This Activity report takes the place of the Performance Report. It was prepared in accordance with the provisions of the Swiss GAAP, FER/RPC.

Cover Image:
Anuarite Kanyere, a mother of six, is from Bunagana, DRC, an M23-occupied town on the border with Uganda. She is now living at a displacement camp at a school in Rutshuru town, where there is little assistance available. (Moses Sawasawa/TNH)
Foreword

“The journalism of the future is not the journalism of the past. The practice of journalism has become divorced from the purpose of journalism. What journalism is becoming is more fluid.”

These words, from investigative journalist and community organiser Shirish Kulkarni, are both a statement of fact and a call to action.

As the world evolves, so too must the practice of journalism.

For one, in a world of artificial intelligence and automation, journalists must re-define their unique added value in the information ecosystem.

But perhaps more importantly, in a world of growing inequality, increased suffering, and abuse of power, we journalists cannot pretend to be divorced from power dynamics. The way we report the news — what we decide to cover and how — either holds power to account, challenges power, or helps maintain existing power structures.

Over the course of 2022, as part of our strategy to decolonise our journalism, we at The New Humanitarian sought to be very conscious of our relationship with dominant narratives, and thus, with power.

Instead of reinforcing a narrative that the suffering of millions of people around the world was inevitable, we dared to show that an alternative was possible; through our reporting on communities negotiating their own peace deals with jihadists in the Sahel; or in our reimagination of global governance on Season 3 of our Rethinking Humanitarianism podcast.

Instead of disproportionately focusing — as most international media did — on the conflict in Ukraine, we insisted on telling the stories of those millions of others who were also affected by dire humanitarian crises in places like Myanmar, in Ethiopia, in Yemen, in Venezuela. These regions were deemed not geopolitically strategic enough to garner attention from the world’s powerful.

At a full house session at the International Journalism Festival in Perugia in April 2022, The New Humanitarian explored the racism and white supremacy at play in the coverage of the war in Ukraine and the reality that it exposed: international media are writing for powerful audiences in the West.

Instead of simply exposing wrongdoing amid aid agencies, we sought to understand — in our investigations into sexual exploitation and fraud — why they were happening and what systems-level changes would prevent abuse of power in the future.
Instead of “he-said, she-said” journalism, we sought to reimagine a role for journalists as mediators between those who have power, and those who don’t. Our goal is to facilitate access for the marginalised to decision-makers by actively putting their voices before our influential readership, and through closed-door convenings in which we brought them face to face and facilitated conversations among them.

As the world grapples with the long-term effects of the invasion of Ukraine, inflation, COVID, climate change, and all the other threats facing us, journalism must be better than it has been. The stakes are just too high. In 2022, The New Humanitarian went about trying to build a model of what better journalism looks like. The following pages detail how.

Paula Fray, President
Heba Aly, CEO
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About us

The New Humanitarian is an independent, nonprofit newsroom reporting from the heart of conflict, disasters, and other crises. For more than 25 years, we have put our journalism at the service of the millions of people affected by humanitarian crises around the world.

Our journalism contributes to more effective and accountable humanitarian efforts in several ways:

- Informing decision-makers and practitioners
- Providing accountability and transparency
- Raising awareness among wider audiences
- Providing a platform for discussion with and among affected and marginalised people

Through a network of more than 200 local and international contributors, a core staff of experienced editors, and an intimate knowledge of the humanitarian sector, The New Humanitarian provides unique multimedia coverage from more than 60 countries.

We tell local stories globally, with integrity, authenticity, and authority. We blend award-winning journalism, analysis, and data to give decision-makers, influencers, and anyone interested in or affected by crises a real-time, in-depth view of the realities on the ground and the policy debates surrounding them.

This Protection of Civilians site in Malakal is home to some of the two million internally displaced South Sudanese. Another 2.3 million people live outside the country as refugees. (Sam Mednick/TNH)
Due to water shortage, wheat stalks in Ninewa, Iraq have largely failed to grow to their full potential, which makes them more prone to soil salinity and reduces their quality. (Sanar Hasan/TNH)
Executive summary

Introduction

In line with a newly launched strategy, 2022 was a year of new beginnings for The New Humanitarian. We spent the year building new approaches, embedding a decolonisation mindset into our day-to-day journalism; experimenting with new formats in our keystone projects; and imbuing our work with a focus on solutions and maximum impact.

Other new beginnings included producing bespoke products for social media and platforms other than our website; the acquisition of a premium newsletter, marking our first foray into earned revenue; and the launch of an individual giving programme to attract new types of donors to our community of supporters. We also invested in our staff’s well-being, with a revised compensation and benefits framework and a more equitable approach to hiring people around the world.

Our new strategy has been described by peers as “a valuable and thought-provoking resource” and has given the organisation a clear sense of direction and countless new opportunities to increase its impact.

TNH’s reputation as the only newsroom worldwide that specialises in covering humanitarian crises continues to strengthen. Policymakers and practitioners in humanitarian action rely on us to flag emerging crises, highlight those who would otherwise be forgotten, and better understand trends in the aid sector.

In a 2022 survey, a majority of readers confirmed TNH’s value in reporting on issues and countries not covered by others; in holding the aid sector to account through investigative journalism; and in providing analysis and opinions unavailable elsewhere.

The New Humanitarian is one of the only organisations to develop a viable model for internationally-focused, public service journalism. With strengthened editorial, outreach, operational, and fundraising capacities — and the clear direction of our new strategy — we are well-positioned to build on these successes moving forward.

“You’d be hard pressed to find a stronger, clearer case for impact as the currency of mission-driven journalism than this one from the @newhumanitarian’s new strategy overview. Super stuff, congratulations.”

- Tom Rewinnard, founder of news lab, consultancy & agency Fathm

“Continually in awe of the team at The New Humanitarian. The thoughtful, rigorous and committed way they’ve taken on the really hard (and often painful) work of reimagining what decolonised journalism could look like is a model for how this can be done.”

- Shirish Kulkarni, community organiser, Bureau for Investigative Journalism
2022 at a glance

<table>
<thead>
<tr>
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<td>reports</td>
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<td>227,301</td>
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<td>500</td>
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<td>total followers on social media</td>
<td>views on YouTube</td>
<td>podcast downloads</td>
<td>paying members</td>
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<tr>
<td>135</td>
<td>22</td>
<td>5</td>
<td>18</td>
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<td>territories covered</td>
<td>donors</td>
<td>new hires</td>
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Our new strategy: focus on decolonising our journalism

2022 marked the first year of our new five-year strategy to support our vision of becoming a transformative newsroom. Five strategic priorities underpin the strategy:

1. Decolonising our journalism
2. Centering impact in our work
3. Strengthening our newsroom
4. Building a more sustainable business model
5. Nurturing an organisational culture of excitement, innovation and well-being

The first pillar of our strategy — decolonising our journalism — was a major focus in 2022. Our objective was to produce coverage that empowers communities at the heart of crises and de-centers Western voices and narratives. We worked to achieve this in a number of ways:

We worked more closely with local contributors and voices: 41 percent of our reporting came from nationals of the countries they were reporting on (up from 25 percent in 2021) and 50 percent of the speakers on our podcasts and events were from the Global South.

We distributed our content to local audiences: In places like Haiti, Lebanon and Somalia, we translated local reporting into local languages, and distributed it through local channels to reach local audiences.

We devised and distributed internal guidelines for practising decolonised journalism: We integrated decolonised journalism practices in newsroom planning and through post-mortem documents. For example, we ask reporters to methodically "seek accountability by including context and analysis that explores how global and local governments, organisations, companies, and other power-holders may have deepened and solidified vulnerability for particular communities."
We focused on constructive/forward-looking angles within stories: This approach recognises the authority, agency and knowledge of those experiencing crises and depicts them as more than simply victims. Examples include our series on peace-building through local dialogue in the Sahel region, and grassroots efforts to maintain education for women in Afghanistan.

We challenged traditional narratives of power and accountability: We identified those responsible for the suffering of communities in countries ranging from Haiti to Argentina, including former colonial powers. Our Rethinking Humanitarianism podcast challenged established narratives in aid policy and practice.

We produced more formats that do not require command of English: These include short-text formats and most importantly video, so that language is less of a barrier for non-English speakers to contribute to our journalism.

We trained our editorial team: Our reporters working in traumatised communities learned to ensure that our sources were not re-traumatised during the course of our work.

We shared our approach to decolonising international journalism: We joined several conferences and took speaking engagements to encourage other news publishers to join us on the journey. A private convening we organised with industry peers allowed for constructive exchanges between specialist and mainstream media about the future of international journalism.
Progress on other strategic priorities

Centering impact in our work

We took a more active approach to planning and distribution of big projects to achieve maximum impact.

We added private convenings to our toolkit of ways to catalyse change: we hosted critical discussions on decolonising aid and philanthropy that provided a safe space for intense but authentic exchanges on this difficult topic, which allowed policy-makers to hear directly from affected people about their visions for change.

We reached new audiences by ramping up content designed for social media; doubled down on podcast and video production; and translated more content into different languages to bring our reporting to more people, including non-English speaking audiences.

We partnered with international and local media to extend our reach.

We expanded our offline activities to showcase our most powerful stories and themes via events, public speaking and media interviews.

To strengthen our ability to drive impact and audience development further, we created a new post: director of audience and revenue development. The role sits at the intersection of the editorial and business sides of our team, and develops partnerships to deliver The New Humanitarian’s content to our target audiences on different platforms.

We upgraded our website and content management system, which improved performance and streamlined production tasks.

Building a more sustainable business model

Despite the current uncertain economic climate, we grew our funding and made positive steps in diversifying our income. We expanded our fund-raising team to ensure we can better create and develop relationships with prospective donors, including high-net-worth individuals. We also launched an individual giving programme.

We acquired a paid newsletter product, Dawns Digest, which is now generating modest amounts of revenue; our new director of audience and revenue development will develop a broader revenue strategy.

We also laid the groundwork for creating a 501c3 charity in the United States, which we aim to launch in late 2023. This will be an important plank of our strategy to grow income from US sources over the coming years.

We transitioned to the more complex and demanding accounting standards Swiss GAAP FER 21 to provide better accountability and deeper transparency to those who fund us.

We continued to grow our reserves with the aim of having three months of operating expenses saved in case of emergency.

Nurturing our culture

We took significant steps across all aspects of staff recruitment, development, engagement and welfare. This included making salaries more competitive, improving benefits and introducing greater equity therein.

We garnered feedback from staff on how to better support them and encouraged and trained middle managers to be more autonomous and to nurture innovation with specific training.

We improved and expanded office facilities in Geneva and London to support more flexible working and better collaboration. And we introduced specialised counselling for people travelling to high-risk environments to report for TNH.
Our journalism in 2022

As journalists, we seek to improve the lives of those living in the midst of crises through coverage that:

- Provides in-depth, field-based perspectives from humanitarian emergencies
- Shines a spotlight on forgotten crises and emerging trends
- Holds the emergency aid sector to account

Our journalism shares a dedication to first-hand, fact-based reporting, a commitment to enabling local communities to tell the stories they deem most important, and the responsibility to speak truth to power by dislodging long-held assumptions and exposing the often hidden roots of crises.

This is what The New Humanitarian’s journalism looked like in 2022:

**First-hand reporting** from Ethiopia, Myanmar, Venezuela, Yemen and many other regions rife with access and security challenges, laying bare the complexities and inconvenient truths that mainstream media often miss — and governments often hide.

**Convenings** that bring aid professionals, donors and communities in crisis together to share views on everything from what sort of assistance people really want to what a decolonised aid sector might look like.

**WhatsApp-based storytelling**, the first of its kind in the world, offering a very personal look at what it takes to keep going when your country is in freefall.

**Reports from communities on the front lines** of climate change, pointing to both real-world impacts and real-time fixes.

**Investigations that hold power to account**, on issues from rising violence against women in Haiti to how European courts are wrongfully prosecuting asylum seekers as smugglers.
Videos that make real the day-to-day indignities of life for so many and connect the dots between suffering on the ground and government aid policies. The videos revealed the impact of the geopolitical tug of war on aid routes to Syria, and how short-term relief efforts may have helped drive seven million Somalis toward hunger.

Playlists spun to stave off despair around Syria and Lebanon, and to hint at brighter paths ahead.

See the full annual report for more details of our coverage.

Over the course of 2022, we produced 344 stories, including four big investigations, 94 videos, 20 Youtube shorts and 17 podcasts (Rethinking Humanitarianism and Fixing Aid).

The charts below shows the countries we reported from and details production by region, theme, and by story format (e.g., feature, podcast, analysis, etc.):
Production by theme (%)

- Aid and Policy: 21%
- Conflict: 13%
- Politics and Economics: 12%
- Human Rights: 11%
- Environment and Disasters: 8%
- Food: 6%
- Health: 6%
- Solutions and Innovations: 2%

Production by format (%)

- News Feature: 26%
- News: 14%
- Opinion: 14%
- Cheat Sheet: 14%
- Analysis: 12%
- Feature: 6%
- Podcast: 5%
- Interview: 4%
- Photo Feature: 2%
- Other: 3.6%
Our impact

In 2022, our work had a significant impact in multiple ways — prompting UN investigations, empowering local communities, and stimulating critical debate.

We co-produced an investigation with Al Jazeera into allegations of sexual abuse by aid workers in South Sudan, exposing how such abuse had been unchecked since 2015, despite the intervention of a UN task force. Our reporting prompted a UN investigation, pledges from the South Sudanese government to take action, and condemnation from NGOs.

Our story on the failure of aid to deliver benefits to ordinary Haitians (a joint survey with Ground Truth Solutions that was also published in Creole) was used by the UN Office for Coordination of Humanitarian Affairs (UNOCHA) to brief management as they considered a new initiative on accountability. Our opinion piece on how international aid misread Ukraine prompted a staff discussion at a major international NGO on what lessons they can learn from this. An evaluation of their Ukraine response was initiated, with the TNH article cited as recommended reading.

Our series on local dialogue with militants in Burkina Faso and Mali, published in French and English, was described as “invaluable” and made waves amongst Sahel experts. The renowned Sahel/Sahara academic Yvan Guichaoua tweeted: “The whole series on dialogue with jihadists in the #Sahel by @newhumanitarian forms an exceptionally rare and precious body of evidence on civilians/militants relationships in the region. Journalism at its best.”

Our private convening on decolonising aid brought together more than 50 government donors, UN agencies, racial justice activists and local humanitarians. Many participants called it a watershed moment and a rare opportunity to directly speak truth to power. The majority of participants told us the event deepened understanding and prompted internal debate in government aid departments and philanthropic foundations. One example is to examine how to overcome challenges to fund more programs locally.

Our 2022 audience survey quantified the impact of our work: 61 percent of respondents said TNH stimulated further research and/or advocacy; 31 percent said TNH informed organisational and operational priorities, including the deployment of staff or resources; and 26 percent said TNH led them or their organisation to push for internal or external policy change.

“The debate on decolonisation and localisation has enabled me to push the agenda further with my board, who are the usual humanitarian actors who say the right things but are mostly resistant to change.”

— audience survey respondent
Aishatu Kabu quit an international NGO job to start her own women’s empowerment organisation in NorthEast Nigeria. “What we’re battling for here is against child marriages, the need for girls’ education, reproductive health – we haven’t gone beyond that level yet”. (Fati Abubakar/TNH)
Our audience

Results from our 2022 reader survey underlined the influential nature of our audience in the humanitarian sector: 52 percent of respondents were senior professionals or executive management/C-suite level, and 57 percent of respondents said their work has a major or moderate impact on humanitarian action and policy.

