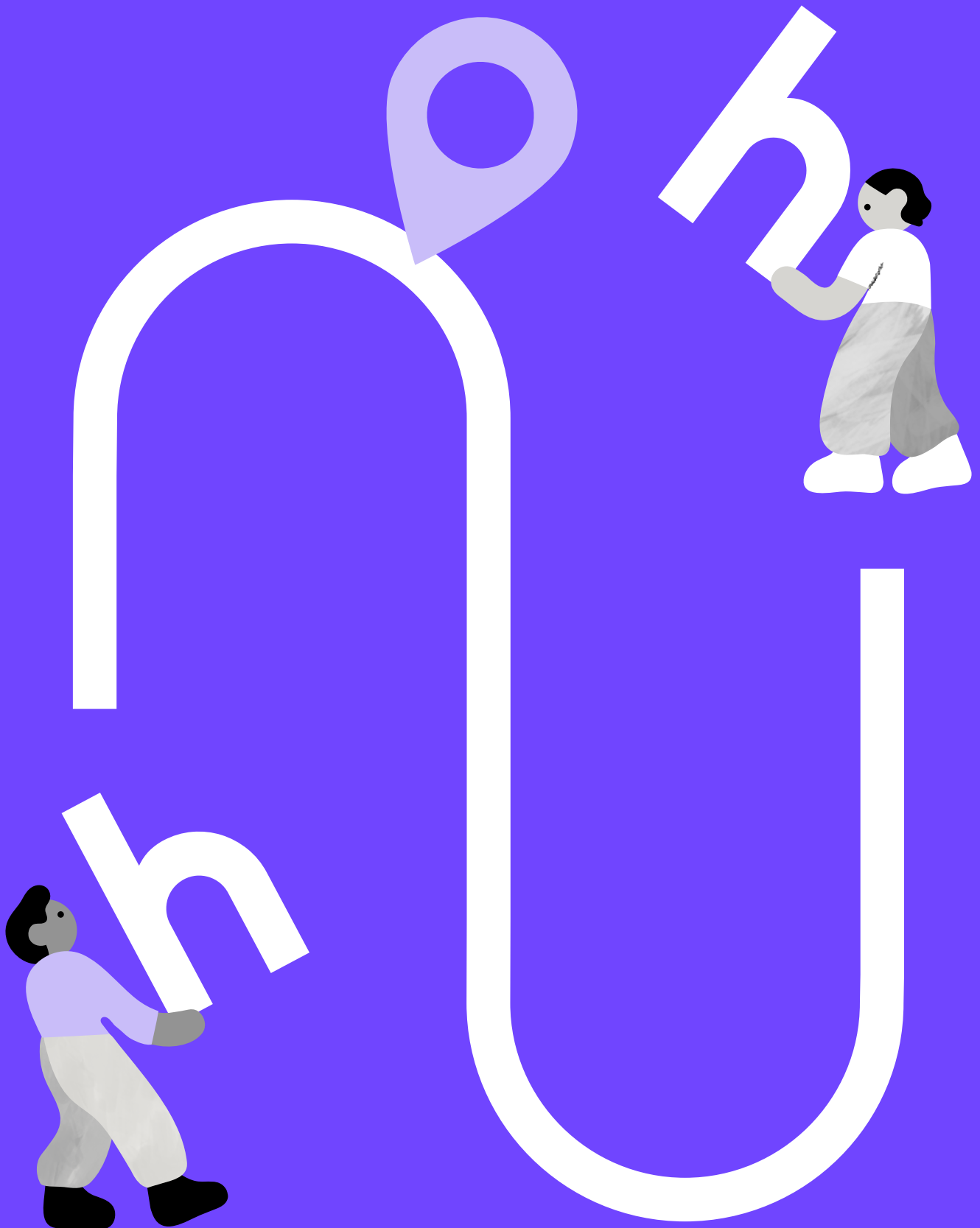
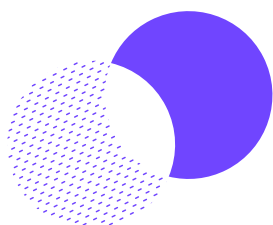
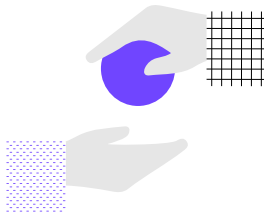
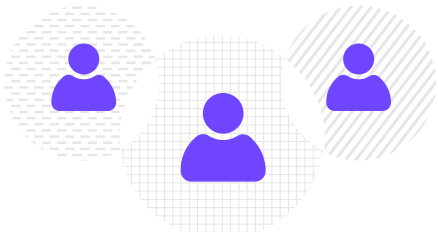


H2H Network

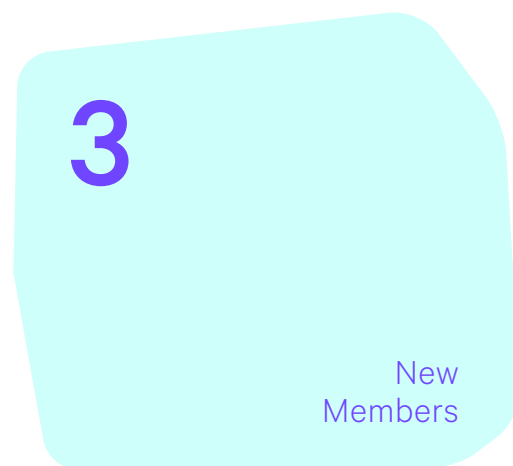
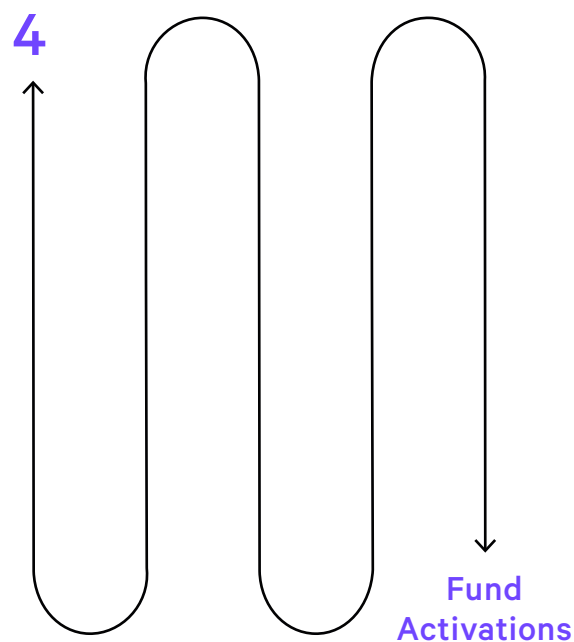
Annual Report 2021



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2021



Welcome note

CHAIR'S INTRO

2021 has been a critical year for the H2H Network's evolution. As a member of the H2H Board, I have been engaged in the strategic development of the network for some time, and am therefore delighted to see the detailed outcomes of our work through 2021 shared in this Annual Report, a first for the network.

