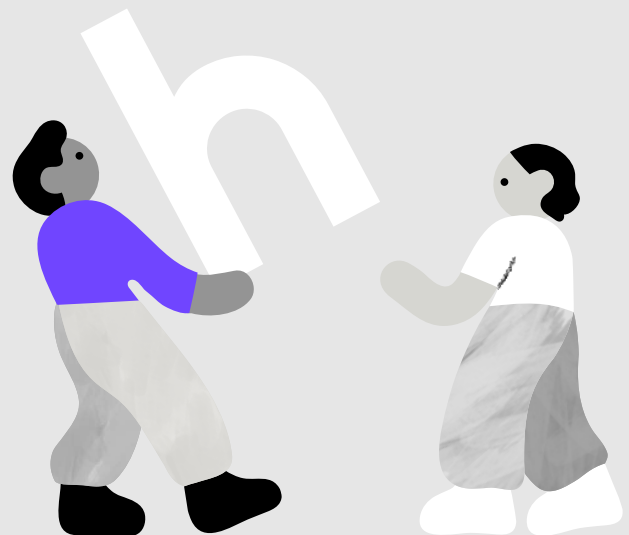
All services funded by the H2H Fund are put together as a package, designed to inform and strengthen the wider humanitarian response. They are free of charge and accessible to all humanitarian responders. Services provided by H2H Members include specialized tools, innovative resources, and products that can be categorized into our four service categories: Data Management and Analysis; Community Engagement and Accountability; Security, Logistics, and Programme Support; and Quality and Sector Professionalization.

Providing Resources

In order to support network members to deliver specialized services in crises, the H2H Network provides resources to members in a timely and efficient manner to respond to identified needs at the operational level through the H2H Fund.

In 2023, the H2H Fund was activated to focus on new system-level approaches to better meet the needs of crisis-affected people. We finalized the innovation accelerator, which pioneered a fast-moving programme to support innovative project development by H2H Members. The accelerator provided a combination of coaching and funding for three H2H Member initiatives that focused on tackling complex problems. It resulted in new approaches to managing multiple humanitarian data-sets, improved humanitarian climate crisis response and preparedness, as well as localized production and procurement for humanitarian action.

Throughout the year, in addition to wrapping up previous fund activations for the flooding in Pakistan in 2022 and the drought in the Horn of Africa, the H2H Fund was activated to develop new service packages aimed at boosting the effectiveness of the response to three crises:



Earthquakes in Türkiye-Syria

Following the earthquakes that hit southeast Türkiye and northwest Syria in February 2023, the H2H Fund enabled five H2H Members to support reconstruction engineers, resilient healthcare systems, data communication and engagement ecosystems, quality and accountability standards, and information about the needs of affected communities.

WHEN: February 2023 – August 2023

WHERE: Türkiye and Syria

RESOURCES ALLOCATED: CHF 234k

Category of service	Project	Service providers
Community engagement and accountability	Provided contextual data on information, communication and dialogue. Improved responders' ability to include affected people in decision making, engaged with all stakeholders in planning, identification and mitigation of risk, and supported communication infrastructure recovery.	CDAC Network, CLEAR Global & Insecurity Insight
	Enhanced data and information sharing among Syrian actors, including Syrian diaspora organizations and national NGOs, as well as between local and international humanitarian actors. Documented the role of diaspora in the response and coordination model through an after-action and real-time review.	DEMAC
	Completed a scoping mission to embed perception work in the response processes from an early stage, and designed a longterm mixed-methods perceptions tracking approach. Conducted qualitative research to inform the response with the views of affected people and frontline workers.	Ground Truth Solutions
	Informed short and long term response measures to communicate the needs of affected communities by sharing their stories and amplifying their voices.	The New Humanitarian
Security, logistics and programme support	Supported earthquake-affected healthcare facilities in northwest Syria by repairing medical equipment locally. Assisted healthcare and technical staff in the maintenance of medical devices to ensure their functionality.	Field Ready
Quality and sector professionalization	Supported the operational post-earthquake response in Türkiye to deliver aid that meets quality and accountability standards in line with the Core Humanitarian Standards (CHS).	CHS Alliance
	Empowered engineers to provide safe, effective and suitable support to the humanitarian response in northwest Syria, as well as strengthening locally led training initiatives and on-ground engineering training capacity.	RedR UK

IMPACT:

The benefits of the H2H Fund activation were registered equally by local partners in both the Turkish and northwest Syrian contexts. This was particularly important, given the instability of cross-border aid programmes from Türkiye into northwest Syria. The roughly 50-50 split in funding allocations contributed to this, as did the inclusion of a large, multi-member project spanning the response in both contexts. It also speaks to the high degree of local contextualization seen in the project designs in both countries, where the needs and constraints of Syrian diaspora organizations and healthcare facilities were given a central place in the program designs; as were the specific challenges of community feedback in Türkiye.