In 2022, we reached audiences through an increasing range of platforms. On average, 210,000 people visited our website every month, for a total of 2,410,000 page views over the course of the year. Some 67,000 people signed up to our free daily and weekly newsletters; and six major institutions subscribed to our new paid newsletter offering. A new strategy to produce bespoke products for social media led to a 21 percent increase in followers on social media platforms, for a total of more than 227,000.

Audience consumption and interaction with our journalism reflects a growing preference for multimedia, with stellar growth in our podcast audience (downloads were up 45 percent year-on-year to 145,853) and video views (up by 19 percent to 615,000 views).

Like many other news sites, TNH’s website traffic saw a decline due to various factors including changes to Google’s search algorithm, but engagement with our stories (measured by average reading time) remained well above the industry average.

TNH’s presence on the global stage increasingly underlined the multi-dimensionality of our journalism and our audience. We are sought out for our agenda-setting voices on seismic shifts in the aid landscape, as well as important new trends in journalism, such as the inclusion of local voices in storytelling.

In 2022, this was borne out by our involvement in more than 18 speaking engagements targeted at the media industry (International Journalism Festival in Perugia), our core humanitarian audience (European Humanitarian Forum in Brussels), and wider audiences (World Economic Forum in Davos).

Our income and expenditure

In 2022, our income was 3,421,958 CHF, up 15 percent from 2021. Our funding came primarily from 22 governments and foundations (including two new donors), though readers and individuals increasingly provided supplemental sources of income. Our membership income grew by 10 percent to 48,076 CHF.

We acquired a paid newsletter service as a first step in generating our own income. A newly hired director of audience development and revenue will drive our earned revenue moving forward.

Our total capital was 494,024 CHF by year-end.

In 2022, we spent 2,970,597 CHF, up 36 percent from 2021. Two-thirds of our budget is spent on editorial production.

Our organisation and governance

In 2022, our team grew to 23 employees in 11 countries around the world. We invested in systems to be able to hire staff in multiple jurisdictions in equitable and transparent ways.

We welcomed the new executive director of Human Rights Watch, Tirana Hassan, to our Board of Directors.

We transitioned to a full audit of our annual financial accounts, a step toward further strengthening our governance.
A new vision

Our mission

The New Humanitarian is an independent, non-profit newsroom that believes in journalism as a force for good. We produce fact-based journalism from the heart of conflicts and disasters to build understanding of how to improve the lives of the millions of people affected by humanitarian crises around the world.

Our theory of change

Our theory of change reflects what we want to see in the world by delivering on our mission. Our work leads to more effective, accountable and inclusive ways to improve the lives of people affected by crises in a variety of ways:

- Informing policy-makers and practitioners working in humanitarian response or related fields of needs on the ground
- Providing accountability and transparency over governments, aid agencies, and others meant to help — or responsible for the suffering of — people in need
- Raising awareness of forgotten crises among a wider audience
- Providing a platform for conversation and discussion with and among affected and marginalised people about how to improve their own lives

There is a growing demand for decolonised, meaningful participatory media spaces that have different power dynamics, and an increasing expectation of journalism as a constructive force for good rather than an “objective” chronicler of the news.

The business model for media is also broken, with many media going bankrupt during the pandemic — despite their information being more valuable than ever — because of a dependence on advertisers.

Finally, exploitative and extractive practices have long been commonplace in media and other businesses.

We think there is a better way. We want to build something different.

We will continue to produce journalism that can compete with the world’s most respected publications, but we will chart our own path in defining what a progressive transformative newsroom means to us.

We believe it can be transformative to challenge the power structures within journalism, especially how stories are told and who sets the narrative. We believe it can be transformative to intentionally pursue impact as a driving force in the production of our journalism.

We believe it can be transformative to bolster our ability to pursue the most challenging stories. We believe it would be transformative to develop a viable model of mission-driven journalism on the international stage. And we believe it would be transformative to build a progressive newsroom culture.

New vision

The New Humanitarian’s vision is to become a transformative news organisation for our times.

The current journalistic model is broken: audiences are demanding that the hierarchical, elite-led system of news gathering and presentation behind journalism be dismantled in favour of a more inclusive and holistic model based on a more equitable access to information and more nuanced and multi-perspective narratives.
Our 5-year strategy

To achieve our vision of becoming a transformative newsroom, we have developed five strategic priorities to guide our organisation over the coming years. Over the course of 2022 we worked to embed these into our activities:

1. **Decolonise our journalism** – by being more inclusive of and guided by the communities we serve so that we better represent the issues that matter to them.

2. **Center impact in our work** – by pro-actively mapping and reaching out to audiences that can be served by a given story — so that every story finds the audience that can use it to drive change.

3. **Strengthen our newsroom** – by investing in key editorial functions and necessary logistical, legal and administrative support so that we can deliver on our mission.

4. **Build a more sustainable business model** – by growing grant funding and developing new revenue streams so that our journalism remains independent and viable in the long-term.

5. **Nurture an organisational culture of excitement, innovation and well-being** – by better understanding and responding to the needs of our staff, improving benefits, and creating space for creativity so that staff feel valued, proud and motivated to do their best work.

Asya Begum, 25, collects water for daily needs from the Arabunia area of Rangamati. Five to six times each day, Begum walks at least 15 minutes to collect water for her family of 12. (Zakir Hossain Chowdhury/TNH)
Breathing life into our new strategy

A major focus in 2022 was on decolonising our journalism. Here we outline how we set about translating our goals into action.

<table>
<thead>
<tr>
<th>Decolonising our Journalism</th>
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<tr>
<td><strong>5-year commitments</strong></td>
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| Our staff will better represent the people we serve | + Launched a recruitment for a new role to advance our decolonisation agenda: a senior editor for Inclusive Storytelling  
+ Hired a recruitment coordinator to help us build more diverse talent pools  
+ Expanded our finance and fund-raising teams with new hires in Senegal and India |
| We will create more opportunities for residents of the Global South to engage with our newsroom | + Increased credits/bylines by local contributors from 25 percent in 2021 to 41 percent in 2022  
+ Translated more content into different languages to bring our reporting to wider and non-English speaking audiences.  
+ Distributed more content through local channels to reach a local audience. |
| We will shift the tone, imagery and framing of our articles by acknowledging colonial histories and long-accepted power disparities | + Focused on constructive/forward-looking angles within stories  
+ Shifted the framing, language and imagery of our coverage to recognise the authority, agency and knowledge of those experiencing crises and depicting them as more than simply victims of a terrible fate.  
+ Challenged traditional narratives of power and accountability, and more often identified those responsible for the suffering of communities. |
| We will experiment with new forms of decolonised journalism — by co-creating products and formats that allow communities to express themselves more authentically and play a larger role in the editorial process | + Increased use of formats that do not require command of English, providing more opportunities for non-English speakers to contribute to our journalism.  
+ Experimented with new reporting and distribution formats (see WhatsApp Lebanon and Sahel reporting examples below) |
| Our reporters will more systematically engage with the communities they cover | + Trained our editorial team on reporting from and working with traumatised communities, so as not to re-traumatize them during our reporting. |
| We will provide guidance to reporters on decolonised journalism | + Devised and distributed internal guidelines for practising decolonised journalism and integrated decolonised journalism practices in newsroom planning and post-mortem documents.  
+ Shared our approach to decolonising international journalism with other media through several conferences, convenings and speaking engagements |
“We are a small organisation trying to raise the voices of local peacebuilders around the world. TNH does that better than anyone else. A lot of other news sites focus on the usual geopolitics of conflict and the most interesting articles I’ve read on what local peacebuilders are doing are on your site.”

Dylan Matthews, CEO of Peace Direct

Decolonising journalism: through innovation and collaboration in WhatsApp Lebanon?

A flagship reporting project in 2022, WhatsApp Lebanon? combined collaboration between local and international journalists, innovative storytelling and decolonising journalism.

On 4 August 2020, a massive explosion on Beirut’s port devastated parts of the city. But, Lebanon was in economic freefall far before that. The country’s crisis had occasionally made the news — on the day of the blast or when the currency hit a particularly low point. Yet as 80 percent of Lebanon’s population was thrown into poverty, journalists struggled to cover what was happening on a personal level to millions of people.

In that context, WhatsApp messages made an excellent, and untapped, reporting tool. Such conversations are a way into moments journalists just don’t see or hear. Rather than the journalist driving the narrative, we decided to show the long-term impact of Lebanon’s collapse on the lives of five young people — Afaf, Bassel, Mohamad, Roger, and Roza — through their WhatsApp conversations.

It took six months of thinking, planning, and reporting to create WhatsApp, Lebanon? and we learned a huge amount along the way, which we shared with readers in WhatsApp Lebanon? Go behind the scenes. The experience made our team question the traditional relationship between journalists and their sources.

Our Middle East Editor Annie Slemrod worked closely with Zainab Chamoun, a Lebanese journalist based in Beirut who coordinated the project. Zianab wanted the story to help people in and connected to Lebanon to “feel that they are not alone. They are not suffering alone. There is a kind of comfort knowing that we are together.” For Annie, “what I liked about this project is that I had nothing to do with what people said, it had already happened. So I couldn’t shape it. It made me think a lot more about the value of listening to people.”
One of our goals is to move beyond defining people only by their suffering and to show them as individuals. Along with the main story we published a playlist curated by Afaf, Bassel, Mohamad, Roza, and Roger. It includes songs that reminded them of the October 2019 protests, songs they took long walks with over in lockdown, and songs that gave them hope when the country’s dramatic collapse felt like too much.

Accustomed to the “bang-bang” and numbed to the carnage, there is a tendency when reporting on conflict to accept the suffering it creates as somehow inevitable. But it isn’t. TNH aims to report local perspectives that push beyond traditional victim-centric narratives and shine the light on how local citizens are pushing for progress themselves.

Part of our definition of decolonised journalism is journalism that is produced not only for foreign audiences, but also for the communities from which the reporting originated. Thus, we published the multimedia feature in English and Arabic and partnered with Lebanese and Arabic media, including Lebanese outlet, L’Orient Today, to republish the feature locally.

Decolonising journalism: local voices and solutions from the frontlines of peace

Accustomed to the “bang-bang” and numbed to the carnage, there is a tendency when reporting on conflict to accept the suffering it creates as somehow inevitable. But it isn’t. TNH aims to report local perspectives that push beyond traditional victim-centric narratives and shine the light on how local citizens are pushing for progress themselves.

Our reporting, published in French and English, made its way into the papers of top academics and was described as “invaluable” by one Sahel scholar. The renowned Sahel/Sahara academic Yvan Guichaoua tweeted: “The whole series on dialogue with jihadists in the #Sahel by @newhumanitarian forms an exceptionally rare and precious body of evidence on civilians/militants relationships in the region. Journalism at its best.”

Sam Mednick, who authored our Burkina Faso coverage, was interviewed at length on the Foreign Policy podcast, The Negotiator, about her reporting and the dialogue process. Other organisations involved in local peacebuilding in Mali have been in touch with a view to discussion and collaboration.
### Centering impact

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<th>5-year commitments</th>
<th>Progress made in 2022</th>
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<tr>
<td>&gt; We will consider the potential impact when deciding which stories to pursue.</td>
<td>+ Development of project planning, management and post-mortem documents for big projects, with the goal of identifying and maximising impact.</td>
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<tr>
<td>&gt; We will translate content into other languages.</td>
<td>+ Increased translations to 2-4 articles per month, allowing us to reach local audiences in their native language.</td>
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<tr>
<td>&gt; We will produce short videos of our in-depth articles</td>
<td>+ Increased production of content specifically designed for social media, intended to bring relevant parts of our reporting to wider audiences.</td>
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<tr>
<td>&gt; We will strike distribution partnerships with multiple outlets.</td>
<td>+ Adopted a more targeted approach to distribution partnerships, and co-publication with international, niche and regional media, including Al Jazeera, The Guardian, and The New Arab.</td>
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<td>&gt; We will zero in on specific topics that we can “own” any given year so as to report on them with greater consistency and thus impact.</td>
<td>+ In 2022, we focused on identifying emerging hunger crises, at a time when most media were highlighting growing hunger across regions that had long been challenged. The Hunger Hotspots series was the result. We also focused on keeping the spotlight on regions poised to tip toward famine, with continued on the ground reporting from Somalia and elsewhere in the horn of Africa.</td>
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<td>&gt; For each story we seek to publish, we will ask: Who needs to read this for it to have its intended impact?</td>
<td>+ Hired a new director of audience and revenue development who will focus on matching impact to audience targeting on and offline. + Showcased content at different fora for different audiences (policy, academia, media etc.) via more than 18 speaking engagements, four public events and three closed door convenings, including a discussion on decolonising aid that was attended by more than 50 senior policy-makers, local humanitarians and racial justice activists, which allowed us to have direct impact in new ways.</td>
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## Strengthening our Newsroom

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<tr>
<th>5-year commitments</th>
<th>Progress made in 2022</th>
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| > We will increase our presence on the ground and in policy hubs. | + Appointed our Asia editor Irwin Loy as our new policy editor.  
+ Produced standout coverage on aid policy and practice, including through our Rethinking Humanitarianism series. |
| > We will grow our investigations team. | + Recruited a new investigative reporter/editor, Jacob Goldberg, to boost our investigative capacity.  
+ Procured professional indemnity insurance to provide further protections to our investigative team. |
| > We will improve our ability to access high-risk areas. | + Streamlined our risk assessment process.  
+ Procured additional insurances to manage risks and ensure a robust duty of care before, during and after deployment. |
| > We will grow our editorial operations strategically. | + Built out of our visual and multimedia storytelling skills, increasing production of videos and other non-text content, as well as more creative and consistent visual and multimedia storytelling and narrative formats, such as "The invisibles": A Cuban asylum seeker’s dangerous odyssey.  
+ Hired an additional staff editor, Eric Reidy, to boost editing capacity as our level of content grows. |
| > Build editorial collaboration to increase capacity for greater audience reach | + We worked with Health Policy Watch (a specialist publisher focused on public health) and Nexus Media (a specialist publisher focused on climate) to re-publish each other’s content, building capacity by picking up coverage we don’t need to produce on our own. |
| > Strengthen operations team and free up time for editorial to focus on core role | + Automated processes and handed others — particularly around contracting — from the editorial team to a newly expanded operations team, thus freeing up time among editors to focus on producing the journalism.  
+ Upgraded website and content management system, which improved performance and streamlined production tasks. |
### Building a sustainable business model

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<thead>
<tr>
<th>5-year commitments</th>
<th>Progress made in 2022</th>
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<tbody>
<tr>
<td>&gt; We will increase grant funding.</td>
<td>+ Increased income around 15 percent year-on-year.</td>
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<td></td>
<td>+ Attracted two new donors.</td>
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<td></td>
<td>+ Renewed eight of nine existing grant agreements that were up for renewal, in some instances with additional funding and for additional years.</td>
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<tr>
<td></td>
<td>+ Developed new relationships with prospective donors.</td>
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<td>+ Transitioned to the more robust accounting standards Swiss GAAP FER 21 to build confidence with donors.</td>
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<tr>
<td>&gt; We will launch an individual giving programme.</td>
<td>+ Hired a new member of the fund-raising team with experience in individual giving (see below).</td>
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<tr>
<td></td>
<td>+ Received two donations from high-net-worth individuals.</td>
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<td></td>
<td>+ Hosted a private dinner in Geneva to raise awareness of TNH among other individual philanthropists.</td>
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<td>&gt; We will monetize parts of our content and knowledge, while ensuring that our core products remain free for all to access.</td>
<td>+ Acquired a paid newsletter service, Dawns Digest, which we will redesign and begin marketing to new clients as an additional source of income.</td>
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<td>+ The new director of audience and revenue development is developing a strategy for monetising our content and expertise.</td>
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<td>&gt; We will seek out non-Western sources of funding.</td>
<td>+ Onboarded a new member of the fundraising team, Jijo Vadukoot, based in India.</td>
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<tr>
<td>&gt; We will develop a reserves fund of at least three months of operating expenses.</td>
<td>+ Grew reserves fund to 626,995 CHF, thanks to earned revenue, membership, and portions of grants that specific donors have permitted for this use.</td>
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# Nurturing a culture of well-being, excitement and innovation