Born informally at the World Humanitarian Summit in 2016, H2H has gone from being an idea to a reality; and in 2021, many of the foundations of a sustainable organisation were laid.

We welcomed Kim Scriven as the network's first Executive Director, following an extensive search. Kim brings an impressive track record in fund management and humanitarian innovation, as well as a deep commitment to supporting system reform. We are excited by his vision for H2H and are looking forward to working with him to put it into practice. Kim took over from Lars Peter Nissen, to whom we are extremely grateful for stepping in as interim director until September.

In 2021, we also strengthened the network's governance, appointing a chair (yours truly) and an independent member, Monica Blagescu, to the board of directors. We expanded our outreach (which has led, in 2022, to a widening of the donor base) and welcomed three new members. Perhaps most importantly, we engaged in deep reflection on the network's value proposition and priorities, laying the foundations for a long-term strategy to take the network forward.

All these developments signal the confidence we have in the H2H Network's future. Having reported on humanitarian crises and observed the emergency response sector for more than a decade, I have seen the need for a more effective, inclusive and accountable humanitarian system. While there has been some progress amid various attempts at

reform, many parts of the traditional humanitarian architecture have resisted changes that would increase the aid sector's impact. The members of the H2H Network are working to do just that. Often invisible in the system, these small, specialized organisations – working in data management; accountability and community engagement; security and logistics; and sector professionalization – have an outsized impact in improving humanitarian response. As members, we complement, strengthen, and – yes – challenge existing structures in the interest of better aid. In a world in which humanitarianism is under pressure – financially, operationally and ethically – the kinds of catalytic changes H2H organisations are driving are more needed than ever. I am excited to see how the movement develops further with the support of what is now a more committed, structured and sustainable team at the H2H Network.



Heba Aly
CEO, The New Humanitarian
Chair of the H2H board



Having taken up my role just as 2021 was drawing to a close, this annual report has particular significance for me, charting as it does the wide range of different activities the network undertook through the year.

The H2H Network, which was conceived in 2016 at the WHS and formalised in 2018, is still in many ways young and emergent. This makes it an exciting initiative to be involved in, and with a range of potential areas in which the network might grow and develop. While the future might offer a range of different avenues of growth for H2H, what this annual report underlines for me is the progress that has already been made in such a short time and with limited resources.

Many such examples are captured in this report. I was struck for example by the work of H2H members in Haiti, a notoriously challenging context to operate in. With support from the H2H Fund, members were able to collaborate with each other and with the wider system, and in ways that amplified local perspectives and views on the crises. For me, this underlines both the value of providing targeted funds to H2H type organisations, but also of a networked approach that promotes and supports collaboration.

2022 will bring fresh challenges and opportunities for the network and our members. This will involve developing a new strategy that clarifies our role and direction and sets out our focus in the coming years. What is clear is that as we develop and implement our new strategy, we have a growing body of work on which to draw on and learn from, and I hope you enjoy learning about many of the examples captured here.



Kim Scriven
Executive Director



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 catalyse change in the wider humanitarian system.

HOW WE WORK

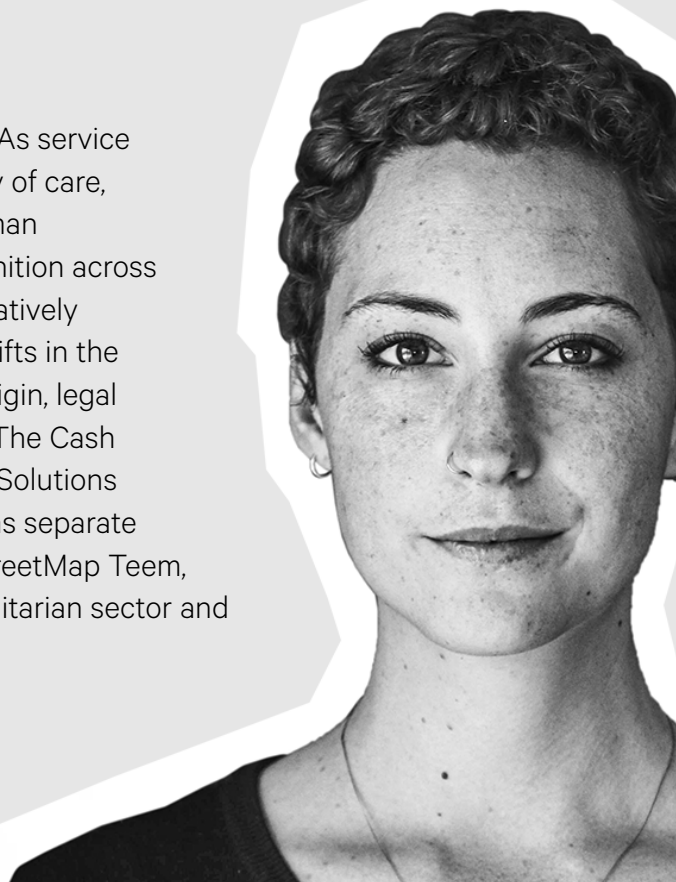
The H2H Network brings together nearly 60 high-quality, independent humanitarian service providers and change agents who enable efficient, impactful and accountable aid during a crisis by facilitating and resourcing humanitarian-to-humanitarian (H2H) services for the wider system.