The timeliness of the activation was a demonstrable added-value for the quality of the response. By launching the activation only three weeks after the earthquake, H2H Network created the space for members to embed communication, community engagement and accountability processes at the onset of the response, as well as to provide vital logistical support to response teams inside northwest Syria at the earliest possible opportunity.

DEMAC and Field Ready products were designed using unique approaches to local partnership, which were then associated with demonstrably high levels of local ownership, engagement and uptake. Analysis of local community perceptions by Ground Truth Solutions filled massive gaps in the international response, and key response tools were translated into several relevant languages for the affected population by CLEAR Global.

Conflict escalation in Sudan

In response to the rapid conflict escalation in Sudan, the H2H Network activated its funding mechanism to support the humanitarian response in the affected region. The funding enabled six H2H Members to provide critical services that addressed security and safety measurements, rapid needs assessments, communication and engagement with affected people, as well as access to information.

WHEN: **June 2023 – October 2023**

WHERE: **Sudan**

RESOURCES ALLOCATED: **CHF 325k**

Category of service	Project	Service providers
Security, logistics and programme support	Informed the aid community about how violence impacts the delivery of aid, healthcare, education and protection; strengthened predictive and mitigation capacities within the aid sector to enable better responses that respect humanitarian principles and protect staff.	Insecurity Insight
Community engagement and accountability	Supported humanitarian responders and decision makers to improve communication and engagement with conflict affected people in order to ensure that their voices and priorities informed an accountable response. Enabled guidance on how the affected population can make safety decisions and know how to access essential aid and services.	Internews, CDAC Network and DEMAC
	Informed short and long term response measures and communicated the needs of affected communities by sharing their stories and amplifying their voices.	The New Humanitarian
Data, information management and analysis	Conducted rapid needs assessments and monitoring in Sudan and neighboring countries such as Chad, CAR and South Sudan, to provide a better understanding of the needs of refugees, internally displaced people and those affected by the conflict.	IMPACT Initiatives

IMPACT:

The effects on the wider international system in Sudan speak to the relevance of H2H Network's products and services in contexts where movement is constrained and international organizations are absent. In these contexts, H2H Members provided a valuable combination of needs analysis, community engagement and communication activities. These activities centered the voices of affected people.

The first six months of the crisis saw a withdrawal of international staff and closure of operations for almost half of the INGOs that were operating in Sudan at the start of 2023. Movement inside Sudan was restricted, and humanitarian access was extremely limited. In this period, reliable information about humanitarian need was largely absent. The initial focus of the response was on Khartoum and the east of the country. But in the months that followed, the conflict spread west to include both urban and rural contexts in the regions of Darfur and Kordofan. In this light, the value of the H2H Fund activation lay in large part in the ability of its members to implement primary data collection activities inside Sudan, conduct rigorous and timely social media monitoring, and provide reporting that centered the voices of affected populations, as they sought to mitigate the risks posed by the conflict. By coordinating and disseminating this work through the major coordination fora at country and regional levels, H2H Members were able to raise awareness among the international community of the evolving needs as the conflict became more widespread and protracted. A critical component of the H2H Fund Activation was the emphasis on sharing community perspectives on the crisis and the international response. Community feedback, perspectives and concerns were collected, analyzed and shared with the key agencies involved in coordinating the international response.

Floods in Libya

The H2H Fund activation following the floods in Libya enabled five H2H Members to provide services to improve the response to humanitarian needs. The package of services addressed gaps in information, analysis, communication and capacity building to strengthen the humanitarian response.