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<tr>
<th>5-year commitments</th>
<th>Progress made in 2022</th>
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| ➤ We will better understand the needs of our staff and tailor responses accordingly. | + Launched staff survey, consisting of an employee engagement survey and a manager effectiveness survey, both of which received a 100 percent participation rate.  
+ Staff survey results inspired a focus on stress, burn-out, wellbeing, productivity and energy protection during TNH’s annual staff retreat. |
| ➤ We will improve benefits, such as leave allowance and health coverage/insurance.       | + Introduced new leave allowances: carer’s leave, increased parental leave, and compassionate leave.                                                                                                                  
+ Increased pension and health benefits.                                                                 |
| ➤ We will make life easier for staff, including IT support and a HR/admin portal.       | + Developed plan for streamlining of IT systems.                                                                                                                                                                       
+ Procured a new applicant tracking system (ATS).  
+ Developed a more structured onboarding programme.                                          |
| ➤ We will streamline processes, decentralise decision-making and more clearly define boundaries so that staff have greater autonomy over their work and so that we can more easily scale our activities. | + Trained middle managers to help them play a more strategic role in the organisation and in so doing, decentralised decision-making.                                                                                   |
| ➤ We will create more time for connection between staff.                                | + Acquired shared office space for staff in London.                                                                                                                                                                     
+ Improved our Geneva shared office space to facilitate staff connection and collaboration.  
+ In addition to annual staff retreat, hosted in-person get-together for editorial staff from around the world. |
| ➤ We will encourage innovation.                                                       | + The production team is experimenting with AI, and researching/deploying new web techniques such as WCAG standards to deliver better products.                                                                       
+ Staff have had training on a management level about creating innovation hubs within organisations. |
| ➤ We will guard against exploitative industry practices                               | + Secured psycho-social counselling for all staff and freelance contributors who travel to high-risk environments to report for TNH.                                                                                           |
How our journalism creates real impact

The New Humanitarian’s reporting informs the prevention and response to humanitarian crises by contributing to better decision-making, enforcing accountability and transparency, creating greater awareness, and elevating the voices of those most affected. In doing so, we seek to contribute to more effective, inclusive and accountable humanitarian action.

In 2022, our work had a significant impact in multiple ways, from informing major NGO interventions in humanitarian emergencies to prompting donations from philanthropic entities. We informed senior decision-makers about critical issues at the heart of improving humanitarian intervention, such as sexual abuse and accountability, prompting them to take action. We unearthed and shone a light on critically important grassroots initiatives to improve life, ranging from new dialogues for peace to home-grown innovation.

Here are some examples of how our reporting achieved this:

Elevating the voices of affected people: marginalised groups in Argentina learn from each others’ experiences

In August, we published an article on gender-based violence and malnutrition in indigenous communities in northern Argentina. The story detailed how a group of Indigenous women wrote a letter to local authorities demanding that the non-Indigenous men who fathered their children recognise paternity and offer child support.

Following its publication, we heard from a group of gender-based violence survivors who had used Google to translate the story and as a result, decided to write to the same head of security of the region asking for justice after the alleged killer of a 14-year-old Indigenous girl in their community escaped house arrest.

“We all read the article, which was fabulous, with so much detailed information. It was fabulous to end the story with a message of hope: that amid so much violence that women endure, some are able to be reborn and to transmit a message that it is possible to move forward and to view life with dignity,” the group said.

Building greater awareness: the story of Syrian refugee Sarah Mardini

In 2019, TNH shone a spotlight on the story of Sarah Mardini, a refugee who undertook a dangerous journey with her sister Yusra from war-torn Syria to Germany in August 2015. The two went on to compete in the 2016 Olympic Games in swimming. In 2022, Netflix used TNH’s profile of Mardini as research in its moving drama, “The Swimmers,” which won a host of awards, including Best European Film at the Berlin International Film Festival.

Our feature had told her story in the context of growing hostility towards asylum seekers and those who help them. After arriving in Berlin she went on to volunteer in the Moria refugee camp on Lesbos and was subsequently arrested, as European governments started taking a harder line on immigration and using anti-smuggling laws to de-legitimise humanitarian assistance to refugees and migrants.

Sarah Mardini (Eric Reidy/TNH)
Informing decision-makers of needs on the ground: tackling period poverty in Syria

In May, we highlighted the work of Utopia, a small Syrian NGO, which is tackling period poverty by providing hand-sewn reusable pads for women and girls living through Syria’s crushing economic downfall. Pre-war, a locally made pack of four disposable sanitary pads cost between 15 and 25 Syrian pounds. Since then, they’ve reached 2,500 to 4,000 pounds. Addressing this issue, Utopia has been hand-sewing reusable pads in its small workshop in the southwestern city of as-Suwayda since the start of 2022, offering a cost-efficient and eco-friendly solution to women.

Following publication, a Turkish NGO was inspired by the report to meet the pad needs of 100 women for 5 months. Similarly, a philanthropic entity asked to be put in touch with Utopia with the intention of donating toward their work. Finally, an NGO doing similar work in Lebanon reached out to collaborate, and they were able to source material unavailable in Lebanon and are working toward helping Utopia get additional support to distribute a greater number of products in Syria.

Providing accountability: a relentless focus on sexual abuse in South Sudan spurs further investigation

In 2022, TNH co-produced an investigation into allegations of sexual abuse by aid workers in Malakal, a United Nations-run Protection of Civilians site in South Sudan. Accounts of sexual abuse committed by aid workers first surfaced in 2015, two years after South Sudan’s civil war erupted.

Seven years on, our investigation revealed how reports of abuse have not only continued at the site, but have increased. The International Organization for Migration, Doctors Without Borders (MSF), the World Food Programme and World Vision workers were named as perpetrators. Despite a UN task force, strategies to stop the abuse failed.

TNH reached out to Al Jazeera to partner on this investigation to reach a wider audience and have as great an impact as possible. The story was also later cited by the Washington Post.

Prior to publication, World Vision, one of the INGOs with an employee named as an alleged perpetrator of abuse against a woman who was 15 at the time, said it was opening an immediate investigation into the case.

Shortly following publication, United Nations Secretary-General António Guterres requested an “urgent report” detailing the immediate actions being taken by UN staff to address sexual abuse allegations across their operations in South Sudan and ensure accountability, saying he is “appalled by these allegations.” Shortly thereafter, Nicholas Haysom, Special Representative of the Secretary General and Head of UN Mission in South Sudan, confirmed that the UN will investigate the allegations.

The South Sudanese government also pledged to take action against perpetrators and ensure they are held accountable for their actions. Finally, the CHS Alliance, a group that seeks to uphold standards in humanitarian response, condemned the abuse and demanded greater accountability to people affected by crises.
TNH hosted a private convening in February 2022, bringing together more than 50 government and foundation donors, UN agencies, international NGOs, local humanitarians, innovators in new funding models, and racial justice activists for a four-hour discussion about decolonising aid. A summary of the discussion can be found on our website.

This convening earned TNH a reputation among the donor and civil society communities alike as a place where their voices can be heard. We brought together people who don’t usually sit in the same room and gave those pushing for change access to policymakers to share their message. One activist noted that they rarely get to speak to people in powerful positions.

The convening also succeeded in exposing policymakers to perspectives that they had never heard before. The CEO of one foundation told us: “I hadn’t really understood and appreciated the big picture, the anger, the anti-aid movement, the strong anti-north perspective. I have never been much exposed to that. It’s understandable, but very new to me. Given some of the attitudes on display means we have a very long way to go.”

Afterwards, we surveyed participants on the impact of the convening. The results were overwhelmingly positive:

- 88 percent said they had a better understanding of what decolonising aid means
- 91 percent said it the discussion opened them up to new ways of thinking about the topic
- 75 percent said they had heard some examples / models they could consider applying in their own institution
- 94 percent had learnings they plan to share with others within their institution
- 84 percent had a better understanding of how to move the decolonisation agenda forward
- 87 percent intended to take actions following the convening
- 87 percent made new connections they think can help them on this journey moving forward

Several participants have since held conversations within their own institutions as a result of what they heard, including donors who met with their legal and finance teams to discuss how they overcome challenges to dispersing funds to local aid teams. In the words of one participant: “The session did what it set out to do — get us all thinking about what this means for us and how we move forward!” Another noted: “Being in the room was incredible and I look forward to continuing to be part of it, as it feels like the beginning of something.”
The year in review: Our most powerful stories

Providing first-hand, on-the-ground perspectives from humanitarian emergencies

Reporting the humanitarian impacts of world-changing events

The social and economic ravages of two pandemic years and Russia’s invasion of Ukraine became painfully apparent across much of the globe in 2022. Our reporting focused on the outsized impacts on communities that were struggling long before lockdowns, supply chain glitches, and price rises. We put faces to the increasingly dire numbers of people in need and illustrated the real-life consequences of gaps in aid funding: Reduced or nonexistent aid and government assistance meant that many remained hungry and without access to education, healthcare and even shelter, yet determined to find ways forward on their own.

Living with the pandemic’s lasting tolls: “Do the rich people even know there is something wrong going on in this country?”

In Caracas, Venezuela we met families flattened by poverty and a healthcare system that had been in tatters long before COVID-19 emerged. Alexandra Álvarez recalled government officials telling her “they would take my children away because it was clear I couldn’t feed them anymore.”

When Álvarez lost her job cleaning offices, she began collecting scrap metal, receiving one dollar in exchange for 10 kilos of metal. Yet that’s still not enough to properly feed her children — who remain with her. While it is dangerous for health professionals to speak out publicly in Venezuela because of government censorship and attacks, a paediatrician in Caracas shared their experiences with us, anonymously. They pointed to “innumerable cases of malnutrition” and doctors working in major hospitals without running water. “There are so many deficiencies and so much pain we see daily on all of our patients’ faces,” the doctor told us.

We explored how education has become an urgent humanitarian issue in some regions, a result of pandemic-linked school closures or growing hunger. In a remote Peruvian village, we spoke with parents about the toll of school closures during the pandemic, uncovering the little-discussed increase in “learning poverty.” This manifests in the inability of a 10-year-old child to read a basic text — and is a phenomenon playing out in low- and middle-income countries. Increasing hunger also keeps kids home even when the schools are open.
In India, we examined the mental and financial toll of the pandemic on the hundreds of thousands of children who had lost parents to Covid. "My mind was blank," 18-year-old Khushi told us at her cramped home in a rural part of Hapur district, in the northern Indian state of Uttar Pradesh. "All I knew was that, [with my mother gone], I had to take care of my three younger siblings." For months, Khushi was haunted by guilt for not having been able to save her mother, and angry at her loss. But she has re-emerged into the world with the help of a program providing assistance to children like her, which supplies both therapy and financial support.

In Sri Lanka, as in so many places, the knock-on effects of the pandemic added to other woes. Photojournalist Shefali Rafiq travelled around the island nation in August to chronicle how women street sweepers, tea pickers, and garment workers — and hundreds of thousands of women like them — were faring as their country’s economy imploded.

Pushpamani, a 40-year-old mother of two, suffered a string of blows in quick succession. First, she was fired from a garment factory in 2020 when COVID-19 hit. Then, at the height of the economic crisis in early July, she lost another job when a factory was forced to shut down. "Do the rich people even know there is something wrong going on in this country?" she asked. "I don’t know what the crisis means to other people, but for us poor ones, it means having to sleep without a grain in our belly."

Coping with price hikes and aid cuts: “Instead of dying of hunger, people have gone ahead to say better [to] die in the war.”

That the Russian invasion of Ukraine would affect international humanitarian supply chains quickly became obvious. Almost overnight, inflation — already climbing as the pandemic eased — skyrocketed, hitting low-wage workers especially hard and pushing many countries into economic crisis. Global fuel prices doubled and food costs spiked.

Residents of countries rich and poor adjusted to higher costs for everything from food to housing, and aid organisations were forced to reduce services in many places as their money bought less, too. We looked at the real-world impacts of this, investigating how refugee communities were dealing with ration cuts and price hikes.

In Uganda — which hosts more refugees than anywhere else in Africa — we heard how refugees faced increasing hunger and some were considering returning to their home countries even as conflicts raged in South Sudan or Democratic Republic of the Congo. Funding shortages forced the World Food Programme to cut rations for the third time in as many years. Humanitarian officials attributed the cuts to a competition for resources, mentioning the drought emergency in the Horn of Africa and the war in Ukraine’s impact on grain production, which resulted in international donors reallocating relief budgets.

Nakinde, a resident of the Bidi Bidi settlement in northern Uganda, one of the world’s largest camps, told The New Humanitarian she was only able to feed her six children twice a day because food rations run out after two to three weeks. "Even getting clothing for the children is very difficult," she said. Odd jobs like collecting firewood and cutting and selling sheaths of grass can earn refugees a bit of money, according to Celina Kidden, another resident. But, she added, casual work like that is hard to find.
Festo, a father of five who arrived at the settlement in mid-2016, when civil war reignited in South Sudan, said 15 of his neighbours recently left on foot for South Sudan. "Instead of dying of hunger, people have gone ahead to say better [to] die in the war," he explained. He finally made the decision to leave, too, carrying gardening tools and a few goats and chickens.

From the Za'atari camp in Jordan, we spoke with Syrian refugees who were concerned about rising food insecurity and child labour as their aid allotments bought significantly less food than a year earlier. And we worked with Syrian photographer Younis al-Haraki, a resident in the camps, to photograph life there.

Jordan, like many countries, saw considerably higher rates of inflation than usual, off the back of Russia’s invasion of Ukraine. Food prices at the two supermarkets where refugees can use cash assistance from the World Food Programme to purchase goods rose by an average of 22 percent between February and May alone in 2022, according to statistics compiled by aid groups.

That left many families scrambling to find enough food, pushing some to send their children to work. 15-year-old Maher Zaitoun was earning about half a dinar ($0.71) for each trip he took delivering groceries to shoppers’ homes from a supermarket. He dropped out of the ninth grade to earn extra money to help his family. His father has a herniated disc and can’t work, so the responsibility falls to him — the oldest of eight siblings. “I work for my mom and my dad,” he says. “I work to help [cover the costs] of food and medicine.”

As costs rise, hunger and its dark consequences spreads further: “I need food, but nothing has arrived since we came. What can I do? I pray to God so that God can bring us food – there’s nothing else I can do.”

We translated abstract talk of inflation and supply chain disruptions into what that looked like on the ground, as people tried to go about their day-to-day in locations where hunger had deep roots but was growing with new ferocity — often too quickly for donors to keep pace — as well as communities where hunger had arrived nearly overnight. And we continued amplifying the voices of women and girls, looking at the added burdens they faced as hunger grew in Sri Lanka, Nigeria, South Sudan, parts of Latin America and elsewhere.

Al-Hidaya is just one of hundreds of makeshift camps on the outskirts of the Somali capital Mogadishu where The New Humanitarian found exhausted people, escaping drought and conflict in south-central Somalia, arriving each day, desperate for help. Reporter Abdalle Ahmed Mumin, based in Mogadishu and aware of the ongoing security risks posed by ongoing conflict with the jihadist group al-Shabab, spoke to them, learning that there was little aid available for the more than one million people who fled their homes in 2022.