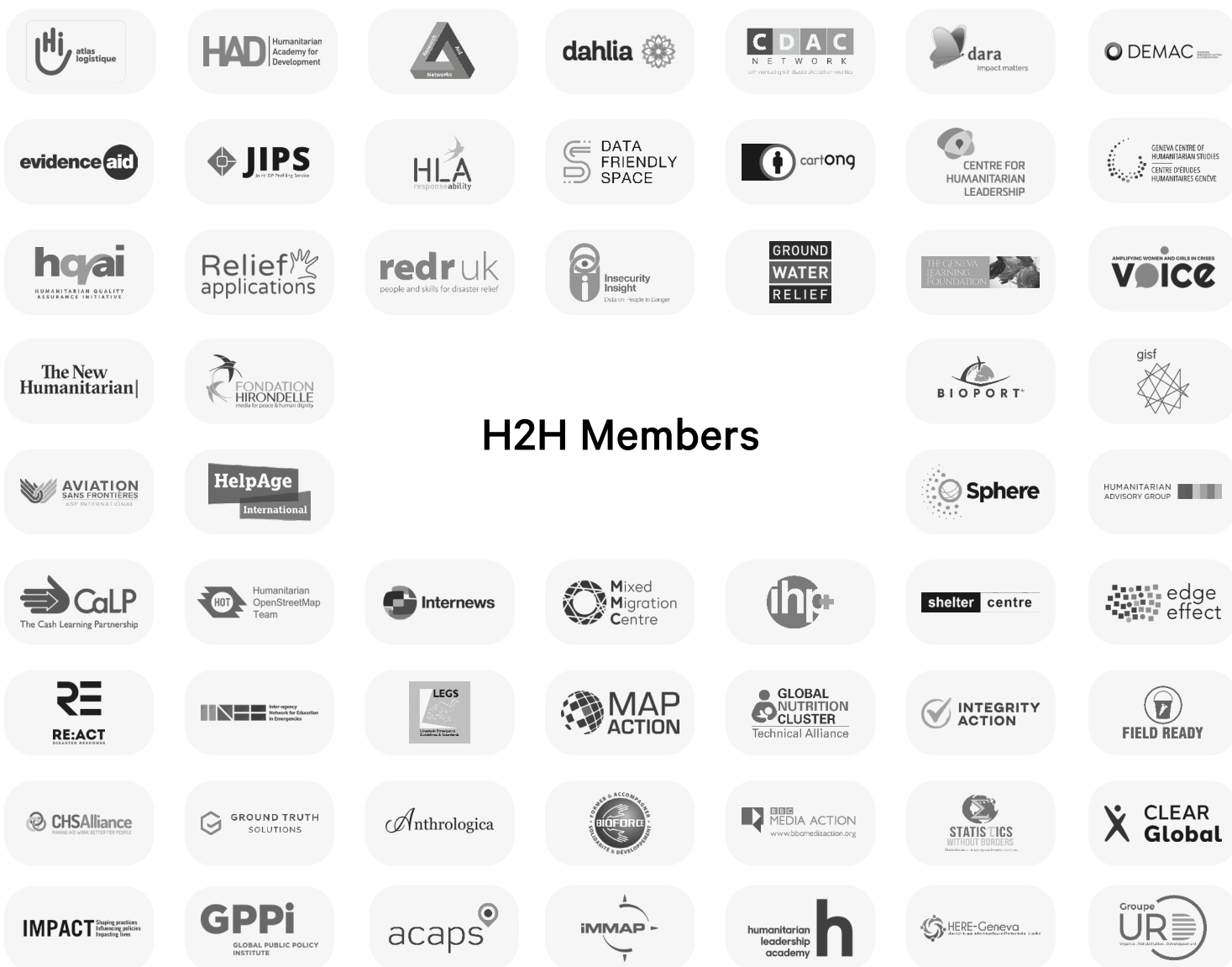
These independent, cross-cutting services are well-suited to address many of the gaps and challenges that continue to hamper humanitarian action in specific emergencies. Together, these organisations are leading efforts to reform and improve the global humanitarian response.

The H2H Network supports its members by enabling collaboration, fostering community, and allocating resources. In response to crises, we activate and disburse funds quickly to meet specific needs in the wider humanitarian system, as well as identify and create synergies between our members to ensure collaboration. We are hosted by the Danish Refugee Council (DRC), and our core team was based in Geneva and Copenhagen in 2021.

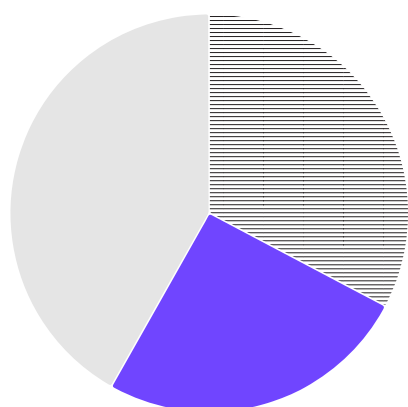
OUR MEMBERS

Our members serve other humanitarians during crises response. As service providers, they share challenges around awareness, security, duty of care, limited access to funding, and highly specialised or technical human resources. Many of our members have extraordinarily high recognition across the humanitarian sector, despite being quite small and having relatively modest budgets, and they are directly connected to the major shifts in the humanitarian sector. Our members vary in many ways, such as origin, legal status, size and way of operating. Organisations such as Sphere, The Cash Learning Partnership, The New Humanitarian, and Ground Truth Solutions have emerged from within the established humanitarian system as separate initiatives pushing reforms. Others, such as Humanitarian OpenStreetMap Team, CLEAR Global and Integrity Action, originated outside the humanitarian sector and have brought new knowledge and expertise to bear.

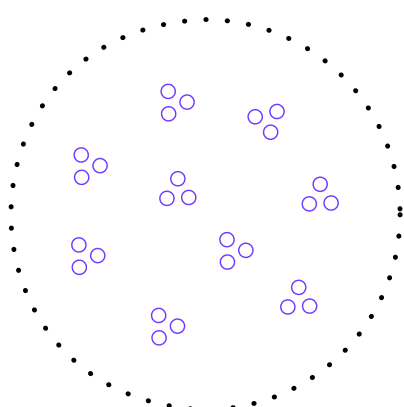




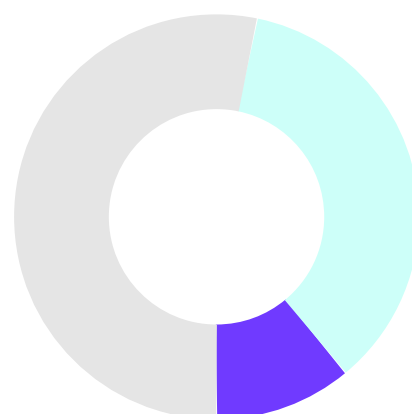
H2H Members



- 33% of the members have over 25 staff
- 25% of the members have 10 – 25 staff
- 43% of the members have under 10 staff



There are also
nine networks
within our network



- 12% of the members deploy directly in the field
- 33% of the members activate services fully remotely
- 55% of the members offer a mix of field and remote support

In 2021, the H2H Network was pleased to welcome three new members: Relief Application, Edge Effect and Data Friendly Space.



Relief Applications develops the technology needed to make the humanitarian sector work better, faster, easier and cheaper for people in need, bringing tools to fill the technological gap.