WHEN: **October 2023 – March 2024**

WHERE: **Libya**

RESOURCES ALLOCATED: **CHF 324k**

Category of service	Project	Service providers
Security, logistics and programme support	Strengthened predictive and mitigation capacities within the aid sector to enable better responses that respect humanitarian principles and protect staff and aid access. Informed the aid community of sentiments towards the aid response, as expressed on social media.	Insecurity Insight
Data, information management and analysis	Provided humanitarian decision-makers with timely, comprehensive, and targeted analysis to increase contextual understanding of current and future humanitarian impacts by providing analytical reports.	ACAPS
	Provided coordinated information management to guide humanitarian actors in flood-hit areas. Enabled the humanitarian community to provide effective response assistance to crisis-affected communities with timely information.	IMPACT Initiatives
Quality and sector professionalization	Empowered in-country training initiatives and strengthened on-ground training capacity in East Libya for a sustainable and locally-led response into the future.	RedR UK
Community engagement and accountability	Built more coherent communication and collaborative decision-making by responders, media and other communication actors through social listening and other pathways of engagement.	CDAC Network

IMPACT:

By providing collective communication strategies or delivering independent analyses of community needs and perspectives, H2H Members added clear value to the international actors working in the Libya flood response. They delivered evidence-based perspectives on the effectiveness of the response and identified the most critical needs.

The absence of a cluster coordination system and gaps in humanitarian needs analysis in the country meant that the data and information management services provided by H2H Members were particularly valuable to international organizations responding to the flood. However, the uptake and use of H2H products and services at the operational level were limited by the restricted space for international actors to operate in Libya, combined with the relatively small national civil society ecosystem. Moreover, the difficulty of operating inside Libya and the short timeframe for the humanitarian response hampered the impact of members' products and services on the relief efforts.

Given these challenges, reconsidering the range of products and services offered in contexts as restrictive and time-bound as the Libya flood response is suggested. Providing a more narrowly curated range of services might help focus resources on the most useful and usable products for humanitarian response actors. The findings from this response also highlight the potential benefits of ongoing stakeholder engagement between individual activations to increase the fund's impact on long-term system change and improve preparation for sudden-onset crises.

Fund Allocations

Total Resources Allocated:	Average Grant Amount:	Projects Funded:	Members Funded:
1.4m	48k	30	18

INDICATIVE FUND ALLOCATIONS PER H2H SERVICE CATEGORY:

49%	23%	15%	13%
Community engagement and accountability	Data, information and analysis	Security, logistics and programme support	Quality and sector professionalization

Member Snapshot:

Humanitarian Advisory Group:

Humanitarian Advisory Group brings fresh thinking to challenge the status quo of humanitarian aid. As an ethically driven business, they combine humanitarian passion with entrepreneurial agility to think and do things differently. They do this by providing research and reflection, connection and collaboration, training and facilitation, as well as guidance and advising. They work alongside governments, local and international NGOs, the United Nations, universities, the private sector and regional inter-governmental bodies to deliver services that will enhance and support their work. They are results-focused thinkers and doers, with a focus on the Indo-Pacific.

“We exist to support other agencies. We listen. We are responsive. And we hear what agencies need. We develop tools to make it easier to integrate all the different cross-cutting issues. We want to show that if you’re doing things better in one area, that will often have positive effects in other areas, as well.”

BETH EGGLESTON

Co-Founder and Director at Humanitarian Advisory group

Number of employees:

12

Number of volunteers:

0

Legal status:

**Social
enterprise**

Year the organization
was founded:

2012

HUMANITARIAN
ADVISORY GROUP



Building Community

As a shared space for independent humanitarian service providers to discuss common challenges and explore solutions, community building is core for the H2H Network. By working together as a community of service providers, we improve quality, reduce duplication and drive innovation by introducing new options and perspectives.

There were many ways that members shared and discussed their projects, challenges and collaboration insights in 2023. H2H Members accessed information and support through our H2H Member platform and newsletters, as well as over 20 collaborative engagement events. Our webinars enabled opportunities for members to learn from and about each other's areas of expertise and strengthen the links between them. Through external speakers or experts within the network, we explored solutions and synergies, as well as how to support each other on themes like cyber threats, reducing carbon footprints, signing the Climate Charter, using mobile operator data in disaster response and Artificial Intelligence.