The grim reality, he noted, is they will continue to risk hunger, disease, and death as they settle into displacement camps. They are among the at least 7.8 million people who are going hungry — millions in a “crisis” category in which the frailest die. Despite plentiful early warning that Somalia was facing disaster, aid has been slow to arrive. And Somalia’s extreme insecurity also impacts aid work. Relief operations by Western aid agencies — when they leave their heavily guarded green zone bubble — involve squads of armed escorts, detailed coordination, and last no longer than 30 minutes. Our reporter heard a bomb explode nearby on a camp visit. On the way back to Mogadishu, he found the road was blocked after the security forces found and defused another device.
In a series of articles from largely middle-income countries that had not previously been at risk of food insecurity, we exposed how hunger was closing in on countries once deemed "safe" from widespread hunger. Reporters for our Hunger Hotspots series spent several months interviewing ordinary consumers, aid workers, and food systems experts, revealing how cash-strapped households were cutting back on what and how much they eat, examples of rising food insecurity.

In Argentina — Latin America’s third-largest economy, an agricultural powerhouse, and a key producer and exporter of soybeans, corn, and wheat — we found a growing number of Argentinians struggling to eat and falling into poverty. Economists pointed to poor governance, three consecutive years of drought, and rising global prices. But others noted growing poverty and inequality, the industrialisation of a food production system focused on exports, and Argentina’s vulnerability to climate change. Valeria Piñeiro, an Argentine economist and acting head of Latin America for the International Food Policy Research Institute (IFPRI), was asking the international community not to neglect Argentina and Latin America. “It’s hard to get funding or support from donors for the region because most people have the perception it only has middle-income countries and think they’re doing fine,” Piñeiro told The New Humanitarian.

We also highlighted the colonial-power roots of Haiti’s food crisis, examining whether Haiti can restore a food system broken by disaster, historical injustice, and neglect. According to more than a dozen analysts, economists, aid workers, and farmers interviewed by The New Humanitarian, fixing Haiti’s broken food system in the longer term will require better governance, policies that don’t undermine local food production, and sustained support from donors. And the way forward, our reporters in Port-au-Prince found, must be led by Haitians.

“Don’t undermine local food production, and sustained support from donors. The donor community, and all [of] these humanitarian and development actors have a huge role to play [to address hunger in Haiti],” Melinda Miles, who co-founded the Haiti Response Coalition in the aftermath of the 2010 earthquake that killed between 100,000 and 300,000 Haitians, told The New Humanitarian. “They need to fund Haitian solutions, and Haitian solutions will be climate-smart, like traditional agriculture.”
Highlighting the immediacy of the climate crisis

On global agendas, the climate justice movement gained power in 2022, in large part the product of a more unified message from vulnerable countries and climate advocates. Negotiators emerged from the COP27 UN climate summit with an agreement to establish a new stream of funding for so-called “loss and damage” — the tally of climate destruction when all else has failed. But for many, this comes much too late. Throughout 2022, our Changing Climate, Changing Lives series featured communities in which loss and damage were already a part of life, in a year that saw wave after wave of emergencies worsened by climate change, including severe hunger and famine-like conditions in parts of Somalia and the Horn of Africa; historic floods in Pakistan; and extreme heat across the globe.

In Iraq, we spoke with farmers and their families who, left without income after droughts, had to abandon farms they had worked for generations. Classified by the UN as one of the world’s “top 5 countries most affected by climate change,” Iraq experienced the second driest season in four decades. And government efforts to support farmers may have had the opposite effect, we learned.

“The government should have provided support through subsidising production requirements and not the final product price, which is causing a surge in inflation rates,” Ali Daedush, an economics professor at Baghdad University, told The New Humanitarian. “Reducing [the] costs of planting wheat would have meant lower flour prices, making it accessible for all.”

In Bandarban, part of the Chittagong Hill Tracts area of southeastern Bangladesh, half of the region’s 1.6 million people lack regular access to water during the summer. As visual journalist Zakir Hossain Chowdhury learned, that means fewer days in school as girls spend more time collecting water; less income, as fewer crops grow; and high expenses, as bottled water becomes a shopping list staple.

So what’s the fix? Greater government assistance would be a start, Nilamoy Chakma, a local official, told The New Humanitarian. “We have been demanding the government’s support for a long time, but we are still not getting any benefit,” Chakma said.
Shining a spotlight on forgotten crises and emerging trends

Looking beyond Ukraine....

A myopic media and donor focus on the humanitarian impacts of the Russian invasion of Ukraine diverted attention and funding in 2022 from a host of other settings where people were in desperate need. Our reporting spotlighted those situations, from Yemen to Ethiopia, Myanmar to Afghanistan, Syria to Somalia, and many other places.

As Ukraine fought against Russian attacks and journalists from the world over rushed to cover the conflict, we defied a media ban in the northern Tigray region of Ethiopia to be one of the first news organisations to report on how, after nearly 18 months of conflict between the Ethiopian government and Tigray rebels, the region’s health system had “totally collapsed.” It was the victim of a months-long aid blockade that left six million people with few options for healthcare and extreme shortages of food.

Whilst a ceasefire deal at the end of the year kindled hopes of an end to a war that is believed to have killed hundreds of thousands of people, we reported on how the delivery of humanitarian aid remained complicated by conflict still raging in regions providing aid access to Tigray.

While Tigray made the occasional wire service headline in 2022, it also absorbed a good share of humanitarian funding for Ethiopia from both the government and international donors. We pushed further into Ethiopia, examining how funding shortages were hindering the humanitarian response to a severe drought in the southeast of the country.

Although Yemen has long had the dubious distinction of being dubbed the “world’s worst” humanitarian crisis, that doesn’t keep it in the media spotlight. We remained committed to reporting on the eight-year conflict, which saw an infusion of hope in 2022 with a ceasefire agreement. In a First Person essay, Yemeni aid worker and resident Amani Alwarafi shared what that ceasefire and years of war meant to her.

“This month, for the first time ever, I have been able to leave my house for work without worrying if I will ever see my son again,” she wrote in April. “As an aid worker who lives and works in Taiz, a mostly besieged city in the southwest of Yemen, I’ve become used to death and fear. My son, now three years old, was born into this conflict; he has never known anything other than the constant sounds of shelling.”

We also spoke with other Yemeni parents, some of whom were using what little energy and money they have left to fight for an untold victim of the country’s conflict: their children’s education. Over the course of the war, many teachers in Houthi-held areas had to abandon their classrooms. Some moved to parts of the country run by the government and where they would be paid; others took different jobs to make ends meet. But even as the conflict has raged, parents across Houthi-held provinces like Sana’a, Ibb, and Dhamar have banded together to slow down the exodus of teachers, working overtime to pay salaries out of their own pockets. If their children aren’t at

The multi-season drought also affected other Horn of Africa countries, with some areas experiencing the driest conditions recorded since 1981. Yet aid agencies told The New Humanitarian that donor funds were far short of what was provided during the last major regional drought in 2016-2017. And there were fears that efforts to obtain funding and attention from donors would be complicated by the conflict in Ukraine.
Exposing sexual violence in Haiti

We’ve consistently reported on different aspects of Haiti’s problems that are more often than not neglected by mainstream and Western media.

In an investigation co-published with The Guardian, we reported from Haiti on the surge in rape against women and rivals as a tactic weaponized by gangs, chronicling a situation that had not previously been reported internationally in any detail. The reporting required detailed and flexible planning around the risks of violence and kidnapping toward our reporters and their sources; the project was paused several times over security concerns.

Reporters exposed how Haitian women and children were not just being caught up in the country’s spiralling gang wars — they were increasingly being targeted for rapes, torture, kidnappings, and killings by the 200 armed groups.

Reclaiming narratives

Elsewhere, we turned to local journalists and members of local communities to counter prevailing media coverage of the root causes of conflict.

In the Democratic Republic of the Congo, for instance, when protests to expel UN peacekeepers broke out, we interviewed protestors like William Mbokani, a 22-year-old Congolese activist. We wanted to understand why they were calling for a withdrawal and who they think is best qualified to protect them from armed groups. UN peacekeepers have been a permanent presence in his life, Mbokani said: he was born shortly after the blue helmets and their white tanks first rolled into his country in 1999.

The protests came amid a rebellion by the M23 armed group that captured parts of the eastern province of North Kivu. Protesters said the UN peacekeeping force, MONUSCO, did work wherever he could find it. But thanks to contributions from parents, he went back to teaching in 2019. He now makes less than half of his former official salary. But it has been enough to get him back into doing what he does best. “Although it’s a fraction of what I was paid by the government each month, and it barely covers my family’s basic needs, I’ve returned to the classroom and live in austerity,” he said.

William Mbokani (TNH)

Khalid Mohsen taught maths at a secondary school in rural Ibb until September 2016, when he stopped receiving his wages and was almost immediately thrown into poverty. A father of five, he was forced to skimp on meals, borrow money, and sell his possessions, while picking up other school, some are concerned they will be more susceptible to recruitment as child soldiers — a longstanding problem in Yemen’s war. Others just want them to keep hitting the books.

Reporters spoke to more than a dozen victims, as well as aid workers, civil society groups, rights groups, and government officials who said they were pushing to keep up with the unprecedented surge in cases at a time when the UN was struggling to fund its operations in Haiti.

“We are in a multidimensional crisis in Haiti,” said Pascale Solages, co-founder of the women’s rights organisation, Nèges Mawon, who had to flee Haiti in 2021 because of threats and now works with Haitians in New York. “When you are in a political, economic, and social crisis, the women pay a really high price.”
little to protect communities from the rebels. And they emphasised that — mindful of ruinous colonial rule and endless regional meddling — they are wary of more outside interference in their country.

“Who will come to save the Congo? It is only us young people who can do it,” said Mbokani, who was shot in his arm but vowed to keep protesting. “Nobody is pushing me to protest. My mother is already dead! Not from an accident or illness. No. [Her] throat was cut by the ADF, under the helpless eye of MONUSCO in Mbau [in North Kivu’s Beni territory] three years ago. Why not get angry? I am 22 years old... [and I was] born and raised in war, despite the presence of MONUSCO.”

Other protestors also underlined that dependance on international peacekeepers and other bodies had to end. “Congo belongs to the Congolese,” said Clémence Zawadi, 22. “My message to the president of the republic is this: If he continues to depend on foreign forces, we will never have security in Congo, but if he joins forces with the people, we will manage to restore peace and security”

Keeping the spotlight on chronic crises: Afghanistan and Myanmar

Political upheavals often cast a crisis into the spotlight. But communities are often soon left to suffer as the media attention and donor interest moves elsewhere and the crisis moves from “newsworthy” to chronic — and forgotten by most except those who live in its midst. The power shifts in Afghanistan and Myanmar are two such examples, and two crises that The New Humanitarian continued to cover despite ongoing access challenges for journalists and aid workers alike, as well as citizens’ increasing reticence to speak openly for fear of retribution.

As 2022 marked one-year of military rule in Myanmar, we pushed to report in ways that kept our journalists and sources safe while breaking through the government’s stranglehold on information about new conflict zones, rising hunger, and aid blockades that cut off assistance even as humanitarian needs reached record levels. Local aid workers describe an increasingly dangerous working environment in mushrooming conflict areas where the military makes little distinction between civilians and resistance fighters. Staff with international aid groups were frequently denied travel permissions, and local organisations doing the bulk of the on-the-ground aid had to navigate risky military checkpoints.

In addition to using social media and other technology to report with sources within Myanmar, our journalists built networks with residents who had left Myanmar for borderlands, often maintaining contact with family and friends who remained in the country. From the Indian side of the border, we spoke with individuals who had been part of a large-scale civil disobedience movement after the military junta took power in 2021.

There, refugee doctors tried to fill the gap in medical care by offering free services as well as public healthcare alternatives to local residents. One doctor, Mint, told us how he had decided to leave Myanmar. “Even after we started protesting, we worked until April [2021] without a salary,” he said. “The military repeatedly warned us against participating in the civil disobedience movement. So the staff left one by one, and I came here by June last year.”

In Afghanistan, we were one of the few news organisations with an ongoing presence not only in Kabul but elsewhere in the country. We chronicled a year of worsening crisis since the Taliban’s return, and also spoke with young Afghans who were glad that what they saw as the corrupt rule of the country’s Western-backed government had ended and were hopeful of a more peaceful era ahead. And as the dangers for women and girls pursuing an education in Afghanistan were made horrifically clear by a suicide attack on a school in western Kabul, we spoke to Afghans who, despite the risks and the restrictions, were taking matters into their own hands to provide education to women and girls.
Our reporter, Ali Latifi, chronicled much of the year from Kabul with frequent trips throughout the country — a country he had recently returned to, after being pushed to leave in the aftermath of the Taliban takeover.

“For months, I heard stories from afar about fear, hunger, joblessness, about a despondency overwhelming people,” he wrote in a reporter’s notebook essay. “In May 2022, I finally worked up the strength to return. What I saw on the flight from Istanbul surprised me: families with children returning from Europe sat next to businessmen hoping to restart the sanctions-crippled economy. They spoke as if they were just on another trip back to Afghanistan. When I finally started to wander the city and head out into the provinces, it shocked me even more. Despite all the difficulties and threats of violence, Afghans were trying to return to some semblance of normal life. I saw a people who, in spite of very clear, imminent danger, refused to be locked up forever.”

Holding the emergency aid sector to account

As the aid sector was spinning from the double blow of a teetering global economy and the widespread impacts of the Russian invasion, donors were faced with new dilemmas about where to focus their funds and aid organisations were pushed to make tough choices about where they operate and how. Our coverage scrutinised unprecedented funding and resource challenges that were only likely to grow in coming years and how the sector was responding — or not — to these. We also looked for ways forward, from opinion essays on how to begin to fix the nonsensical humanitarian funding system to coverage of new and often nontraditional players in the aid landscape. And our Rethinking Humanitarianism podcast looked more broadly at the changes needed to global governance to reduce humanitarian need in the long-term.

Challenging aid: Lessons learned from Ukraine

We explored how mega-crises such as the Russian invasion of Ukraine can challenge assumptions about how aid works (can weapons be considered aid?) and expose unfulfilled promises (vows toward localisation). From Ukraine, Myanmar, Afghanistan and elsewhere, we traced growing scepticism around long-cherished humanitarian principles, such as neutrality. And we offered a safe space to pose ideas of new ways forward so the sector could prepare itself for shocks to come.

Amid glacial progress, aid observers noted that large-scale reforms may have reached their limits in terms of bringing real change to the humanitarian system. And some argued that without addressing the underlying structures on which the aid system was founded, this stagnation of reform was likely to continue.

With this in mind, policy editor-at-large Jessica Alexander asked: Does the humanitarian sector ever learn from its past? In an analysis under that title, she suggested that perhaps it’s time for the sector to take a new approach: press pause on ambitious, expensive, transformational system-wide change efforts that have had limited success. Instead, the sector should acknowledge that less ambitious but more focused and technical attempts at change have been successful. Taken together, these bite-sized, practical shifts may start to dislodge the underlying problems that have long beset it.
The humanitarian sector's response to the crisis in Ukraine was a case in point: it exposed double standards and exceptions to some of the long-held tenets of humanitarian work. Our coverage flagged the trend for pop-up volunteer brigades, community groups, and next-door neighbours to be frontline responders in Ukraine, where a new cast of aid providers challenged narrow assumptions of what makes a humanitarian — and who can receive official funding. We traced how efforts in Ukraine exposed huge shortcomings in the sector's localisation efforts, with a failure to make good on promises to shift power and funding to frontline groups. And we examined how the sacred humanitarian principle of "neutrality" was perceived by some to be out of touch with the realities on the ground, opening questions about whether weapons or even indirect military support could be considered humanitarian aid.