Edge Effect assists humanitarian and development organizations in genuine partnerships with sexual and gender minorities (aka people with diverse sexual orientation, gender identity/expression, and sexual characteristics [SOGIESC], or LGBTIQ + people).



Data Friendly Space works across six continents to make modern data systems and data science accessible to the humanitarian and development communities and make informed, effective and targeted aid the norm.



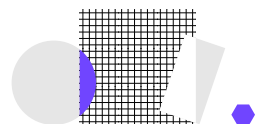
One important priority for DFS is the reduction of duplicative efforts, and I think the best way to do that is through communication and networking. There are other organizations in the network with similar charters, and it doesn't make sense if we're all working in silos. [...] H2H Network members solve issues in the humanitarian sector in new ways that aren't just repeating what's been done in the past. They are willing to network, partner up and help each other out.

EWAN OGLETHORPE

Data Friendly Space

Our 57 members can be categorized by the type of services they provide:

Data, information management and analysis



Independent, impartial data and information service providers contribute to objective analyses of needs, programme and response quality. Members inform policy and decision making at all levels, from the humanitarian coordinator to the humanitarian country team's strategic planning processes, as well as local and informal networks. Services are publicly accessible to all humanitarian responders as a common good.

26% of our member organisations

Community engagement and accountability



From creating mechanisms to track needs, integrate feedback and field complaints to translating these into policy and decision making, the services proposed by these H2H Network members serve an overarching goal: to better understand, communicate with and be accountable to affected communities. Committed to providing timely, relevant information in all languages, formats and channels that are accessible to everyone affected by crisis, as well as other stakeholders, these organizations make it happen.

25% of our member organisations

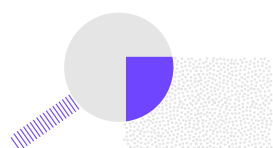
Security, logistics and programme support



H2H Network members offer a diverse menu of security, logistics and programme services to bring high-quality support to humanitarian responders at all levels. By making their services widely available, beyond the traditional international NGOs and UN agencies, our members also support localization – even the smallest agency can access the full range of their security management, logistics and programmatic expertise.

16% of our member organisations

Quality and sector professionalization



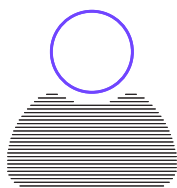
How can communities in crisis hold humanitarian responders accountable? How can we ensure that humanitarian services, delivered by an increasingly wide and diverse group of responders, meet agreed universal minimum standards? H2H members improve professionalization and learning across the sector by establishing competencies, standards, and systems, as well as directly supporting organizations in capacity building.

33% of our member organisations

Guiding the network

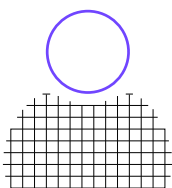
In 2021 the H2H core team constituted of essentially 5 positions, located in Geneva, Switzerland and Copenhagen, Denmark. The network is governed by an advisory board comprised of four network members elected by the membership, one representative from DRC and one independent.

THE BOARD



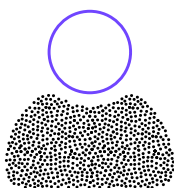
Heba Aly

Director
The New Humanitarian
Chair of the board



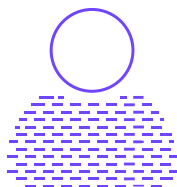
Monica Blagescu

Independent consultant
Deputy Chair of the board



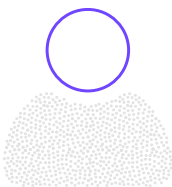
Ian Davis

Fundraising and
Marketing Director
MapAction



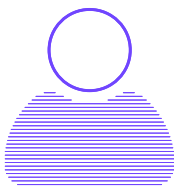
Dany Egreteau

Director
Atlas Logistique



Nick Van Praag

Executive Director and Founder
Ground Truth Solutions

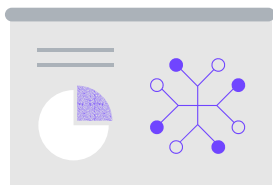


Volker Hüls

Head of Division for Effectiveness
Knowledge and Learning
Danish Refugee Council

2021 in focus

Particularly in situations of protracted crisis, humanitarian actors faced increased challenges throughout 2021 due to COVID-19. As COVID-19 continued to defy the established ways of working, it highlighted the need for greater agility and interoperability. Our nimble, innovative member organisations are well-suited to developing new solutions for the humanitarian system, and the H2H approach was particularly useful during the COVID-19 response. Our members provided the tools and leadership necessary to ensure rapid adaptation and improve understanding of this new context. In 2021, the H2H regional response focus included Tigray, occupied Palestine territories, and Haiti.

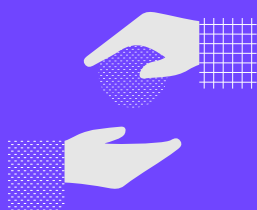


	Total in CHF
Providing resources (including HR)*	3,724,520
Building community (including HR)	214,477
Support costs (HR, travels, hosting fees, running costs)	234,178
Direct costs	4,173,175
Overhead	292,122
Total	4,465,297

*This figure includes the expenses related to the 2020 Covid-19 special fund activation for a total of 1,851,617 CHF

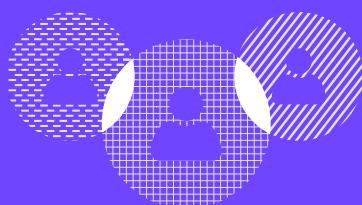
The H2H Network is hosted by the Danish Refugee Council (DRC) and is integrated in DRC financial systems. DRC accounts are externally audited on a yearly basis, in accordance with the Danish Financial Statements Act.