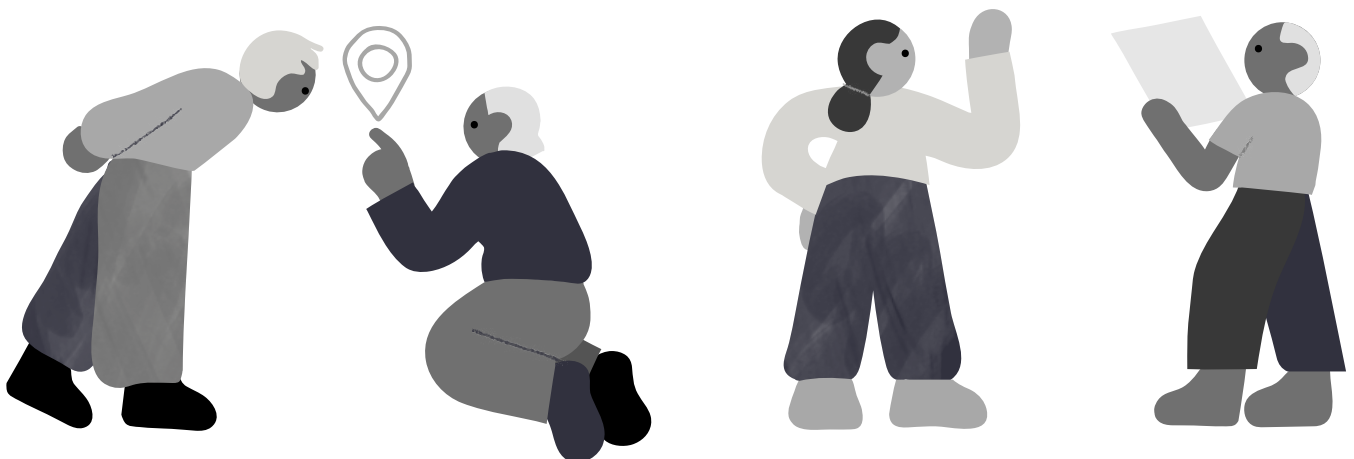
“H2H enables getting to know other agencies and the people who work for them - which makes it easier to reach out and establish trust.”

RESPONSE IN THE H2H MEMBER SURVEY

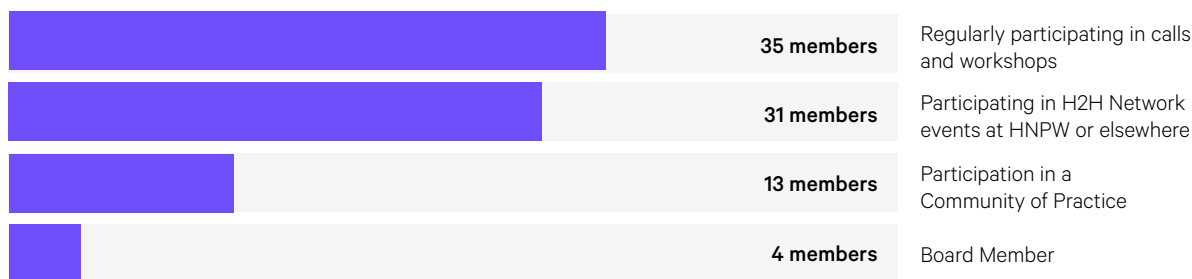
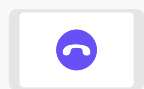
Our Communities of Practices (CoP) also fostered a culture of collaboration and peer-to-peer support within the network. The most active CoP in 2023 was the H2H Communications CoP. In an independent study, conducted to inform the development of other H2H Community of Practices, members interviewed noted the H2H Communications CoP is a space where they seek social learning and find value in contributing time and resources to collective problem-solving. Many expressed that the CoP was valuable and that they often attended meetings because of the focus on tools and solutions they could incorporate immediately into their work.

“I am the only communications staff in my organization, so discussing with others who work in communications is so refreshing and helps me not to feel isolated.”

SURVEY RESPONSE FOLLOWING A CALL WITH THE H2H COMMUNICATION COMMUNITY OF PRACTICE



HOW MEMBERS ENGAGED IN 2023



7 Crisis watch calls

1 Community of Practice calls



5 Webinars

2 Network Assemblies



10 Internal newsletters

3 Support packages enabling member collaborations

“Collaboration supported through the H2H Fund has seeded further collaboration on other projects.”

RESPONSE IN THE H2H MEMBER SURVEY

Member Snapshot:

Medical Aid Films:

Medical Aid Films creates quality media and communications to support disadvantaged communities and health workers to enhance health and wellbeing. The organization grew from the experiences of a midwife, who, whilst working in Darfur, saw babies dying needlessly, and sought a way to share life-saving health information with health workers and mothers using film as a sustainable resource. Today, Medical Aid Films reaches millions of people through their quality, engaging and inclusive content.

