

The New Humanitarian|

Journalism from the heart of crises

A woman wearing a bright orange headscarf and a patterned headband is leaning over a public water tap. She is filling a large yellow plastic container. The background shows a dry, dusty landscape with several cows grazing and a few small buildings in the distance under a clear blue sky.

Annual Report
2021

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:

A woman fills a barrel at a watering point in Kula Mawe, Isiolo County, Kenya, amid a drought.
(Obi Anyadike/*The New Humanitarian*)

Foreword

As we write this, Russian bombs are falling over Ukraine in what is fast becoming the most devastating conflict Europe has seen since World War II.

The conflict has rightly garnered the world's attention, but it has also made blatantly clear how little attention humanitarian crises in other parts of the world receive in comparison.

There are many Ukraines happening around the world – millions of people in Syria, Palestine, and beyond have suffered a similar fate.

But refugees fleeing Ukraine have blond hair and blue eyes – “they are just like us,” many media reported – “civilised people”, unlike those in Iraq and Afghanistan, other commentators noted.

At The New Humanitarian, we do not believe that some human lives are more deserving than others, and have dedicated our work to ensuring that all stories of suffering receive attention.

And in 2021, there were many.

As the world tried to emerge from the COVID-19 pandemic, a number of new challenges – the Taliban takeover of Afghanistan; a coup in Myanmar; an earthquake in Haiti; a new round of violence between Israel and the territory it occupies in Gaza; and an intensifying conflict in Ethiopia – compounded existing and forgotten crises around the world, including the growing effects of climate change.

In the face of these multiple crises, the world has been forced to think more radically about how it tackles rising humanitarian needs and global challenges sustainably and effectively over the long-term.

The media sector that reports on these crises has also faced tough questions about its future, amid a growing demand for decolonised, meaningful participatory media spaces with different power dynamics and an increasing expectation of journalism as a constructive force for good.

So we too are thinking more radically about our way forward in this changing landscape; about what it means to be a truly global news organisation with universalist values; and about the long-term future we want to see.

In 2021, we developed a new 5-year strategy that is ambitious in scope and transformative in orientation. Our vision is to build a viable model of decolonised, impact-focused and sustainable journalism on the international stage.

We spent months looking inward to try to understand what decolonising our journalism means in practice: de-Westernising our lens; being guided by the communities we cover; and being unafraid to challenge power dynamics of all kinds. We emerged from that strategy process having found our voice as an advocate for more anti-racist, inclusive, and community-driven journalism, and with a clearer focus on the two areas where we feel we can bring most value in the media landscape: shining a light on forgotten crises and examining aid policy.

With this renewed clarity of mission, we became bolder in how we presented ourselves to the world, leading conversations about the decolonisation of international media coverage; amplifying local voices with even more intentionality; and creating platforms for discussion of existential questions about the way aid is delivered.

Through our articles, events, podcasts and speaking engagements – sometimes on the global stage; other times behind closed doors – we used our voice to act as facilitators for increasingly important conversations about the world we live in; and to communicate our values to the world loud and clear, right down to who we **will and won't** accept money from.

We used different approaches to engage a range of audiences in the stories of people affected by crises, from drone footage to interactive storytelling, from illustrations by local artists to first-person testimonies.

We also set the foundations for future growth. We created a new role of Chief Operating Officer, charged with developing systems to allow us to optimise and scale our activities. We hired staff to allow us to grow into new areas of work – from people and culture to podcasting. And we renewed a series of multi-year grants, developed a strategy for an individual giving programme, and invested more resources in revenue diversification.

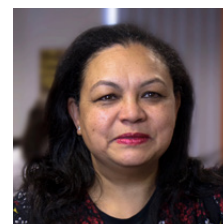
All of this is a sign of our maturity: of our confidence about our place in the world; of our courage to think long-term and do things differently.

The world has changed drastically in the last two years. We must stay ahead of that change to continue to be effective and impactful in our mission to put world-class journalism at the service of the most vulnerable people in the world.

We will work to deliver on this vision of transformation in the years ahead: transformation in the way journalism is produced; transformation in the way the aid sector operates; transformation in the lives of those affected by crises. As always, we welcome you to join us in this important work.



Heba Aly
CEO



Paula Fray
President

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About us

The New Humanitarian is an independent, non-profit 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 action by:

- Informing decision-makers and practitioners
- Providing accountability and transparency
- Raising awareness among wider audiences

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 the local story 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.



Residents of Goma, in eastern Congo, take refuge across the border in Rwanda after the eruption of Mount Nyiragongo left at least 32 people dead.
(Ley Uwera/The New Humanitarian)



Tulu Rani, 72, stands near the site of her former home, which eroded into the sea, on Manpura Island, Bangladesh. Erosion occurs naturally in Bangladesh, but climate change is worsening the problem.
(Zakir Hossain Chowdhury/*The New Humanitarian*)

Executive summary

Introduction

In recent years, we have established ourselves as the only newsroom worldwide specialised in covering humanitarian crises, beginning with our spin off from the United Nations. Since 2015, we have created a new legal entity; raised millions of dollars in funding; recruited an almost entirely new team, including an Executive Editor from the New York Times and a Chief Operating Officer with extensive experience in HR and strategic planning; launched a new investigative reporting unit; won several awards (including a One World Media Award for our reporting on COVID-19); rebranded the organisation; and put our work on the map in fora like TEDx, the World Economic Forum, and the Global Investigative Journalism Conference.