In 2021, the H2H core team supported our members in the following ways:



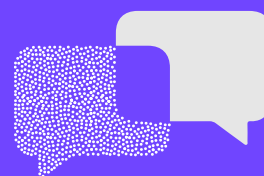
PROVIDING RESOURCES

Expediting collaboration and impact



BUILDING COMMUNITY

Creating and sustaining a vibrant H2H Network community



EVIDENCE-BASED LEARNING

Catalyzing change with research and experience

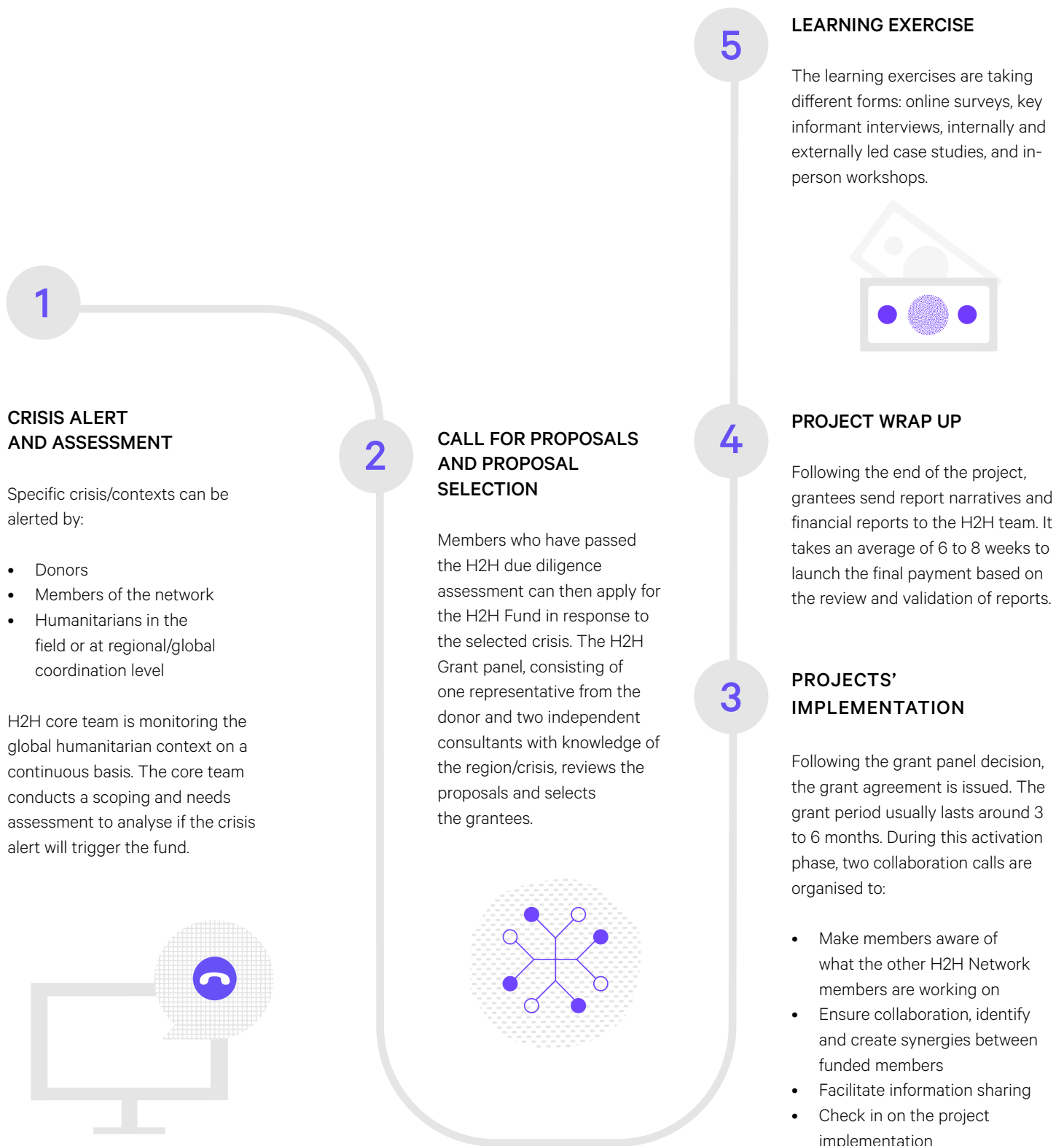
Providing Resources



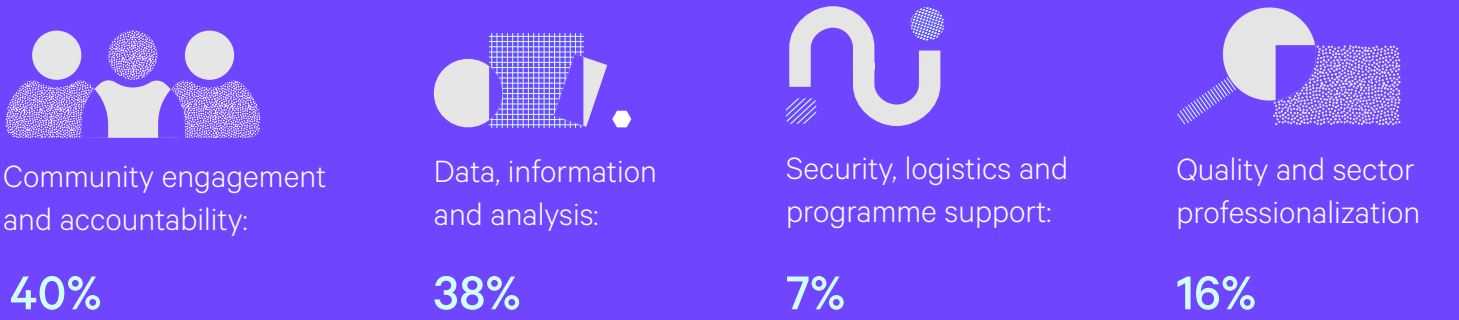
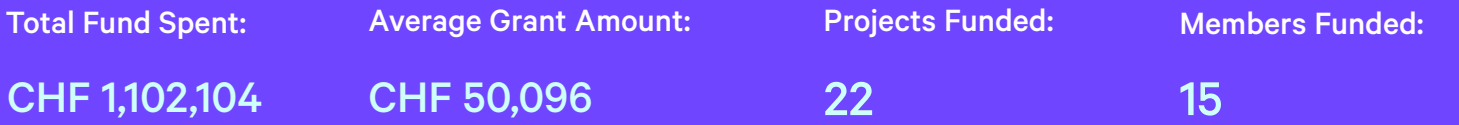
Recent decades have seen significant shifts in the operational architecture of humanitarian response. Notably, the budgets of the largest UN agencies and international NGOs have continued to grow, while the sector has seen a plateau in funding overall, despite rising needs. This indicates a significant concentration of resources and less diversity. While this has resulted in greater efficiency and reach, such consolidation limits the system's ability to innovate, adapt and remain agile. For this reason, the H2H Network provide its members with targeted resources in response to that need. One such resource is the H2H Fund.

The H2H Fund is a financing mechanism that quickly disburses targeted funds to meet specific needs and resources the network's membership in support of the operational needs in the wider system. In 2021, the funding mechanism activated in response to COVID-19 came to an end, and four new funding mechanisms were activated. Activations in Tigray, occupied Palestine territories, and Haiti brought support across the globe, and we also wrapped up a an activation pioneered to get ahead of the next crisis by developing processes, systems and services - the Get Ready Fund.