And in a year when our commitment to highlighting forgotten crises was all the more essential, we underlined it with articles and an online event pointing to how the media focus on the Russian invasion ignored the vast majority of people in need of humanitarian aid, who lived nowhere near Ukraine. Our coverage also demonstrated how attention, resources, and expertise were being diverted away from other crises, forcing aid groups to cut life-saving services and interrupt the distribution of vital supplies to so many of those "forgotten crises."

Now, as rates of inflation spike and supply chains falter, many of those working for humanitarian organisations in vulnerable regions say they’re unable to assist those in desperate need, while donors look the other way. The humanitarian sector's response to the crisis in Ukraine was a case in point: it exposed double standards and exceptions to some of the long-held tenets of humanitarian work. Our coverage flagged the trend for pop-up volunteer brigades, community groups, and next-door neighbours to be frontline responders in Ukraine, where a new cast of aid providers challenged narrow assumptions of what makes a humanitarian — and who can receive official funding. We traced how efforts in Ukraine exposed huge shortcomings in the sector's localisation efforts, with a failure to make good on promises to shift power and funding to frontline groups. And we examined how the sacred humanitarian principle of "neutrality" was perceived by some to be out of touch with the realities on the ground, opening questions about whether weapons or even indirect military support could be considered humanitarian aid.

Financing aid: Gaps amid soaring demand

Across Africa, Asia, and Latin America, the story was largely the same, as recounted to The New Humanitarian in interviews with two dozen aid workers. Despite increasingly urgent fundraising campaigns for countries on the brink of disaster, political interest remains fixed on Ukraine, with donor pledges following suit — even though many senior humanitarian figures argued that funds were now more urgently needed elsewhere. Even in Ukraine, the high level of funding didn’t necessarily trickle down to local organisations working on the front lines. And aid workers and displaced people say assistance still isn’t reaching people who need it fast enough, or sometimes at all.

In a powerful opinion piece, the heads of Oxfam GB and Oxfam America argued that the reality of a humanitarian system being financed largely by a few key players begging for resources has always been problematic, but today seems nonsensical. Why should the ability of Somalis to feed their families be dictated by political decisions taken thousands of miles away, in countries responsible for their plight? The aid world needs to get creative and build a new global financial architecture, they argued, with new funding mechanisms that can pre-position resources that help address global public goods, from climate adaptation to social protection and human resources.

On our flagship podcast Rethinking Humanitarianism, we asked whether an answer might lie in the concept of Global Public Investment (GPI), which boils down to three principles: All contribute, all decide, all benefit. Once laughed off as a pie-in-the-sky idea, GPI is increasingly seen as a plausible paradigm shift for a traditional aid system beholden to the whims of wealthy countries and stuck in a failing donor-recipient binary. If successfully implemented, proponents argue, GPI would be a more democratic financing system for global public goods — better capable of meeting the Sustainable Development Goals, tackling the climate crisis, and addressing the pandemics of the future.
Fixing Aid: Better ways do good

From DIY humanitarians to technologies that allow those who receive aid to offer feedback to proposals to overhauling global governance systems, our coverage pushed toward solutions for issues that often seem beyond repair.

Despite humanitarian funding nearly doubling over the last decade, relief reaches less than half the people targeted and most of them state it doesn’t meet their needs, the question is what’s the solution to this imbalance? Our flagship podcast, Rethinking Humanitarianism, offered a safe space to ask and debate such hard questions about both what is not working and what is. In a season focused on reimagining global governance, we explored the notion of paying reparations for colonialism; whether more equitable trade would reduce the need for aid, and what an alternative to the UN Security Council could look like.

We also interviewed key humanitarian leaders — from UN Under-Secretary-General for Humanitarian Affairs Martin Griffiths to President of the International Committee of the Red Cross, Peter Maurer — to better understand their visions for the sector and hold them accountable to their promises. In one of our most listened to podcasts of all time, Griffiths said he hoped he would be the last Brit appointed to the post in an archaic system that reserves top roles at the UN for nationals of specific (mostly Western) countries.

Most people think of the multi-billion-dollar aid system in terms of the recognisable big players — UN organisations, international NGOs, government donors. But thousands of others are working independently to support those affected by crises. Many aren’t considered formal aid workers, and most go unrecognized by the traditional humanitarian system. We profiled a handful of people working on the sidelines of the aid sector, making change, and doing things differently.

Our pop-up podcast, Fixing Aid, examined innovations that can help the sector better serve communities in need, from ways to collect feedback from aid beneficiaries to using blockchain to provide digital IDs. One episode asked whether aid responses could be improved if the forced displacements of the future were more accurately predicted, and then took a look at a tool that does just that.

Jade Kahhaleh, coordinator of the Syrian advocacy network WeExist, told The New Humanitarian: “If we have some numbers that can actually show that we expect more women to be displaced, then I think this can only give more weight to the need and the legitimacy of the demands that we have,” she said.

For Leila Adamou Arona, who represents a network of herder and pastoralist organisations in the Sahel, the tool provides hope for livestock-raising communities gripped by extreme droughts worsened by the climate crisis. “If the model is accurate enough in its predictions, it could help guide actions in anticipated emergency situations,” she noted.

Another episode examined the hurdles people living in humanitarian crises face when they want to report a problem with the goods or services they’ve received — or even if they just want to offer candid feedback. As Mohammed Dahir, who lives in a camp for displaced people in Somalia, told The New Humanitarian: “People in need know what they need most, but most humanitarian organisations don’t consult with the community.” The episode showcased an innovative approach to addressing this issue: a feedback platform called Loop that uses familiar and easily accessible formats — anything from social media and text and voice messages, to email and old-fashioned phone lines.
Investigations: Pushing for justice

Investigations exposed lack of accountability on several fronts and pushed toward justice, uncovering the roots of misconduct, looking at ways to address and prevent it, and identifying those who hold the power to prompt change.

Nearly a year of in-depth reporting in South Sudan and a review of documents that had not been made public pointed to years of sex abuse allegations at a UN-run camp that long went unchecked. The coverage — a joint project with Al Jazeera — prompted the UN secretary-general to call for an "urgent report" on what actions UN officials in South Sudan were taking to "ensure accountability."

As one of the reporters on the story, Sam Mednick, explained: "What we found was a system-wide failure to protect women and girls from sexual exploitation at the hands of aid workers. ... Aid organisations had known about this for years and there was little done to address the problem."

Although some women said sex was consensual, they also told reporters they had little other means of supporting themselves or their families without money or gifts the men provided. They said they feared if they stopped having sex with the aid workers, support would stop.

"Sexual exploitation and abuse is a consequence of the broader abuse of power and gender inequality, which is entrenched in existing social and institutional structures and practices," Peterson Magoola, a spokesperson for UN Women, told reporters.

An accompanying analysis looked at why sex abuse and exploitation has long dogged the UN and the aid sector. Mednick and co-reporter Joshua Craze noted that among those scandals, a number of common themes emerge. First is the fact that most of the aid workers are men. Many humanitarian operations already take place in patriarchal societies where men wield undue influence over women’s lives. In many of those countries, women already have less agency, fewer economic opportunities, and greater care-giving expectations for their families. Relying on aid workers who are predominantly male — often from those same communities — deepens the existing power imbalances and gender dynamics, especially when men often fill the majority of decision-making roles in aid work. A second theme has long been an elephant in the room for the aid sector: how to bridge the gap between supposed zero tolerance policies on sexual exploitation and the practices of a local workforce who see those policies as affecting their right to have relationships within their own communities.

From Europe, we exposed a trend that has been building since the 2015 migration crisis: European countries are increasingly prosecuting asylum seekers and migrants using laws intended to combat human smuggling. The same laws have also been used to crack down on civil society organisations and activists providing humanitarian support to people migrating. But while those cases — mainly involving European citizens — often garner media attention, cases involving asylum seekers and migrants are frequently overlooked.

"The government, and also judges, have been trying to send a message... saying, 'Watch out, do not come, because we'll give you severe penalties,' " Rosa Lo Faro, an Italian lawyer who has defended dozens of asylum seekers and migrants accused of people smuggling, told The New Humanitarian. "But people don’t stop."
Exposing the problem is not the end of the story in our investigations. Working with researcher Kristof Titeca, we revealed that neither the Ugandan government nor the UN had brought to justice key figures involved in an aid fraud scandal, which The New Humanitarian exposed in 2018. In looking at who paid the price (and who didn’t) for the scandal — which had implicated both government officials and the UN’s refugee agency (UNHCR) and made global headlines — we found that almost five years on, many of those most involved appear to have avoided legal or professional repercussions.

“Little meaningful accountability occurred on the side of the Ugandan government,” Titeca told The New Humanitarian, summarising the findings of several years he spent researching the fallout of the scandal. “And though individual accountability for UNHCR officials was hard to research, the available evidence raises many questions.”

Titeca, who has been studying governance issues in Uganda for two decades, shared his findings with The New Humanitarian, along with internal UN and donor documents, and transcripts from dozens of interviews with UN staff, aid workers, donors, journalists, and Ugandan officials. His research offered a rare glimpse into how the humanitarian sector – both aid agencies and their government counterparts – deals with wrongdoing long after headlines fade and damage control statements have been written. It also pointed to how political leverage – and deference to personal and longstanding relationships – can dilute accountability efforts.

Reader feedback

“Thank you for the important work the New Humanitarian is doing to be true to what humanitarians ought to be and to always challenge established behaviours and ‘truths.’ You have the professionalism and determination to be uncomfortable in your reporting. Keep going!”

Margareta Wahlstrom, President Swedish Red Cross and former head of the United Nations Office for Disaster Risk Reduction (UNDRR)

Congratulations on [hosting this convening on decolonising aid]. It was probably the most irritating, frustrating, stimulating, fascinating conversation that I’ve had for a few years. It was just extraordinary. I felt very challenged. You’ve been brave to do this. It’s brilliant what you’ve done.”

- Government representative
“We need you. When new people are looking to come into the sector, and ask me where to turn, I tell them to read The New Humanitarian. That’s where the truth is.”

- Aid worker

“TNH’s series from Mali and Burkina Faso throughout this year has been incredible work, really excellent and important reporting.”

- Barney Cullum, global media and communications manager, Transparency International UK

“You all do such important work and it influences my own work significantly. We all love The New Humanitarian at CDP. Faithful and long term reader/fan here.”

- Alex Gray, Center for Disaster Philanthropy (17th August)

“Your article on the network gave us visibility that allowed us to raise millions of dollars for women that will never be able to be present in fora like these. So I just wanted to thank you.”

- Holly Miller, Action Aid

And here’s the humanitarian aid crystal ball from the consistently excellent @NewHumanitarian:

“Good to see a recent pickup in reporting on this devastating crisis which has ravaged and killed far too many people. Here’s the latest article: thenewhumanitarian.org/news-feature/... @NewHumanitarian”

- Gabby Stern

“Tigray’s health system ‘totally collapsed’, say health workers

We and an aid blockade have turned Tigray’s health system into a “Swiss cheese”, a frontier says, with everything from medication to glass lacking.”

- Lynsey Addario

“Darfur diary: From global cause to forgotten crisis

Southern Sudan’s western region is facing a dangerous moment. Don’t look away.”

- Didi Khema
While website traffic saw a decline because of changes in Google’s search algorithm (which affected all major publishers) and staffing changes that impacted our coverage of aid policy and practice, our reach in many other measures trended in the right direction. Newsletter subscriptions, podcast downloads, YouTube views, Instagram followers and LinkedIn engagement all rose; and we partnered with big brands and local outlets alike to bring our work to wider audiences and affected communities.

In 2022, we surveyed nearly one thousand TNH readers. The results underlined how influential our audience is in the humanitarian sector:

- 52 percent are senior professionals or executive management/C-suite level, 25 percent are mid-career
- 57 percent of respondents said their work has a major or moderate impact on humanitarian action and policy

Almost 40 percent have final or significant decision-making authority on humanitarian action within their organisation or institution, while 45 percent have some decision-making authority or influence.

The survey highlighted the often significant impact our journalism has on our readers’ work:

- 34.5 percent of respondents said TNH is extremely or very important to their work, 44 percent said it was somewhat important
- 61 percent said TNH stimulated further research and/or advocacy
- 31 percent said TNH informed organisational and operational priorities, including the deployment of staff or resources
- 26 percent said TNH led them or their organisation to push for internal or external policy change
- 22 percent said TNH influenced a decision to undertake a needs assessment
- 16 percent said TNH Influenced a funding decision at their institution or organisation

Our journalism also influences media coverage; 51 percent of respondents said TNH prompted them or their media outlet to look into a topic, and 46 percent said TNH prompted their media outlet to report a story/topic they had not previously reported.
Social media reach

Growth of our audience on social media has accelerated, thanks to a social media strategy that is tailored to different platforms. We exceeded our target growth in followers, reaching a 21 percent increase in total followers across social platforms (227,301 by year end) with a particularly big jump on LinkedIn (up 58 percent) in line with our focus on signalling our reporting to sector professionals. Audience consumption and interaction with our journalism reflects a growing preference for multimedia. We saw stellar growth in our podcast audience, with downloads up 45 percent from 2021 to nearly 146,000 in 2022, despite an increasingly crowded market-place. Video views also increased 19 percent with nearly 615,000 views on YouTube.

Website traffic

The industry trend in news site traffic in 2022 was an overall decline and TNH was no exception. The volume of site traffic was also adversely affected by changes to the Google Search algorithm and staffing changes which affected production of certain themes. This underlines the importance of diversifying our platform strategy and continuing our push on podcast, multimedia and social media. But we continued to perform very well on engagement with our stories: average time spent on page for the TNH website was 3.34 minutes compared to an average of 1.82 minutes for the top 50 US newspapers by circulation (Pew Research Centre, June 2021).

Partnerships with media in affected communities

We also partnered with local news outlets to bring our reporting back to the communities from which it originated. A series exploring Haiti’s post-earthquake response was translated and shared in Creole with Haitian outlets. Our South Sudan investigation was cited by Sudan Tribune and Eye Radio, an independent South Sudanese radio station.

Lebanese outlet L’Orient Today and The New Arab, and Daraj co-published our interactive, multimedia feature telling the story of Lebanon’s collapse through the WhatsApp messages, helping us reach audiences in Lebanon and the diaspora. The story was also covered by Sa’alouni El Nas, a prominent newsletter for the Lebanese diaspora.

The New Arab also republished our story on the drought in Somalia. This story was also widely translated and picked by national publications in Somalia.

Translation into local languages

In addition to our translation of selected reporting on Haiti into Haitian Creole, our graphic comic story of two young Burmese women, Romida and Hafsa, pushing for change in a Rohingya refugee camp, included an audio version in the Rohingya language. Other stories were translated into Arabic and French, with a cumulative viewing over the year of nearly 900,000 pages.

Staffing

To strengthen our ability to drive impact and audience development further, we created a new post of director of audience and revenue development and recruited Isabelle Roughol, who brings a wealth of experience in news, audience and product/commercial development from her time at LinkedIn, Le Figaro and The New York Times. Roughol sits at the intersection of the editorial and business sides of our team and is working on partnerships for different platforms to bring The New Humanitarian’s content to our target audiences.