After years of creating the building blocks of a successful media non-profit, The New Humanitarian is now reaping the benefits of previous investments. 2021 allowed TNH to consolidate successes to date and set the foundations for future growth, most notably with the development of our new 5-year strategy.

We proved that less is more: We reduced our editorial output to allow our editors more time to produce more impactful, creative and distinctive reporting, all while maintaining our audience significantly above 2019 levels (as with other news media, audience levels in 2020 were exceptionally high due to interest in COVID-19).

Our noteworthy journalism included continued coverage of the COVID-19 pandemic and reporting from hard-to-reach areas, including Afghanistan and Ethiopia. We published several impactful investigations – including a follow-up on our 2020 revelation of accusations of sexual abuse and exploitation of women by Ebola aid workers in the Democratic Republic of Congo.

We continued our popular Rethinking Humanitarianism series and launched a second season of the Rethinking Humanitarianism podcast. We led an important conversation in the media sector on decolonising journalism about the Global South, while continuing to build our clout and visibility with participation in major industry events and distribution partnerships with mainstream media.

We continued to strengthen our financial outlook and operations: thanks to continued support from our donors, we renewed several multi-year partnerships; increased our budget despite uncertainty linked to COVID-19; and continued to build up our reserves, equivalent to two months of operating expenditures.

Finally, we sought to improve morale among staff after two long years of COVID, and reinforced our team, including adding specific resources for people and culture, podcasting and multimedia, among others.

"The pieces that are coming out of TNH are just amazing, especially given the way you are incorporating multimedia, amplifying local voices, utilising excellent photography, and weaving those personal stories in through more technical analysis. It is really, really impressive, all in spite of the obvious challenges to getting reporters on the ground."

- Devon Terrill, Program Officer, Journalism & Media,
Stanley Center for Peace and Security

2021 at a glance



Our journalism in 2021

The New Humanitarian's journalism seeks to do three things:

Provide in-depth, field-based perspectives on humanitarian crises

When political turmoil thrust humanitarian needs into mainstream headlines, we pushed beyond those headlines to provide distinctive, aid-focused coverage looking at the roots of those crises and ways forward. As the Taliban took control of Afghanistan and silenced many Afghan voices, we relied on the remote reporting skills honed in the pandemic to rebuild our shattered network of sources and journalists and ensure their voices were heard. When tens of thousands of people, many of them Haitian, arrived on the southern US border, we were among the first to report from the Darién Gap, between Colombia and Panama, on the perilous migration route they had taken. And long after the military takeover of Myanmar disappeared from the news cycle, we continued to speak with local sources and tap local contributors

to highlight the deepening challenges faced by civilians and aid workers, even as physical access and communications were severely restricted.

We unearthed signs of progress, too. We looked at how COVID-19 raised awareness of needs within the Navajo Nation's Indigenous community in the United States, and funding to help meet those needs. We dug deep into data to understand the great progress Bangladesh has made in reducing deaths from storms, even while a warming planet amps up the ferocity of those storms. And we reported on grassroots efforts to make a difference in the lives of communities experiencing humanitarian crises, from women working to ease ethnic tensions in South Sudan to **Indigenous Amazon** groups' efforts to ensure vaccine access for their communities.



Shahidullah and Murtaza, both 26-year-old Afghan asylum seekers, leave Caldiran village in eastern Turkey trying to reach the main city of Van, on 6 July 2021. (Emre Caylak/The New Humanitarian)

Shine a spotlight on forgotten stories and emerging trends

Despite obstacles to access, the ongoing battle for readers' attention, and the cost and personal risks of on-the-ground reporting, we held fast to our moral commitment to pay consistent attention to crises often overlooked by mainstream media. In Burkina Faso, it took a chartered plane and carefully devised security plans to report from the town of Djibo – where, we were told, we were the first international journalists to visit in five years. Once there, in an exclusive report we revealed secret peace deals being pursued with jihadists. In Sudan, we needed months of research and a trip by donkey across rugged terrain to enable our reporters – among only a handful

of journalists to visit mountainous rebel-held territory in a decade, residents said – to explore how Darfur had gone from a global cause to a forgotten crisis, one in which 1.5 million people remain in displacement camps and new violence has forced hundreds of thousands of others from their homes. And after six months of building contacts and trust with sources on the ground, we spent time in northeastern Nigeria, speaking with former Boko Haram fighters who were part of a secretive government programme to return them to civilian life, and their neighbours, who were weighing whether they could forgive and move on.