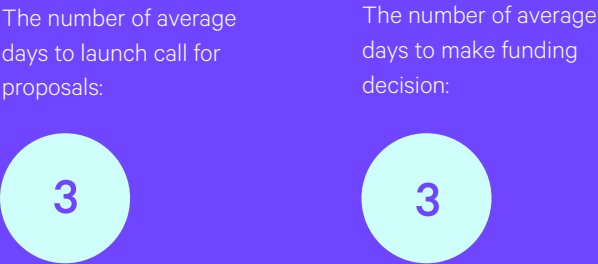
Five-step Fund Activation Process



Activations 2021



Sudden onset crises:



Protracted crises:





Tigray I:

Needs assessment and analysis

Activated in response to a growing humanitarian emergency in the Tigray region of Ethiopia and neighbouring Sudan, four specialized H2H member agencies provided needs assessments and on-demand analytical services. This fund activation allowed the recipients to provide timely and relevant services at a point in time when the predominantly development-oriented aid community in Ethiopia and Sudan needed urgent support to scale up or transition their operations to life saving services.

WHEN January 2021 - March 2021

WHERE Ethiopia and Sudan

Details of activations	Category of need	Service providers
Four specialized H2H member agencies provided needs assessments and on-demand analytical services in support of the wider response.	Community Engagement and Accountability	CDAC Network
	Data and Information Management	CDAC Network iMMAP Translators Without Borders ACAPS

Amount funded: **CHF 330k**

“

We were observing the beginning of the crisis, and while we had already developed a concept to support the humanitarian response, we didn't see any funding opportunities. The H2H Fund activation made it possible to do something rapidly.

SARAH SIMON

iMMAP Africa

Desk Coordinator



Tigray II

Continuing to strengthening the humanitarian response with technical services

In June 2021, the H2H Network activated its fund to keep strengthening the humanitarian response in the Tigray region of Ethiopia and neighbouring Sudan. This second activation provided services that filled enduring gaps in the humanitarian response. The collaboration and coordination stood out as the major added value of being a member of the H2H Network.

WHEN June 2021 – August 2021
WHERE Ethiopia and Sudan

Details of activations	Category of need	Service providers
Three specialized H2H member agencies supported multilateral processes in the region with technical services, tools and products; including security incident data analysis, nutrition assessment and capacity building, and community engagement and accountability (CEA) surge support.	Community Engagement and Accountability	CDAC Network
	Quality and sector professionalization	The Global Nutrition Cluster Technical Alliance's Technical Support Team (TST)
	Security, logistics and programme support	Insecurity Insight

Amount funded: **CHF 56k**



We had been there for a while. Even though we knew the context, information was impossible to come by. We wanted the H2H member Insecurity Insight to fill the gaps – networking decision-making processes, who's who, get on top of new red tape, sharing intelligence.... That's what they did. In general: Insecurity Insight's products were fantastic and exactly what we needed.

PETER OTT

Global Security Advisor
Trocaire



Occupied Palestine territories:

Short-term technical support in the recovery period

Resulting from the escalation of hostilities between Israeli and Palestinian armed groups in Gaza in May 2021, the H2H Network activated its fund to provide rapid funding for member agencies to provide short-term technical support. H2H Fund grantees were able to implement relevant and appropriate projects in the immediate aftermath of the acute escalation of the conflict. The services provided were strengthened by coordination and collaboration between the H2H Fund grantees themselves, the wider H2H Network and other actors across the humanitarian coordination system.

WHEN June 2021 - September 2021

WHERE Occupied Palestinian Territories

Details of activations	Category of need	Service providers
The H2H Network activated its fund to provide rapid funding for member agencies to strengthen the humanitarian response with short-term technical support.	Data, information and analysis	ACAPS Humanitarian Academy for Development
	Security, logistics and programme support	International Health Partners (IHP)

Amount funded: **CHF 251k**

“

We really welcome opportunity for members across the various specialisms to share their ideas so the best can be selected. It felt valuable in this response to have a mix of partners – providing new and exciting opportunities for cross-specialisation, collaboration and innovation.

ANNA TAYLOR

International Health Partners



Haiti:

Strengthening the humanitarian response, building on local capacities

Following the 7.2-magnitude earthquake that struck southern Haiti on 14 August, the H2H Network quickly activated its fund to provide rapid funding for member agencies to strengthen the humanitarian response, building on local capacities, knowledge, and expertise. Here, the activation was seed funding to kick-start action that carry on past the project implementation phase.

WHEN September 2021 - January 2022

WHERE Haiti

Details of activations

Seven specialized H2H Network member agencies were running 6 projects to support strategic security decision-making, mapping, AAP mechanisms (Accountability to Affected Populations), community dialogue and communication.

Category of need

Community engagement and accountability

Security, logistics and programme support

Service providers

Ground Truth Solutions
CDAC Network
Translators Without Borders
The New Humanitarian
RedR UK

Insecurity Insight
Humanitarian
OpenStreetMap Team

Amount funded: **CHF 309k**



The rapid-release nature of H2H funding has been critical for our organisation, notably for this Haiti project but also for our work on Covid-19. By comparison, most funding we apply for is taking us on average two years to get [...] which means we miss opportunities to spark real changes – of the Haiti ilk - when it comes to humanitarian quality and effectiveness. And that is the whole point of organisations like ours.

MEG SATTLER

Ground Truth Solutions
Director



H2H Network:

Get Ready Fund

The H2H Network piloted the “Get Ready Fund” to support members to develop processes, systems and services to respond faster and more effectively to crises in 2021 and beyond. The fund provided micro-funding to six established H2H members across four thematic areas. The projects focused on anticipation, adaptation, and innovative technical solutions to identified problems.

WHEN December 2020 – May 2021

WHERE Global

Details of activations	Category of need	Service providers
Six member agencies that specialize in community engagement and accountability; quality and sector professionalization; and data and information management, implemented projects focused on anticipation and adaptation.	Data, information and analysis	CartONG Groupe URD
	Community Engagement and Accountability	CDAC Network Translators without Borders
	Quality and sector professionalization	RedR
	Security, logistics and programme support	Field Ready

Amount funded: **CHF 157k**



The Get Ready Fund allocated relatively small amounts, but in a way that maximised its value, by being timely, efficient, and flexible. [...] The projects each proposed innovative technical solutions to identified problems, and all were being implemented and could be expected to deliver intended results. An emerging lesson across several projects was the critical importance of partnerships with in-country humanitarian actors.