“When the films were screened, the women were overwhelmed and delighted; they had never seen content in their own language before, and the fact that this content would help them save lives was amazing for them.”

CATHERINE MCCARTHY

Medical Aid Film's former Chief Executive

Number of employees:

38

Number of volunteers:

0

Legal status:

NGO

Year the organization was founded:

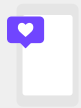
2007

MedicalAidFilms

Brokering and Facilitation

The H2H Network envisions a humanitarian system capable of meeting today's challenges while preparing for and adapting to those on the horizon. This requires advocating for system change and demonstrating how the H2H approach of specialized humanitarian services can help build a different kind of humanitarian action.

We do this by building stronger engagement with the wider humanitarian system and promoting H2H Members and their work, while convening humanitarian-to-humanitarian support.



4 Blogs

50% Increase
in followers on
social media



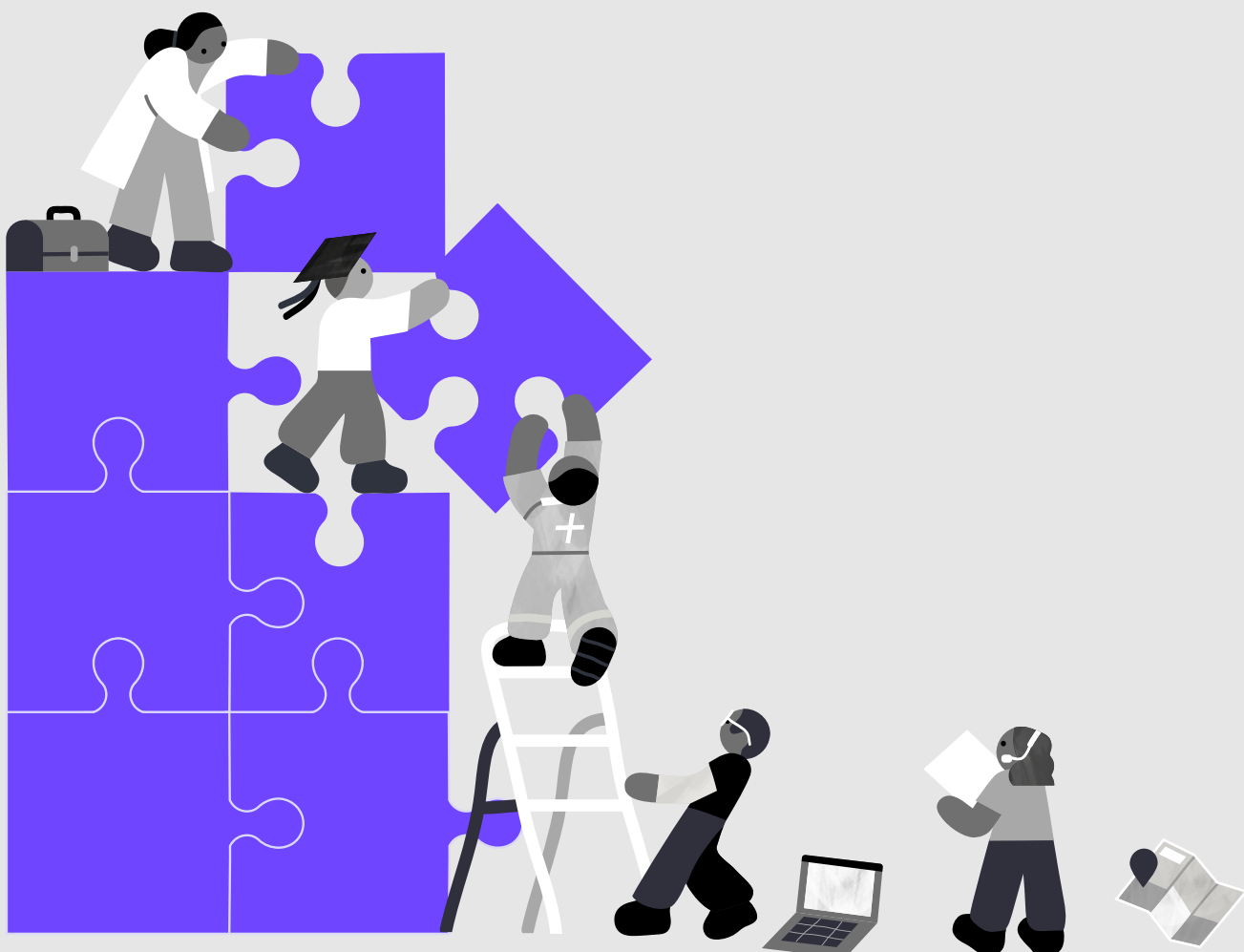
1 Field visit

3 Panel discussions



9 Newsletters

5 International
Humanitarian events
participation



During 2023, we increased H2H Network activities to linking members to the wider humanitarian system and supporting them in improving the relevance, visibility and impact of their work. H2H expanded its reach via social media and monthly newsletters, including ReliefWeb, as well as through communications and external engagement activities, at international, regional and local response levels. We also participated in major networking events across the sector, such as the Humanitarian Networks Partnerships Weeks, the European Humanitarian Forum and AidEx.

As an example, at the Humanitarian Networks and Partnership Week (HNPW) 2023 and the 2023 Humanitarian Leadership Conference, we hosted panel discussions where we explored the reasons why innovation in the humanitarian sector has failed to live up to its big promise to solve intractable problems and drive improvements. The panels gathered participants from the USAID-funded H2H Innovation Accelerator programme. Panellists reflected on diverse innovations that support the humanitarian system through the lens of what was learned in the programme. Here are the five key takeaways:

- ① Innovation in the humanitarian system needs to focus on transformation rather than simply applying new tools and technologies.

“Innovation has been lost in translation, and what humanitarian organizations need to do today is not necessarily innovate but transform, especially towards a digital transformation journey. This journey is not a linear path.”
 – **CAMILLE GALLET**, Relief Applications
- ② Reflecting on how we work is fundamental, but it is something we don’t spend a lot of time thinking about. We need to ask ourselves if our actions speak to the changes we want to bring about.

“We’re not going to make things different by doing them the same. The system of humanitarian action is perfectly designed for the way it works now, and when we are trying to do anything differently, we start seeing all of the things that keep it rigidly, exactly the way it is.” – **PAUL KNOX-CLARKE**, ADAPT