Partnerships with Western media

In 2022, our media partnerships deepened and expanded in line with our focus on increasing impact. This included reaching Western “mainstream” audiences by working with major global publishers. We kicked off the year with the republication of our annual 10 Trends to Watch feature by NPR’s development-focussed Goats & Soda blog. We collaborated with Al Jazeera for our investigation into alleged sex abuse by aid workers in a UN-run South Sudan camp, which was subsequently cited by the Washington Post. Our investigation into a surge in the use of rape against women and rivals by Haiti gangs was co-published by the Guardian. European publishers who saw value in bringing our journalism to their local audiences included Vart Land in Norway, Voci Globali in Italy, and DATUM magazine in Austria.
The New Humanitarian on the global stage

TNH’s presence on the global stage increasingly underlines the multi-dimensionality of our journalism. We are sought out for our expert and agenda-setting voices on issues in aid, such as the decolonisation approach, and on important new trends in journalism like the inclusion of local voices in storytelling.

In 2022, this was borne out by our involvement in different fora via more than 18 speaking engagements targeted at the media industry (e.g. International Journalism Festival in Perugia), our core humanitarian audience (e.g. European Humanitarian Forum in Brussels), and wider audiences (e.g. World Economic Forum in Davos).

The media sector took note of our journalism innovations, which were referenced in web design-focused publisher It’s Nice That, the Global Investigative Journalism Network and Journalism.co.uk, signalling increasing respect for our work among our peers.

We hosted four public events and three closed door convenings, including a discussion on decolonising aid that was attended by more than 50 senior policy-makers, local humanitarians and racial justice activists, which allowed us to have direct impact in new ways.

To support our drive to broaden our reach, we trained our editorial team on public speaking in media interviews so they can more effectively bring our stories to wider audiences through third-party broadcasters.

Highlights of appearances during the year include:

Our Executive Editor Josephine Schmidt gave the keynote speech at Humanitarian Congress Berlin.

Schmidt gave a presentation to members of the Nobel Women’s Initiative, a group comprising Nobel Laureates, board members, and senior staff. She spoke about The New Humanitarian’s work amplifying the voices and impact of women
involved in peace initiatives and humanitarian endeavours, as well as our motivations and efforts toward producing transformative, decolonised journalism.

Our **Middle East Editor Annie Slemrod** spoke about humanitarian storytelling at the Berlin Human Rights Film Festival. She also chaired a panel discussion on the Syrian refugee crisis hosted by Oxford University and gave a lecture to Groningen University on Decolonised journalism, using WhatsApp Lebanon as an example.

**CEO Heba Aly** moderated a number of prominent panels at the World Economic Forum, including one on refugee labour markets. Aly also moderated high-profile sessions at the European Humanitarian Forum in Brussels, including the opening and closing panels, and sessions on Ukraine and the Nexus.

**Director of External Relations Sarah Noble** moderated a high-level side event to discuss challenges, needs, and opportunities faced by Yemeni women in humanitarian response, organised by the Swiss Foreign Ministry and the Swedish Ministry of Foreign Affairs.

At the World Bank’s Fragility Forum, The New Humanitarian collaborated with the Stanley Center for Peace and Security to produce a series of podcasts featuring TNH journalists speaking about their reporting on peacebuilding issues around the world.

### Awards

Our reporting on women and girls continues to build momentum. Two features were longlisted in the Womens Solutions Reporting category at the One World Media Awards; the multimedia story of two young women Romida and Hafsa, pushing for change in a Rohingya refugee camp and Zainab Chamoun, a reporter based in Beirut, was recognized for her coverage of Lebanese women challenging both cultural norms and promoting eco-friendly approaches to period products in the story “Lebanese Women Fight Period Poverty with eco-friendly alternatives.”


The feature was runner up in the ‘best innovation project on a website’ category in the Eppy Awards honouring the best in digital news publishing; and was also long-listed in the Information is Beautiful Awards.

Finally, TNH’s short video reportage of US President Donald Trump using COVID-19 to close off the US-Mexico border to gay and trans asylum seekers was officially selected for the Tulum World Environment Film Festival.
Managing with excellence

With a reinforced operations team in 2022, we embarked on a number of projects aimed at professionalising how we work.

- Our COO and web developer undertook a risk assessment of our overall IT/web infrastructure and services and identified a number of actions we will undertake in 2023 to improve security and performance.

- We established a new and more automated workflow to ensure separation of duties in approval of expenses, decentralised decision-making and clarified roles and responsibilities. We reinforced compliance with sanctions and anti-terrorism legislation.

- We launched a new Per Diem Policy to reduce the administrative burden and optimise staff time.

- We strengthened our approach to duty of care for the journalists we send to high-risk locations, including beefing up our risk assessment process, rolling out our partnership with International SoS and introducing other insurances to support our capabilities to manage risk and critical incidents for staff and freelancers alike.

- We implemented a review of a number of aspects of our staff policies including salaries, cost of living indices and re-examined our overall approach to recruitment. As a result, we made salary and benefit changes and also took action to ensure we are fully compliant in the different jurisdictions in which we employ people. These changes and our introduction of psycho-social counselling (via Konterra) for all staff and freelance contributors who travel to high-risk environments are particularly important as we build our increasingly dispersed team.

In 2022 we strengthened our team to support our ambitious new 5 year strategy and the further growth and development it entails. This meant key hires across finance, editorial, audience development and recruitment and by the end of the year our team had grown to 23 employees in 11 countries around the world.

We also welcomed the new Executive Director of Human Rights Watch, Tirana Hassan, to our Board of Directors.
Our board

Paula Fray  
**President**  
Founder and Managing Director, frayintermedia  
*South Africa*

Martin Aked  
**Treasurer**  
Treasurer and Chair of Finance, Audit, Risk and Compliance Sub-Committee  
Chartered Accountant and Business Consultant  
*Switzerland*

Sacha Meuter  
**Secretary**  
Head of Policy And Research and Legal Advisor, Fondation Hirondelle  
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Paula Escobar-Chavarria  
**Chair of Journalism and Audience Sub-Committee**  
Professor of journalism, Universidad Diego Portales  
*Chile*

Hayley Nelson  
**Chair of HR and Leadership Sub-Committee**  
Global Head of Marketing, B2B, Logitech  
*United States of America*

Tirana Hassan  
**Member**  
Executive Director, Human Rights Watch  
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Dominique Ben Dhaou  
**Member**  
Founder and Managing Director, PointNorth International  
*Madagascar*

Peter Bouckaert  
**Member**  
Senior Advisor, Blue Ventures  
*Madagascar*

Zaina Erhaim  
**Member**  
Communications consultant and trainer  
*United Kingdom*

Dr. Joanne Liu  
**Member**  
Paediatrician and former International President, Médecins Sans Frontières (MSF)  
*Canada*

Syed Nazakat  
**Member**  
Founder and CEO, DataLeads  
*India*

Nanjira Sambuli  
**Member**  
Fellow, Technology and International Affairs Program, Carnegie Endowment for International Peace  
*Kenya*
Sub-committees of the board

Journalism, Innovation and Audience Engagement

**Objective:** To assist the secretariat in executing decisions of the executive committee related to journalism, innovation, audience engagement, business models and defining/measuring impact/success.

**Members:** Paula Fray (Chair), Peter Bouckaert, Zaina Erhaim, Paula Escobar-Chavarría, Syed Nazakat, Hayley Nelson, Nanjira Sambuli

Finance, Audit, Risk and Compliance

**Objective:** To assist the secretariat in executing decisions of the executive committee related to finance, audit, risk and compliance; review related materials from the secretariat, and make recommendations to the executive committee.

**Members:** Martin Aked (Chair), Paula Fray, Joanne Liu, Syed Nazakat

Human Resources and Leadership

**Objective:** To assist the executive committee with succession planning, board renewal and ensuring best practice in HR management.

**Members:** Hayley Nelson (Chair), Dominique Ben Dhaou, Peter Bouckaert, Paula Fray, Sacha Meuter, Tirana Hassan
Our team

CEOs, Heba Aly

Editorial
Executive Editor, Josephine Schmidt
Managing Editor, Andrew Gully
Investigations Editor, Paisley Dodds
Senior Africa Editor, Obi Anyadike
Middle East Editor, Annie Slemrod
Policy Editor, Irwin Loy
Correspondent and Editor, Africa, Philip Kleinfeld
Staff Editor and Reporter, Migration and Special Coverage, Eric Reidy
Staff Reporter and Editor, Investigations, Jacob Goldberg
Product and Engagement Editor, Whitney Patterson
Web Developer, Marc Fehr
Podcast Producer, Marthe van der Wolf
Multimedia Editor, Ciara Lee
Production Editor, Sara Cuevas

External Relations
Director of External Relations, Sarah Noble
External Relations Lead, Emmeline Booth
External Relations Officer, Jijo Vadukoot

Audience And Revenue Development
Director of Audience and Revenue Development, Isabelle Roughol
Marketing Manager, Matt Crook

Operations
Chief Operating Officer, Aimee Wielechowski
Head of Finance, Compliance and Administration, Aminata Kaloga
Head of People and Culture, Elise Campbell-Bates
Recruitment Coordinator, Helen Cullern
Administration and Finance Assistant, Arjun Vinod
Our partners

The New Humanitarian’s funding comes largely from governments, foundations and high-net-worth individuals. We also generate small amounts of revenue from other sources, including membership, honorariums for speaking roles, and donations from individual readers.

Our donors in 2022 included:

- Africa No Filter, a sponsored project of Rockefeller Philanthropy Advisors
- Australian Department of Foreign Affairs and Trade
- Belgian Federal Public Service of Foreign Affairs
- Bill & Melinda Gates Foundation
- Conrad N. Hilton Foundation
- The David and Lucile Packard Foundation
- German Federal Foreign Office
- Global Affairs Canada
- The H2H Network’s H2H Fund, supported by the UK Foreign Development and Commonwealth Office
- Humanity United
- IKEA Foundation
- Luxembourg Ministry for Development Cooperation and Humanitarian Affairs
- Ministry of Foreign Affairs of Denmark
- Norwegian Ministry of Foreign Affairs
- New Venture Fund
- The Patrick J. McGovern Foundation
- Service de la solidarité internationale (Canton of Geneva, Switzerland)
- Stichting Vluchteling
- Swedish International Development Cooperation Agency
- Swiss Federal Department of Foreign Affairs
- Wellspring Philanthropic Fund

Several individuals also financially supported our work, including Atalanti Moquette, Mehra Rimer, and hundreds of readers who have become members.

Paying subscribers to TNH’s Dawns Digest newsletter, which curates international aid, development and security news, include US Agency for International Development, US National Public Radio, UK House of Commons and Global Citizen.

The New Humanitarian benefits from in-kind support from technology companies, including Microsoft, Slack, Dropbox, 1Password, Wisepops, Stripe, Zoom, Adobe, and TechSoup. It also receives pro-bono legal counsel from Sigma Legal, 5RB and Allen & Overy.

In 2022, Open Society Foundations also covered the costs of a TNH event.
Our finances

Since 2021, our financial statements have been produced according to the Swiss GAAP FER 21 accounting standards and in 2022, our financial statements were subject to a full and independent audit by Berney Associés of Geneva in accordance with NA-CH 700 standards. Their audit report and our 2022 financial statements can be found in Annex 1.

Our total income for 2022 was 3,421,958 CHF, an increase of 15 percent year on year. Almost 70 percent of our grant income for 2022 was in the form of unearmarked grants for our core operations, with the remainder earmarked for specific parts of our core operations or in support of additional projects that are aligned with our core mission and objectives.

Our membership income grew to 51,639 CHF in 2022; and paid services, including individual donations and speaking fees generated CHF 5,559.

Our expenditure in 2022 totalled 3,003,031 CHF.

We ended the year with a net surplus of 99,586 CHF, through membership, revenue-generating activities and portions of grants that donors specifically allow us to use to build reserves. After more than six years of operations as an independent entity, we had accumulated a total capital of 494,024 CHF by the end of 2022.
Opinion

We have audited the financial statements of THE NEW HUMANITARIAN (the Association), which comprise the balance sheet as at December 31, 2022, and the income statement, statement of changes in funds and capital and cash flow statement for the year then ended and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements for the year ended December 31, 2022 give a true and fair view of the financial position, results of operations and cash flows in accordance with Swiss GAAP FER and comply with Swiss law and the Association’s articles of incorporation.

Basis for opinion

We conducted our audit in accordance with and Swiss Standards on Auditing (SA-CH). Our responsibilities under those standards are further described in the “Auditor’s responsibilities for the audit of the financial statements” section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements, and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Executive Committee for the financial statements

The Executive Committee is responsible for the preparation of the financial statements, which give a true and fair view in accordance with Swiss GAAP FER, the provisions of Swiss law and articles of incorporation and for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Executive Committee is responsible for assessing the Association’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Executive Committee either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Page 1/3
Auditor’s Responsibilities for the Audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association’s internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.

- Conclude on the appropriateness of Executive Committee use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Association to cease to continue as a going concern.
We communicate to the Executive Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Barbara RIBEIRO-GASPAR
Licensed Audit Expert
Auditor in charge

Claude HERI
Licensed Audit Expert

Enclosure: financial statements (balance sheet, income statement, statement of changes in funds and capital, cash flow statement and notes)
## Balance Sheet as at December, 2022

### Assets

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CHF</td>
<td>CHF</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>2'346'901</td>
<td>1'744'939</td>
</tr>
<tr>
<td>Receivables</td>
<td>5'339</td>
<td>9'527</td>
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<tr>
<td>Prepaid expenses and accrued income</td>
<td>99'379</td>
<td>70'567</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td>2'451'619</td>
<td>1'825'033</td>
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<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
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<tr>
<td>Financial assets</td>
<td>69'708</td>
<td>42'085</td>
</tr>
<tr>
<td><strong>Total Non-Current Assets</strong></td>
<td>69'708</td>
<td>42'085</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>2'521'327</td>
<td>1'967'118</td>
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</table>
## Balance Sheet as at December, 2022

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td>CHF</td>
<td>CHF</td>
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<tr>
<td>Trade creditors</td>
<td>31.12.2022</td>
<td>39'952</td>
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<tr>
<td>Other current liabilities</td>
<td>5721</td>
<td>188</td>
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<tr>
<td>Deferred income and accrued expenses</td>
<td>13</td>
<td>249'730</td>
<td>34'476</td>
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<td><strong>Total Current Liabilities</strong></td>
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<td>295'403</td>
<td>60'121</td>
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<tr>
<td><strong>Long-Term Liabilities</strong></td>
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<td></td>
</tr>
<tr>
<td>Rental security deposit</td>
<td>8</td>
<td>5'880</td>
<td>5'880</td>
</tr>
<tr>
<td><strong>Total Long-Term Liabilities</strong></td>
<td></td>
<td>5'880</td>
<td>5'880</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td></td>
<td>301'283</td>
<td>66'001</td>
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<tr>
<td><strong>Restricted Funds - Balances Unused</strong></td>
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<td></td>
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<tr>
<td>Funds restricted in time and purpose</td>
<td>677'793</td>
<td>275'327</td>
<td></td>
</tr>
<tr>
<td>Funds restricted in time only (unearmarked general support)</td>
<td>1'048'227</td>
<td>1'131'352</td>
<td></td>
</tr>
<tr>
<td><strong>Total Restricted Funds</strong></td>
<td></td>
<td>1'726'020</td>
<td>1'406'679</td>
</tr>
<tr>
<td><strong>Capital of the Organisation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- results brought forward</td>
<td>394'438</td>
<td>114'961</td>
<td></td>
</tr>
<tr>
<td>- result for the year</td>
<td>99'586</td>
<td>279'477</td>
<td></td>
</tr>
<tr>
<td><strong>Total Capital of the Organisation</strong></td>
<td></td>
<td>494'024</td>
<td>394'438</td>
</tr>
<tr>
<td><strong>Total Liabilities and Capital</strong></td>
<td></td>
<td>2'521'327</td>
<td>1'867'118</td>
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</table>
### INCOME STATEMENT FOR THE YEAR ENDED DECEMBER 31, 2022