ANDREW LAWDAY
ITAD

Building Community



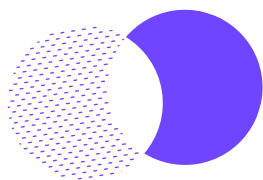
The concept for the H2H Network emerged as a shared space for independent humanitarian service providers to discuss common challenges and explore solutions. For this reason, building community is core for the H2H Network. Experience demonstrates that working together as a community of service providers has the potential to improve quality, reduce duplication, and drive innovation by introducing new options and perspectives.

H2H Network expanded its vibrant, diverse community of member organisations and their visibility to each other in 2021. We hosted platforms where members could share their successes, challenges, collaboration insights (docking with the local humanitarian response and with the other members), funding opportunities and feedback about activation management. H2H Members accessed custom, dedicated support through our SharePoint hub, as well as over 20 collaborative engagement events. Externally, H2H expanded its reach via social media and monthly newsletters, UN OCHA's humanitarian information service ReliefWeb, as well as participated in major networking events.



The intention to collaborate within the H2H Network creates an atmosphere of openness among several member agencies, resulting in more informal interactions and discussions related to common interests and themes [...] it has helped to build relationships within the membership for future collaboration.

ACAPS



A dedicated
SharePoint site for
members

3

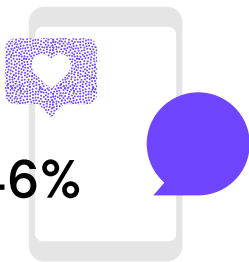
webinars



NEWSLETTERS

5

press releases



↑ 346%

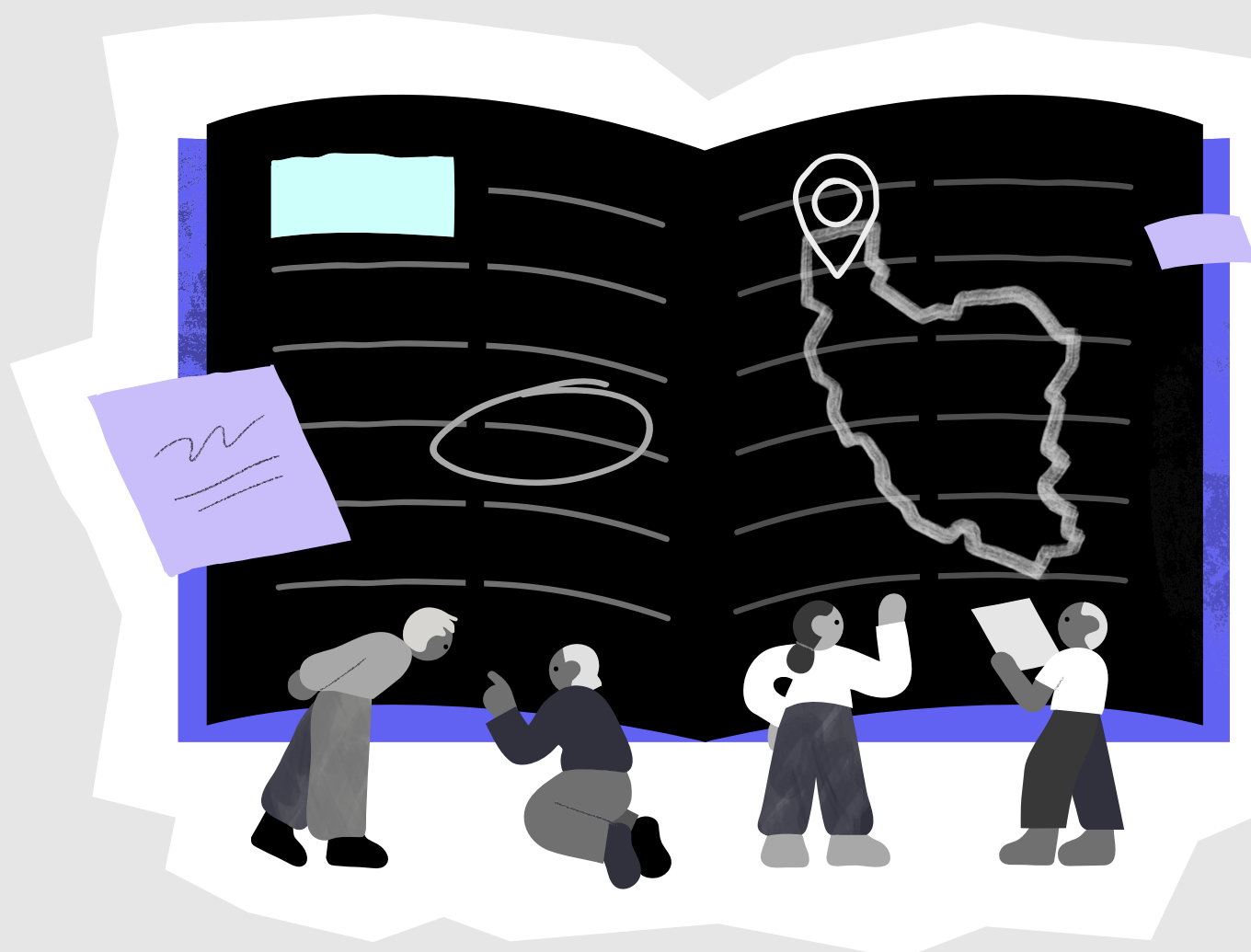
346% increase in
social media followers

12

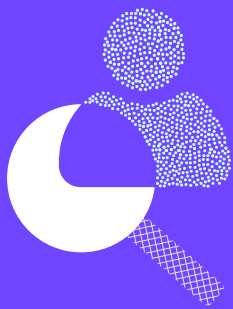
crisis watch calls

H2H also helped its members grapple with shared challenges, such as planning and building for long-term sustainability while addressing short-term funding needs. Living grant to grant is difficult. Planning for a better approach, while also serving each grant, is even harder. In smaller organisations, leaders often wear many hats at once. One or two people, or a small group, must juggle the pressures of short-term funding shortfalls and protecting staff resources, while also building a strategy and a structure that allows the agency to, over time, be less reliant on project grant funding. By aggregating best practices through webinars in this way, H2H sought to offer solutions that allow members to keep their focus on their missions and the populations served.