- ③ A recognition of a need for new ways of working is central to the H2H Network, and it is clear that the best way to get there is by thinking and acting collectively.

“Coming together in groups to tackle complexity, instead of staying in silos in-house, enables us to get a much better picture of the reality of the situation.” – **HELEN KEARNEY**, H2H Network
- ④ Today’s humanitarian challenges require complex transformations in response – not simply a new product or service. The panellists detailed how the issues they are seeking to address required them to push beyond existing practices and develop new ways for multiple parties to work together. The messy and nonlinear pathway to change may be part of the reticence of humanitarian organizations to contribute to the transformation. In complex challenging contexts, such as the humanitarian sector, innovators need to step back and take a ‘big picture’ approach.

“During the H2H Innovation Accelerator Programme, we had to embrace the complexity, which is unusual because normally we’re being told to simplify a project and look at the simplest thing we can do, and not embrace the enormity of it all.” – **ANDREW LAMB**, Humanitarian Logistics Association
- ⑤ Transformations need a holistic, collaborative approach in order to succeed. It is essential to adapt to the surroundings and not only focus on what they want to bring to the table.

“One of the big barriers we found in accelerating our initiative, Local Procurement Learning Partnership, which tries to bring together as many different stakeholders as possible to better engage in local procurement, was sort of a bureaucracy clash between the humanitarian and development organizations and donors. That’s when we realized that it’s more about process innovation than the actual product innovation that we must focus on to succeed.” – **GEORGE FENTON**, Humanitarian Logistics Association

Impact and Learning

The humanitarian system's go-to approach to measuring programme effectiveness and impact is not designed for H2H Members who are doing things a bit differently. They have all spotted a gap in the humanitarian system or identified a need for a new way of working, and they have developed creative solutions leading to a wide range of specialized services, tools and products. Rigid logframes and simplistic output-level indicators are typically a bad fit for measuring system-changing impact. It is easier to count vaccines administered or blankets distributed than to calculate and demonstrate how a training programme for frontline responders, an open-source geospatial mapping service, or independent news and analysis from the heart of a crisis contributed to a better humanitarian response for people affected by conflict or disaster. Yet H2H Members need good monitoring, evaluation and learning systems (MEAL) to show the impact of their work, to fundraise, and to make sure that what they learn is being used to create system-wide improvements.