<table>
<thead>
<tr>
<th>Notes</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CHF</td>
<td>CHF</td>
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<tr>
<td><strong>INCOME</strong></td>
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<td></td>
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<tr>
<td><strong>RESTRICTED INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project funding (restricted in both time and purpose)</td>
<td>1'059'586</td>
<td>816'670</td>
</tr>
<tr>
<td>Unearmarked general support (restricted in time only)</td>
<td>2'210'163</td>
<td>1'884'795</td>
</tr>
<tr>
<td><strong>Subtotal restricted income</strong></td>
<td>3'269'749</td>
<td>2'703'465</td>
</tr>
<tr>
<td><strong>UNRESTRICTED INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants or portions of grants (not restricted in purpose or time)</td>
<td>14</td>
<td>95'011</td>
</tr>
<tr>
<td>Membership fees</td>
<td>51'639</td>
<td>38'554</td>
</tr>
<tr>
<td>Donations from individuals</td>
<td>2'944</td>
<td>9'820</td>
</tr>
<tr>
<td>Self-generated revenue (speaking fees, service delivery)</td>
<td>2'615</td>
<td>2'316</td>
</tr>
<tr>
<td><strong>Subtotal unrestricted income</strong></td>
<td>152'209</td>
<td>273'230</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>3'421'958</td>
<td>2'976'695</td>
</tr>
<tr>
<td><strong>EXPENDITURE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Editorial production</td>
<td>15</td>
<td>(1'848'676)</td>
</tr>
<tr>
<td>Audience development</td>
<td>16</td>
<td>(187'852)</td>
</tr>
<tr>
<td><strong>Subtotal production and distribution of journalism</strong></td>
<td>(2'036'528)</td>
<td>(1'497'591)</td>
</tr>
<tr>
<td>Fundraising, revenue generation and outreach</td>
<td>17</td>
<td>(326'056)</td>
</tr>
<tr>
<td>General management, organisational development and administration</td>
<td>18</td>
<td>(608'013)</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td>(2'970'597)</td>
<td>(2'178'390)</td>
</tr>
<tr>
<td><strong>OPERATING EARNINGS BEFORE INTEREST</strong></td>
<td>451'361</td>
<td>798'305</td>
</tr>
<tr>
<td>Financial income</td>
<td>19</td>
<td>94'370</td>
</tr>
<tr>
<td>Financial expenses</td>
<td>20</td>
<td>(157'158)</td>
</tr>
<tr>
<td><strong>OPERATING EARNINGS</strong></td>
<td>388'573</td>
<td>793'970</td>
</tr>
<tr>
<td>Non operating income - office sub-rental income</td>
<td>30'354</td>
<td>35'280</td>
</tr>
<tr>
<td><strong>RESULT BEFORE CHANGE IN FUND CAPITAL</strong></td>
<td>418'927</td>
<td>829'250</td>
</tr>
<tr>
<td><strong>RESTRICTED FUNDS - BALANCES UNUSED</strong></td>
<td>(3'269'749)</td>
<td>(2'703'465)</td>
</tr>
<tr>
<td>Restricted funds used</td>
<td>2'950'408</td>
<td>2'153'692</td>
</tr>
<tr>
<td><strong>RESULT FOR THE YEAR</strong></td>
<td>99'586</td>
<td>279'477</td>
</tr>
</tbody>
</table>
STATEMENT OF CHANGES IN FUNDS AND CAPITAL FOR THE YEAR ENDED DECEMBER 31, 2022

### 3210 PROJET FUNDING (RESTRICTED IN BOTH TIME AND PURPOSE) 2022

<table>
<thead>
<tr>
<th>Donor</th>
<th>Balance at 01.01.2022</th>
<th>Received 2022</th>
<th>Used 2022</th>
<th>Balance at 31.12.2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>241</strong> Stanley Center for Peace and Security</td>
<td>32'762</td>
<td>-</td>
<td>(32'762)</td>
<td>-</td>
</tr>
<tr>
<td><strong>249</strong> The Bill &amp; Melinda Gates Foundation - (28.05.21 - 31.05.22)</td>
<td>148'610</td>
<td>-</td>
<td>(148'610)</td>
<td>-</td>
</tr>
<tr>
<td><strong>252</strong> The H2H Network’s H2H Fund, supported by the UK FCDO - (01.10.21 - 31.01.22)</td>
<td>6'651</td>
<td>11'045</td>
<td>(17'696)</td>
<td>-</td>
</tr>
<tr>
<td><strong>253</strong> German Federal Foreign Office - (01.10.21 - 30.09.23)</td>
<td>-</td>
<td>228'780</td>
<td>(228'151)</td>
<td>630</td>
</tr>
<tr>
<td><strong>258</strong> Rockefeller Philanthropy Advisors - Africa No filter - (01.06.19 - 31.05.22)</td>
<td>6'504</td>
<td>2'944</td>
<td>(9'448)</td>
<td>-</td>
</tr>
<tr>
<td><strong>260</strong> Swiss Federal Department of Foreign Affairs - (01.10.21 - 31.01.22)</td>
<td>79'799</td>
<td>170'000</td>
<td>(151'306)</td>
<td>98'493</td>
</tr>
<tr>
<td><strong>262</strong> New Venture Fund - (01.10.22 - 30.09.24)</td>
<td>-</td>
<td>146'805</td>
<td>(14'447)</td>
<td>132'358</td>
</tr>
<tr>
<td><strong>264</strong> The Conrad N. Hilton Foundation - (01.10.22 - 30.09.24)</td>
<td>-</td>
<td>244'744</td>
<td>(31'119)</td>
<td>213'625</td>
</tr>
<tr>
<td><strong>265</strong> The Bill &amp; Melinda Gates Foundation - (15.11.22 - 30.04.24)</td>
<td>-</td>
<td>250'650</td>
<td>(17'963)</td>
<td>232'687</td>
</tr>
</tbody>
</table>

**TOTAL PROJECT FUNDING (RESTRICTED IN BOTH TIME AND PURPOSE) 2022** 275'327 1'059'586 (657'121) 677'793

### 3200 UNEARMARKED GENERAL SUPPORT (RESTRICTED IN TIME ONLY) 2022

<table>
<thead>
<tr>
<th>Donor</th>
<th>Balance at 01.01.2022</th>
<th>Received 2022</th>
<th>Used 2022</th>
<th>Balance at 31.12.2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>237</strong> Australian Department of Foreign Affairs and Trade - (01.01.20 - 31.12.22)</td>
<td>-</td>
<td>144'476</td>
<td>(144'476)</td>
<td>-</td>
</tr>
<tr>
<td><strong>239</strong> The Patrick J. McGovern Foundation - (17.12.20 - 31.05.23) single disbursement for full grant period</td>
<td>439'262</td>
<td>-</td>
<td>(376'535)</td>
<td>62'727</td>
</tr>
<tr>
<td><strong>240</strong> The David and Lucile Packard Foundation - (11.11.20 - 10.11.22)</td>
<td>125'995</td>
<td>-</td>
<td>(125'995)</td>
<td>0</td>
</tr>
<tr>
<td><strong>242</strong> Wellspring Philanthropic Fund - (26.01.21 - 31.12.22)</td>
<td>101'316</td>
<td>92'908</td>
<td>(194'223)</td>
<td>-</td>
</tr>
<tr>
<td><strong>247</strong> Swedish International Development Cooperation Agency (SIDA) - (01.01.21 - 31.12.23)</td>
<td>-</td>
<td>181'477</td>
<td>(171'282)</td>
<td>10'195</td>
</tr>
<tr>
<td><strong>248</strong> Belgian Federal Public Service of Foreign Affairs - (01.01.21 - 31.12.23)</td>
<td>-</td>
<td>147'225</td>
<td>(100'443)</td>
<td>46'782</td>
</tr>
<tr>
<td><strong>250</strong> Ministry of Foreign Affairs of Denmark - (01.01.21 - 31.12.23)</td>
<td>-</td>
<td>107'945</td>
<td>(223'826)</td>
<td>(162'883) 168'888</td>
</tr>
<tr>
<td><strong>254</strong> Humanity United - (01.11.21 - 31.01.23) single disbursement for full grant period</td>
<td>185'840</td>
<td>-</td>
<td>(186'575)</td>
<td>19'265</td>
</tr>
<tr>
<td><strong>255</strong> Global Affairs Canada - (19.06.21 - 30.06.24)</td>
<td>-</td>
<td>110'542</td>
<td>(86'061)</td>
<td>24'480</td>
</tr>
<tr>
<td><strong>256</strong> IKEA Foundation - (01.01.22 - 31.12.24)</td>
<td>170'994</td>
<td>170'994</td>
<td>(341'988)</td>
<td>29'506</td>
</tr>
<tr>
<td><strong>259</strong> Luxembourg Ministry for Development cooperation and Humanitarian affairs - (01.01.21 - 31.12.22)</td>
<td>-</td>
<td>78'953</td>
<td>(78'953)</td>
<td>-</td>
</tr>
<tr>
<td><strong>261</strong> Norwegian Ministry of Foreign Affairs - (01.01.22 - 31.12.24)</td>
<td>-</td>
<td>215'827</td>
<td>(193'820)</td>
<td>21'907</td>
</tr>
<tr>
<td><strong>263</strong> The David and Lucile Packard Foundation - (01.07.22 - 31.06.23)</td>
<td>-</td>
<td>144'044</td>
<td>(31'956)</td>
<td>112'088</td>
</tr>
<tr>
<td><strong>266</strong> Humanity United - (25.10.22 - 24.10.23)</td>
<td>-</td>
<td>64'008</td>
<td>(24'176)</td>
<td>39'832</td>
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<tr>
<td><strong>267</strong> Luxembourg Ministry for Development cooperation and Humanitarian affairs - (01.01.22 - 31.12.22)</td>
<td>-</td>
<td>73'441</td>
<td>(73'441)</td>
<td>0</td>
</tr>
<tr>
<td><strong>268</strong> Canton of Geneva, Service de la solidarité internationale - (01.07.22 - 31.12.25)</td>
<td>-</td>
<td>70'000</td>
<td>(50'039)</td>
<td>19'961</td>
</tr>
<tr>
<td><strong>269</strong> The Patrick J. McGovern Foundation - (01.01.23 - 31.12.24) single disbursement for full grant period</td>
<td>-</td>
<td>482'644</td>
<td>(482'644)</td>
<td>-</td>
</tr>
</tbody>
</table>

**TOTAL UNEARMARKED GENERAL SUPPORT (RESTRICTED IN TIME ONLY) 2022** 1'131'352 2'210'163 (2'293'287) 1'048'227

**TOTAL PROJECT AND UNEARMARKED GENERAL SUPPORT FUNDING (RESTRICTED IN TIME ONLY) 2022** 1'406'679 3'269'750 (2'950'408) 1'726'020

### CAPITAL OF THE ORGANISATION

<table>
<thead>
<tr>
<th></th>
<th>Balance at 01.01.2022</th>
<th>Allocation 2022</th>
<th>Used 2022</th>
<th>Balance at 31.12.2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free capital</td>
<td>394'438</td>
<td>99'586</td>
<td>-</td>
<td>494'024</td>
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</table>

**TOTAL CAPITAL OF THE ORGANISATION** 394'438 99'586 - 494'024
### PROJET FUNDING (RESTRICTED IN BOTH TIME AND PURPOSE) 2021

<table>
<thead>
<tr>
<th>Donor</th>
<th>Balance at 01.01.2021</th>
<th>Received 2021</th>
<th>Used 2021</th>
<th>Balance at 31.12.2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill &amp; Melinda Gates Foundation (26.05.21 - 31.05.22)</td>
<td>-</td>
<td>274'920</td>
<td>(125'310)</td>
<td>149'610</td>
</tr>
<tr>
<td>German Federal Foreign Office</td>
<td>-</td>
<td>43'668</td>
<td>(43'668)</td>
<td>-</td>
</tr>
<tr>
<td>Global Affairs Canada</td>
<td>19'572</td>
<td>-</td>
<td>(19'572)</td>
<td>-</td>
</tr>
<tr>
<td>Swiss Federal Department of Foreign Affairs (01.09.21 - 31.08.23)</td>
<td>-</td>
<td>224'929</td>
<td>(145'130)</td>
<td>79'799</td>
</tr>
<tr>
<td>Service de la solidarité internationale - Canton de Genève (01.06.19 - 31.05.22)</td>
<td>40'553</td>
<td>80'000</td>
<td>(87'791)</td>
<td>32'762</td>
</tr>
<tr>
<td>H2H Fund under Danish Refugee Council (01.10.21 - 31.01.22)</td>
<td>-</td>
<td>26'851</td>
<td>(20'199)</td>
<td>6'652</td>
</tr>
<tr>
<td>Foundation Open Society Institute</td>
<td>902</td>
<td>1'255</td>
<td>(2'157)</td>
<td>-</td>
</tr>
<tr>
<td>Humanity United</td>
<td>-</td>
<td>46'660</td>
<td>(46'660)</td>
<td>-</td>
</tr>
<tr>
<td>Solutions Journalism Network</td>
<td>8'464</td>
<td>-</td>
<td>(8'464)</td>
<td>-</td>
</tr>
<tr>
<td>H2H Fund under Danish Refugee Council (01.10.21 - 31.01.22)</td>
<td>-</td>
<td>92'064</td>
<td>(57'703)</td>
<td>125'995</td>
</tr>
<tr>
<td>The Patrick J. McGovern Foundation</td>
<td>460'350</td>
<td>-</td>
<td>(21'088)</td>
<td>1'131'352</td>
</tr>
</tbody>
</table>

**TOTAL PROJECT FUNDING (RESTRICTED IN BOTH TIME AND PURPOSE) 2021**

|                      | 61'027                  | 818'670       | (604'370) | 275'327              |

### UNEARMARKED GENERAL SUPPORT (RESTRICTED IN TIME ONLY) 2021

<table>
<thead>
<tr>
<th>Donor</th>
<th>Balance at 01.01.2021</th>
<th>Received 2021</th>
<th>Used 2021</th>
<th>Balance at 31.12.2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Foreign Affairs of Denmark (01.01.21 - 31.12.23)</td>
<td>-</td>
<td>287'853</td>
<td>(179'908)</td>
<td>107'945</td>
</tr>
<tr>
<td>Humanity United (01.11.21 - 31.01.23)</td>
<td>38'848</td>
<td>185'840</td>
<td>(38'848)</td>
<td>185'840</td>
</tr>
<tr>
<td>IKEA Foundation (01.01.22 - 31.12.24)</td>
<td>-</td>
<td>341'988</td>
<td>(170'994)</td>
<td>170'994</td>
</tr>
<tr>
<td>Wellspring Philanthropic Fund (26.01.21 - 31.12.22)</td>
<td>-</td>
<td>11'1875</td>
<td>(10'559)</td>
<td>101'316</td>
</tr>
<tr>
<td>Department of Foreign Affairs and Trade of Australia</td>
<td>204'618</td>
<td>155'203</td>
<td>(359'820)</td>
<td>-</td>
</tr>
<tr>
<td>Norwegian Ministry of Foreign Affairs</td>
<td>-</td>
<td>217'348</td>
<td>(217'348)</td>
<td>-</td>
</tr>
<tr>
<td>Global Affairs Canada</td>
<td>-</td>
<td>108'707</td>
<td>(108'707)</td>
<td>-</td>
</tr>
<tr>
<td>Swedish International Development Cooperation Agency</td>
<td>-</td>
<td>216'797</td>
<td>(216'797)</td>
<td>-</td>
</tr>
<tr>
<td>Belgian Federal Public Service of Foreign Affairs</td>
<td>-</td>
<td>167'550</td>
<td>(167'550)</td>
<td>-</td>
</tr>
<tr>
<td>The David and Lucile Packard Foundation (11.11.20 - 10.11.22)</td>
<td>92'064</td>
<td>91'834</td>
<td>(57'703)</td>
<td>125'995</td>
</tr>
<tr>
<td>The Patrick J. McGovern Foundation (17.12.20 - 31.05.23)</td>
<td>460'350</td>
<td>-</td>
<td>(21'088)</td>
<td>1'131'352</td>
</tr>
</tbody>
</table>