Evidence-based learning



As a broker and facilitator of system level change, the H2H Network is committed to leveraging ideas and best practices at the operational level into global reform efforts. In 2021 we released research and case studies that helped refine the model and better identify areas for future collaboration. We established a working group among our members for monitoring, evaluation, accountability and learning (MEAL), which helped develop a framework and guidance for the membership. These MEAL guidelines support the H2H Fund activations with a systematic approach to evidence based learning, a review of relevant documentation, and emerging best practices in MEAL for H2H Members. We also hosted workshops on topics such as adaptive management and value proposition development, exploring what it is, and how it could be applied by H2H actors to strengthen evidence, learning, and decision-making.



Case Studies

In 2021 we researched and measured the impact of the fund activations from the previous year, 2020, to understand how H2H member tools and services are used by different actors, provide evidence-based information to end users, as well as draw from our unique experiences.

Here's what we learned:

Nagorno-Karabakh Activation

CASE STUDY

The H2H Fund activation for Nagorno-Karabakh in 2020 contributed to an improved humanitarian response. The funded organisations, REACH and ACAPS, provided relevant, timely, and useful contributions to both humanitarian responses. These included identifying the problem and response, activating the Fund quickly enabled REACH and ACAPS to address the problem on time, allowing important flexibility in project designs and completion dates, and fostering synergies between IMPACT and ACAPS.

Vanuatu Activation

CASE STUDY

The H2H Network recognised a different approach was needed and the activation enabled two H2H members, already present in Vanuatu, to make useful contributions to the humanitarian response. The Fund played a key role by activating quickly and providing rapid funding to Field Ready and CDAC. Both members noted that without the funding from H2H they would not have been able to respond. The findings further showed that the activation led the development of a community feedback mechanism to promote two-way communication between affected people, responders, and trained members from local organisations to strengthen communication channels and essential WASH items intended for distribution through local responders.

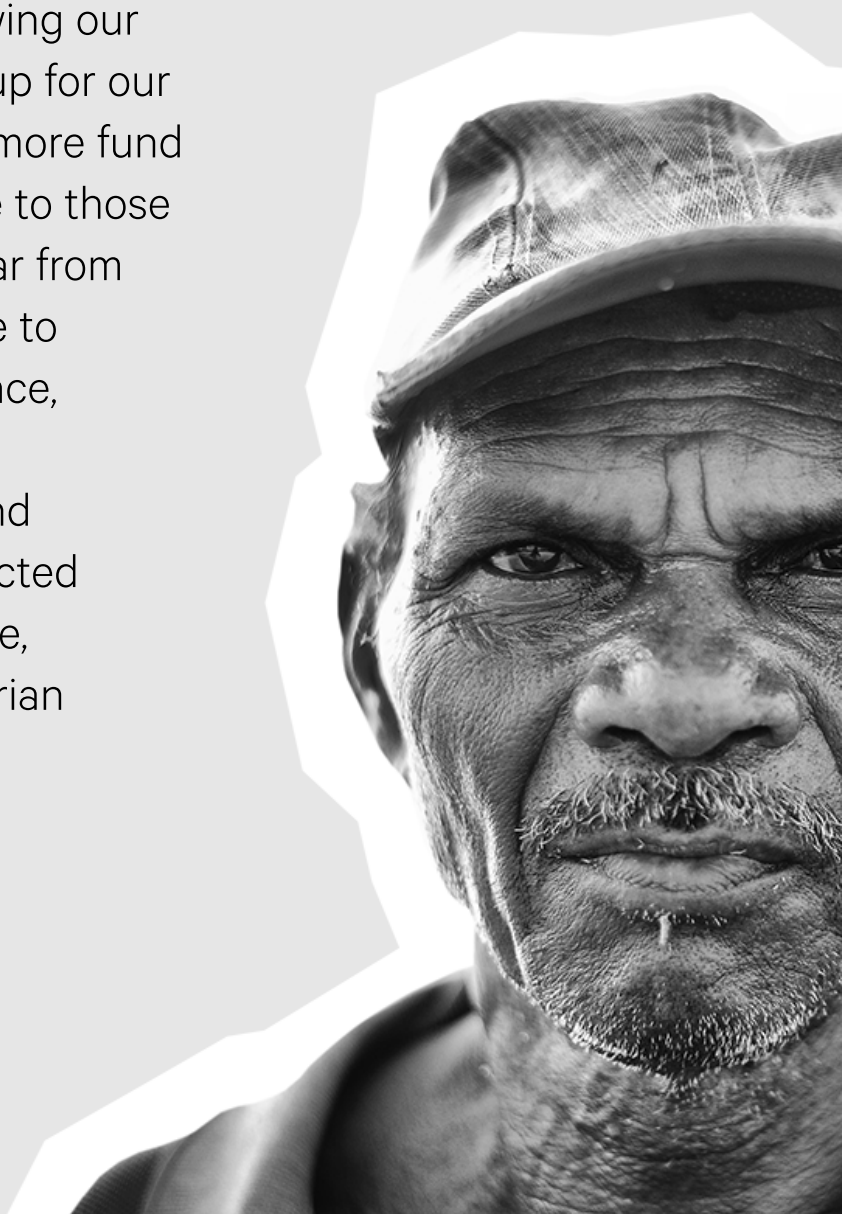
Global Covid-19 Humanitarian Support Package

CASE STUDY

This report documented promising practices and lessons learned from the H2H Network-supported Global Covid-19 Humanitarian Support package. Members, who are typically small and innovative organizations without large reserves, valued H2H Network's rapid response to the Covid-19 pandemic, as well as the speed and timeliness of the fund. The report showed that the H2H approach – independent humanitarian agencies providing cross-cutting, open-source technical services to support and strengthen responses – is still a relatively new way of working, and it was a category innovation for the humanitarian system.

The collaboration and innovation fostered by the H2H Network is changing the face of humanitarian aid. Throughout the year, the network has developed new solutions to both the existing and undiscovered problems facing the humanitarian system; simultaneously delivering services and creating new ways of working. We connect the dots, acting as both advocate and service provider. What is exciting is that we are just getting started.

Drawing from our success in 2021, we are looking forward to leveraging our learnings, expanding our work, and building a stronger engagement with the wider humanitarian system. We invite you to join us in this journey by helping us promote and spread the H2H concept, following our social media channels and signing up for our monthly newsletter, or by enabling more fund activations to improve the response to those impacted by crises. We'd love to hear from you. The H2H Network will continue to strengthen the systems with guidance, outlining roles and responsibilities, and ensuring active engagement and participation to support people affected by crises and disasters with effective, efficient and accountable humanitarian action.








H2H Network

Humanitarian
Action Support

**Get in touch, we'd love
to hear from you at**
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