“There are instances where you deliver medical supplies and that's easy enough to capture, but also sometimes we might meet someone at a workshop and three years later collaborate. How do you capture that? We need to articulate what the impact is.”

H2H MEMBER INTERVIEWED FOR THE H2H IMPACT AND LEARNING COMMUNITY OF PRACTICE DEVELOPMENT RESEARCH

In 2023, we gathered the Impact and Learning Community of Practice to discuss the common challenges members are seeing and how we could continue to collectively measure impacts. Members shared that they are still finding value in the H2H MEAL Model and Guide created by the MEAL Advisory Group with help from consultancy by ITAD.

One method that we use to evaluate the effectiveness of the H2H Fund activations and member projects is to conduct independent Case Studies. To enable us to better understand the impact of the H2H Fund activations that we concluded during the previous year, in the Horn of Africa 2022 and after the floods in Pakistan, two Case Studies were published in 2023. These serve as a base for discussions around the key learnings.



CASE STUDY LEARNING HIGHLIGHTS FROM 2023:

H2H Fund Activation:

Horn of Africa 2022 Case Study

The H2H Fund activation in the Horn of Africa drought response provided a wide-scope service package to humanitarian responders, which was taken up and used by a combination of local and international actors. These services had demonstrable effects on the availability of information, the analysis of the nature of humanitarian needs, the relationship between hunger and conflict, the linguistic diversity of Somali communities, and other critical areas.

Local actors, in particular, benefitted from the training and professionalization services offered, despite the relatively small amount of funding dedicated to this. Local actors also cited the usefulness of the H2H Network's funded outputs in terms of helping them advocate for more community-specific responses when speaking with international humanitarian agencies. The communication, community engagement and accountability work was used primarily by international actors to improve their engagement with local actors, which indirectly added value for local actors.

The speed and light administrative load of the H2H Fund were appreciated by the H2H Members, many of whom were seeking to implement short studies and pilot initiatives that required a degree of scope flexibility and left limited space for coordination and reporting work.

H2H Fund Activation:

Pakistan 2022 Case Study

The relevance of services offered through the H2H Fund activation in response to the floods in Pakistan proved to be high. Most H2H Members engaged with relevant coordination bodies throughout the design, implementation and dissemination phases.

The services offered helped to improve the quality, relevance and inclusivity of local media reporting on the Pakistani regions, with anecdotal evidence of this translating into improvements in the quality and coverage of the humanitarian response. It also helped to promote the inclusion of persons with disabilities and older people within locally and nationally designed humanitarian response to the floods.

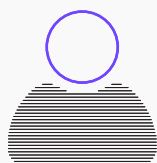
The speed and timeliness of the H2H Fund's support were widely understood to be appropriate, both by H2H Members and end-users of the programmes supported. H2H Members also noted that the fund activation was fast and easy to access, with limited burden placed upon members before submitting applications.

However, the humanitarian response to the floods demonstrated several gaps and challenges regarding needs analysis and coordination of international actors. Despite this, none of the H2H-funded services directly addressed these issues, as the needs had not been properly identified at the outset of the activation. Given the demand-led nature of the H2H Fund model, this finding raised questions about whether future activations would benefit from proactive communication with members based on the gap analyses conducted at the launch of the appeal. This would ensure that members are well-placed to respond to needs arising in the response should they choose.

Guiding the network

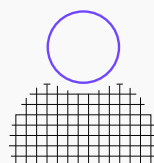
The H2H Network is governed by an advisory board comprised of elected network members, as well as one representative from the H2H Network's host organization, Danish Refugee Council, and two independent advisors. 2023 was a year of transition and expansion for the H2H Board, preparing for its new leadership while celebrating the contributions of those who ended their service. Five board meetings were held throughout the year.