**TOTAL UNEARMARKED GENERAL SUPPORT (RESTRICTED IN TIME ONLY) 2021**

|                      | 795'880                 | 1'884'795     | (1'549'322) | 1'131'352             |

**TOTAL PROJECT AND UNEARMARKED GENERAL SUPPORT FUNDING (RESTRICTED IN TIME ONLY) 2021**

|                      | 856'907                 | 2'703'465     | (2'153'692) | 1'406'679             |

### CAPITAL OF THE ORGANISATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>REST of free capital</td>
<td>114'961</td>
<td>279'477</td>
<td>-</td>
<td>394'438</td>
</tr>
</tbody>
</table>

**TOTAL CAPITAL OF THE ORGANISATION**

|                      | 114'961               | 279'477         | -         | 394'438               |
### CASH FLOW STATEMENT FOR THE YEAR 2022

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CHF</td>
<td>CHF</td>
</tr>
<tr>
<td><strong>RESULT FOR THE YEAR</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>99'586</td>
<td>279'477</td>
</tr>
<tr>
<td>Changes in funds restricted</td>
<td>319'341</td>
<td>549'771</td>
</tr>
<tr>
<td>Cash flow from operations</td>
<td>418'927</td>
<td>829'248</td>
</tr>
<tr>
<td>Changes in receivables</td>
<td>4'188</td>
<td>856</td>
</tr>
<tr>
<td>Changes in prepaid expenses and accrued income</td>
<td>(28'812)</td>
<td>(7'944)</td>
</tr>
<tr>
<td>Changes in trade creditors</td>
<td>14'495</td>
<td>9'056</td>
</tr>
<tr>
<td>Changes in other current liabilities</td>
<td>5'533</td>
<td>83</td>
</tr>
<tr>
<td>Changes in trade creditors</td>
<td>215'254</td>
<td>4'972</td>
</tr>
<tr>
<td><strong>CASH FLOW FROM OPERATING ACTIVITIES</strong></td>
<td>629'585</td>
<td>836'271</td>
</tr>
<tr>
<td>Purchase of financial assets</td>
<td>(27'623)</td>
<td>(27'450)</td>
</tr>
<tr>
<td><strong>CASH FLOW FROM INVESTING ACTIVITIES</strong></td>
<td>(27'623)</td>
<td>(27'450)</td>
</tr>
<tr>
<td><strong>NET INCREASE / (DECREASE) IN CASH</strong></td>
<td>601'962</td>
<td>808'821</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the period</td>
<td>1'744'939</td>
<td>936'118</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of the period</td>
<td>2'346'901</td>
<td>1'744'939</td>
</tr>
<tr>
<td><strong>NET INCREASE / (DECREASE) IN CASH</strong></td>
<td>601'962</td>
<td>808'821</td>
</tr>
</tbody>
</table>
1. GENERAL

The Association was incorporated in Geneva on March 29, 2016.

The Association's charitable purpose is to improve understanding of natural and/or man-made humanitarian emergencies, particularly those less reported or overlooked by the mainstream media. The Association aims to enhance the well-being of affected people by advancing public awareness in the humanitarian field and providing independent and objective reporting, analysis and information on the causes, consequences and responses to crises. In doing so, the Association seeks to bolster justice and equity; promote human rights, peace and preventative action; improve humanitarian response; and, ultimately, save the lives of people at risk around the world.

The New Humanitarian's funding comes from a mix of governments, foundations, readers, and more. When considering whether to solicit or accept funding or revenue we carry out a due diligence process and make certain considerations, from the alignment of values to ensuring that we are able to maintain our editorial independence (actual and perceived). Also, funding over 1% of the operational budget has to be approved by the FARC Committee.

Our policy is outlined in a set of principles for accepting financial and in-kind contributions that we share with our donors and publicly on our website.

2. ACCOUNTING PRINCIPLES

2a Accounting Principles

The financial statements of The New Humanitarian have been prepared in accordance with the articles of association of The New Humanitarian and Swiss generally accepted accounting principles (Swiss GAAP FER Fundamentals) as applicable to "Accounting for charitable non-profit organisations" (Swiss GAAP FER 21). The financial statements are presented in Swiss francs. The reporting period corresponds to the calendar year.

2b Valuation principles

Assets are stated at their nominal value, less any value corrections. Liabilities are stated at their nominal value.

2c Foreign exchange

Monetary assets and liabilities denominated in foreign currencies are translated into Swiss francs at the exchange rate as at year end. Transactions in foreign currencies are translated into Swiss francs at the rate in effect on the date of the transaction.
2d Income recognition

All income is fully recognized upon receipt. It may be recognized as a receivable in advance of receipt, provided the donor contract is already signed. All income is classified as either restricted or unrestricted.

Restricted income:

Income is classified as restricted when the donor specifies and limits the purposes for which income may be used or the time period in which it must be spent. Grants not spent within their specified time period must be returned to the donor.

Grants of restricted income may span more than one year or financial reporting period. Such disbursements are fully recognized upon receipt. Any restricted income that remains unspent at the end of a financial reporting period is carried forward in restricted funds, provided that its specified time period has not expired.

Unrestricted income:

Income is classified as unrestricted when it is neither restricted to a specific purpose nor required to be spent within a specific time period. This includes institutional funding and donations from individuals not subject to restrictions, income from membership fees, and self-generated revenue (for example speaking fees or service delivery).

Any surplus unrestricted income unspent at the end of a financial reporting period, increased/decreased by elements of operating expense, financial income, and financial expense not attributable to donor-funded projects, is carried forward in the capital of the organization.

2e Change in accounting policy

The Association decided for the first time in 2022 to provide for the cost of remaining leave days as of December 31st, 2022 carried over to the next year. The calculation of these provisions is based on the annual employment cost, comprising salaries and social charges, and on the number of leave days remaining as of the end of 2022.

The provisions have been charged to the accrued expenses account. No retrospective adjustment has been made to prior period reported amounts.

2f Presentation of the accounts

The presentation of the accounts for the 2022 financial year has been modified in order to correspond to the changes in presentation and thus allow the comparison of the two financial years. However, as explained above, no adjustment has been made to the 2021 reported amounts regarding the provision for remaining leave days introduced at the end of 2022.
3. **COMPOSITION AND REMUNERATION OF THE EXECUTIVE COMMITTEE**

   The Executive committee is composed of:
   - Paula Fray - President
   - Martin Aked - Treasurer
   - Peter Bouckaert - Member
   - Dominique Ben Dhaou - Member
   - Zaina Erhaim - Member
   - Paula Escobar-Chavarria - Member
   - Dr. Joanne Liu - Member
   - Sacha Meuter - Secretary
   - Syed Nazakat - Member
   - Hayley Nelson - Member
   - Yvonne Nanjira Sambuli - Member
   - Tirana Hassan - Member

   The members of the Executive committee are not compensated.

4. **RENUMERATION OF THE MANAGEMENT**

   Gross salaries of the members of the management team: 2022 CHF 516'937 for 4.05 FTE (2021: CHF 387'129 for 3.09 FTE)

5. **NUMBER OF FULL-TIME EMPLOYEES ON ANNUAL AVERAGE**

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

6. **DEBTS ARISING FROM LEASING TRANSACTIONS LINKED TO SALES CONTRACTS AND OTHER DEBTS RESULTING FROM LEASING TRANSACTIONS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental commitments</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

7. **DEBT TO PENSION INSTITUTIONS**

   Debt due to pension institution 5'534 72

8. **TOTAL AMOUNT OF ASSETS PLEDGED OR ASSIGNED TO SECURE OWN LIABILITIES AND ASSETS UNDER RESERVATION OF OWNERSHIP**

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security deposits relating to service provider</td>
<td>54'593</td>
<td>27'450</td>
</tr>
<tr>
<td>Security deposits relating to lessors</td>
<td>15'115</td>
<td>14'635</td>
</tr>
<tr>
<td>Security deposits relating to subtenants</td>
<td>5'880</td>
<td>5'880</td>
</tr>
</tbody>
</table>

   The increase in security deposits relating to service providers is due to the increase in the Employer of Record (EoR) contracts from 3 in 2021 to 8 in 2022.

   The security deposits relating to lessors include in 2022 the deposit relating to the London new office lease.
9. EXPENSES ANALYSED BY NATURE

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Staff expenses*</td>
<td>Other operating expenses</td>
</tr>
<tr>
<td>Editorial production</td>
<td>1'038'420</td>
<td>810'256</td>
</tr>
<tr>
<td>Audience development</td>
<td>136'424</td>
<td>51'428</td>
</tr>
<tr>
<td>Subtotal production and distribution of journalism</td>
<td>1'174'844</td>
<td>861'684</td>
</tr>
<tr>
<td>Fundraising, revenue generation and outreach</td>
<td>275'721</td>
<td>50'335</td>
</tr>
<tr>
<td>General management, organisational development and administration</td>
<td>471'673</td>
<td>136'340</td>
</tr>
<tr>
<td>Total</td>
<td>1'922'238</td>
<td>1'048'359</td>
</tr>
</tbody>
</table>

In 2022, The New Humanitarian launched a new five-year strategy that sees us building a transformative newsroom for our times. In the first year of its execution, we began moving from start-up to scale-up and successfully piloted a number of new initiatives and innovations – from devising guidelines for practising decolonised journalism, to increasing our social-first content, to building the foundations of a more diversified income model. This involved bringing on board several new staff members, including a Director of Audience and Revenue Development, an investigative reporter, and an external relations officer, among others, who have already had a significant impact on our work.

10. NON-CASH DONATIONS

The New Humanitarian benefits from in-kind support from technology companies, including Microsoft, Slack, Dropbox, 1Password, Wisepops, Stripe, Zoom, Adobe, and TechSoup. It also receives pro-bono legal counsel from Sigma Legal, 5RB and Allen & Overy.

11. OTHER INFORMATION

As an additional precaution against any future cash shortfall, the Association obtained in 2020 a COVID-19 credit facility guaranteed by the Swiss government of CHF 162'400. The credit facility is for a period of 5 years (until March 31, 2025) and is interest free. The interest rate can be adjusted to market rates on March 31 of each year in accordance with the regulations of the Federal Department of Finance. As of December 31, 2022, none of this credit facility had been used.
### 12. PREPAID EXPENSES AND ACCRUED INCOME

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Prepaid expenses</td>
<td>98'399</td>
<td>33'640</td>
</tr>
<tr>
<td>Accrued income</td>
<td>980</td>
<td>36'927</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>99'379</strong></td>
<td><strong>70'567</strong></td>
</tr>
</tbody>
</table>

### 13. DEFERRED INCOME AND ACCRUED EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred rental income</td>
<td>-</td>
<td>1'960</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>152'794</td>
<td>32'516</td>
</tr>
<tr>
<td>2022 Staff leave day provisions</td>
<td>102'816</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>255'610</strong></td>
<td><strong>34'476</strong></td>
</tr>
</tbody>
</table>

### 14. GRANTS OR PORTIONS OF GRANTS (NOT RESTRICTED IN PURPOSE OR TIME)

<table>
<thead>
<tr>
<th>Organization</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stichting Vluchteling</td>
<td>22'406</td>
<td>27'750</td>
</tr>
<tr>
<td>Foundation Open Society Institute</td>
<td>-</td>
<td>185'840</td>
</tr>
<tr>
<td>Microsoft</td>
<td>-</td>
<td>8'950</td>
</tr>
<tr>
<td>Wellspring Philanthropic Fund</td>
<td>23'655</td>
<td>-</td>
</tr>
<tr>
<td>The David and Lucile Packard Foundation</td>
<td>48'950</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>95'011</strong></td>
<td><strong>222'540</strong></td>
</tr>
</tbody>
</table>

### 15. EDITORIAL PRODUCTION

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioning content</td>
<td>(282'108)</td>
<td>(248'292)</td>
</tr>
<tr>
<td>Staff expenses</td>
<td>(1'038'420)</td>
<td>(680'735)</td>
</tr>
<tr>
<td>Professional fees - editors and journalists</td>
<td>(322'361)</td>
<td>(425'292)</td>
</tr>
<tr>
<td>Web platform</td>
<td>(85'096)</td>
<td>(37'652)</td>
</tr>
<tr>
<td>Reporting travel and insurance</td>
<td>(50'950)</td>
<td>(25'518)</td>
</tr>
<tr>
<td>Other editorial expenses</td>
<td>(69'741)</td>
<td>(29'535)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(1'848'676)</td>
<td>(1'447'024)</td>
</tr>
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</table>

### 16. AUDIENCE DEVELOPMENT

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff expenses</td>
<td>(136'424)</td>
<td>(28'727)</td>
</tr>
<tr>
<td>Other audience development expenses</td>
<td>(51'428)</td>
<td>(21'840)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(187'852)</td>
<td>(50'567)</td>
</tr>
</tbody>
</table>
17. **FUNDRAISING, REVENUE GENERATION AND OUTREACH**

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff expenses</td>
<td>(275'721)</td>
<td>(204'225)</td>
</tr>
<tr>
<td>Professional fees</td>
<td>(1'496)</td>
<td>(47'330)</td>
</tr>
<tr>
<td>Events and campaigns</td>
<td>(2'6452)</td>
<td>-</td>
</tr>
<tr>
<td>Other marketing expenses</td>
<td>(2'2387)</td>
<td>(12'209)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(326'056)</td>
<td>(263'764)</td>
</tr>
</tbody>
</table>

Open Society Foundations (OSF) reimbursed the costs of an event that was co-organised with The New Humanitarian in September 2022. TNH initially pre-financed the event and a total of USD 10,761 (CHF 9,977) was subsequently paid to TNH to cover those costs.

18. **GENERAL MANAGEMENT, ORGANISATIONAL DEVELOPMENT AND ADMINISTRATION**

Staff expenses          | (471'673)  | (309'335)  |
Insurance               | (12'82)    | (962)      |
Administrative, telecommunication and IT costs | (8'341)    | (5'875)    |
Professional fees       | (41'688)   | (43'555)   |
Governance              | (14'761)   | (917)      |
Other general management, organisational development and administration expenses | (38'934)   | (56'392)   |

**Total**               | (576'679)  | (417'036)  |

19. **FINANCIAL INCOME**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank interest income</td>
<td>209</td>
<td>1'023</td>
</tr>
<tr>
<td>Foreign exchange gains</td>
<td>94'370</td>
<td>119'321</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>94'579</td>
<td>120'344</td>
</tr>
</tbody>
</table>

20. **FINANCIAL EXPENSES**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and bank fees</td>
<td>(8'994)</td>
<td>(12'441)</td>
</tr>
<tr>
<td>Foreign exchange losses</td>
<td>(148'164)</td>
<td>(112'238)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(157'158)</td>
<td>(124'679)</td>
</tr>
</tbody>
</table>