These were the members of the H2H Board 2023:



Heba Aly

Director, The New Humanitarian;
Chair of the Board



Monica Blagescu

Independent consultant; Deputy
Chair of the Board



Manisha Thomas

Independent Consultant;
Independent Board Member



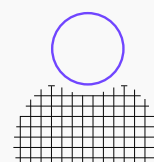
Volker Hüls

Head of Division for Effectiveness,
Knowledge and Learning, Danish
Refugee Council



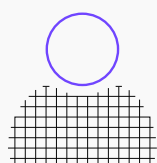
Christina Wille

Director, Insecurity Insight



Karin Maasel

Executive Director, Data
Friendly Space



Mary Ana McGlasson

Executive Director, Centre for
Humanitarian Leadership



Meg Sattler

CEO, Ground Truth Solutions



Caroline Vuillemin

Director, Fondation Hirondelle

After five years of service and leadership, 2023 was Heba Aly's last full year as the H2H Board Chair.

"It has been so rewarding to watch H2H evolve from an idea to a movement to a network. H2H organizations play such an important – though often invisible – role in improving humanitarian aid in crises. The network gives them valuable support, from access to funding to making their services better known in the humanitarian eco-system. It's been a privilege to contribute to the network's development and I'm sure it will continue to grow its impact in the years to come."

HEBA ALY

The New Humanitarian's Former CEO

We express our deepest appreciation and gratitude to Heba for the time served. Looking forward, we are delighted to welcome Karin Maasel, CEO of Data Friendly Space, as the next H2H Board Chair. Karin brings a wealth of experience working with humanitarian organizations such as Save the Children and Finn Church Aid in the Horn of Africa, the Pacific and the Middle East over the past 15 years. Before joining Data Friendly Space, she served as the Head of Africa Department at the Estonian Centre for International Development. Taking on this role, Karin remarked:

"We all ask difficult questions about the present and the future of the humanitarian sector - that's the easy part. What draws me to the H2H Network and the expertise of its membership is our unique position to collaboratively implement answers to these difficult questions - from increased efficiency and accountability to localization and innovation. H2H is entering a new phase of growth and ambition and I am looking forward to supporting the team however I can."

KARIN MAASEL

Executive Director Data Friendly Space

We are excited to see where Karin will lead the network, and her energy and ideas will certainly play a vital role in driving the next stage of H2H's development.

The network was also delighted to announce the appointment of three new member representatives to its board in 2023: Manisha Thomas, Meg Sattler and Caroline Vuillemin. This brought the total number of board members to nine. We're extremely grateful to both Ian Davis of MapAction and Ewan Oglethorpe of Data Friendly Space, for serving their terms.

"Having joined the first H2H Board, it was exciting and rewarding to see and support H2H as it went through its early years and became the vibrant, optimistic and useful force for specialist humanitarian service providers that all we hoped it could. I'd like to thank all of the different staff and board members who have frequently gone above and beyond in achieving this, and I watch with anticipation to see what it achieves next."

IAN DAVIS

Income Director, MapAction

The H2H Team

The H2H Team is the secretariat of the network, located in Geneva, Switzerland. In 2023, the H2H Team consisted of six team members.

End note

As we conclude 2023's report, we reflect on a year marked by significant efforts to address critical gaps in the humanitarian sector.

One of the takeaways is the remarkable potential our members possess for creative problem-solving as a network. Going forward, we will channel this innovative spirit into specific themes to maximize impact and efficiency. For example, H2H Members have great capability to enabling the expansion of Anticipatory Action (AA), whether by contributing to forecasts and predictive analyses or by supporting more effective AA by operational actors. For this reason, we will keep driving the development and expansion of Anticipatory Action tools and services that will be required to support an evolution of the sector.

Through the H2H Fund activations, in particular the service packages in response to the earthquakes in Türkiye and Syria and the conflict escalation in Sudan, we proved that the network has a collective advantage in adding value to local partners. By leveraging our collective resources, expertise and innovative approaches, we can support and strengthen local response work, ensuring they are more effective and sustainable. For the coming year, we will make further efforts to identify local partnerships and scale up our outreach to reach those actors who need the H2H services the most. This will not only enhance the capabilities of our local partners, but also ensure that the network's efforts are deeply rooted in the needs of the local organizations we serve.

The activation in Sudan also taught us the relevance of H2H Members' products and services in contexts where movement is constrained, and international organizations are absent. Looking ahead, we will enhance our commitment to provide a combination of needs analysis, community engagement and communication activities in hard-to-reach areas and protracted crises, such as we have done with the conflict in Sudan.

In closing, we extend our gratitude to everyone who has contributed to our mission this year. Together, we have made significant strides to better serve those affected by conflicts and disasters and we are looking ahead with excitement to keep improving humanitarian responses through our service offerings.





H2H Network

Humanitarian
Action Support

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