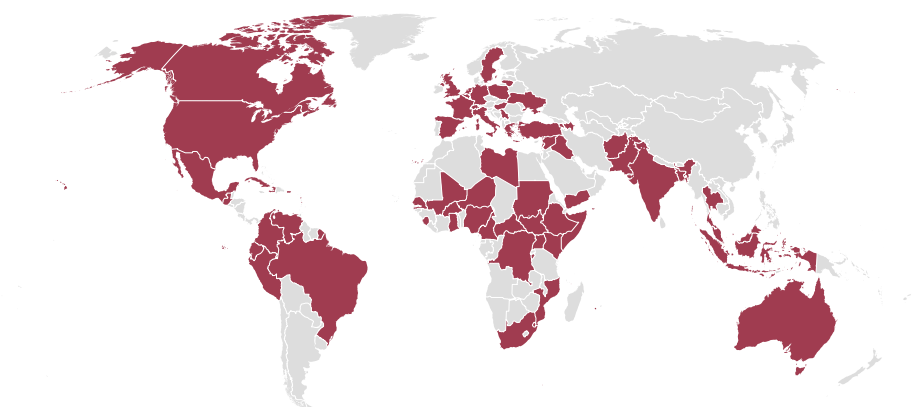
Cast a critical eye over the emergency aid sector

Our coverage spurred discussions and reflection within the humanitarian response sector, among governments and other donors who fund it, and in the communities it serves. Through surveys, data analysis, and discussions with sources throughout the sector, we examined how aid could be distributed in a more climate-conscious way; whether humanitarian organisations had made good on vows to improve racial justice within their ranks; and on the pace and appetite for change in the face of new realities. And our platforms remained a safe space for myriad

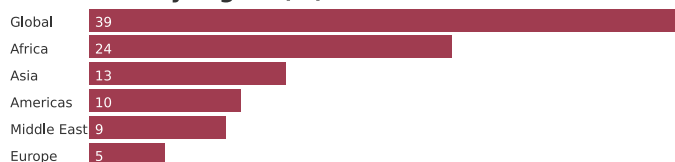
voices to question long-held assumptions and ways of working, from aid workers in Myanmar asking whether the idea of neutrality is outdated, to refugees suggesting how they could have **a real say** in the multilateral decision-making that shapes their futures. Our exclusive reporting uncovered a mystery donor to humanitarian aid for Yemen (hint: look no further than the key combatants), and donor discontent over the UN's handling of aid to Ethiopian refugees in Sudan. And we exposed the abusive and deadly effects of EU and Libyan migration policies.

Places we reported from in 2021

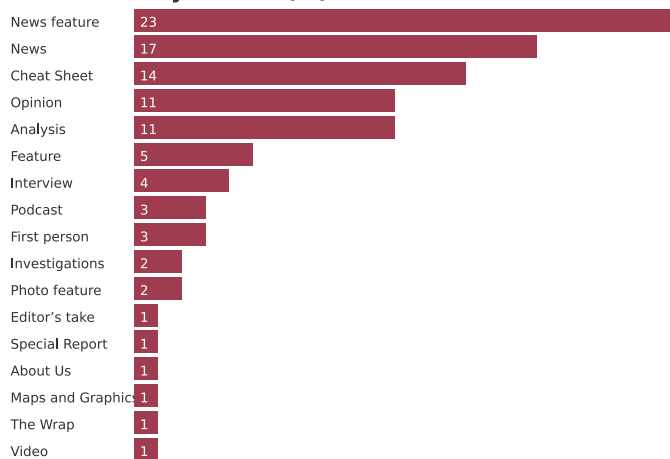
TNH 2021 datelines



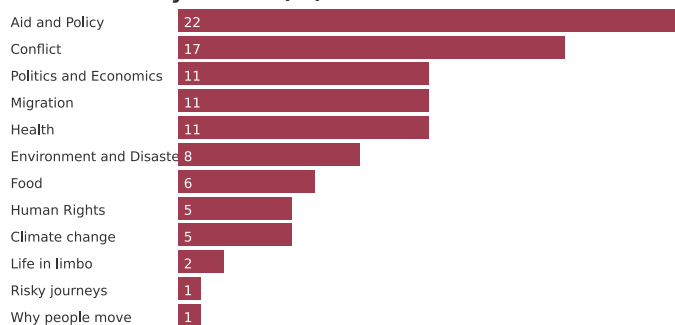
Production by region (%)



Production by format (%)

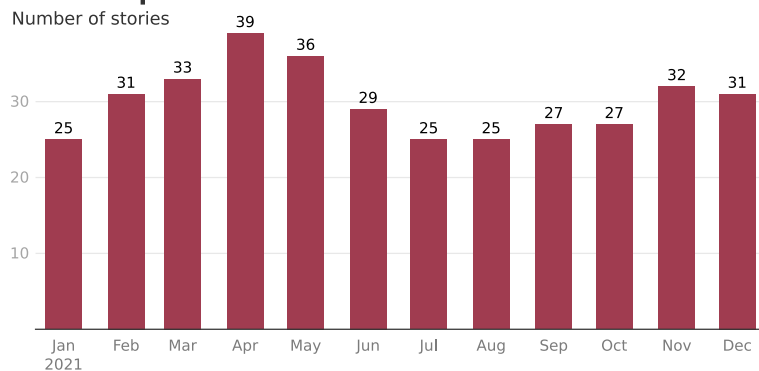


Production by theme (%)



Editorial production

Number of stories



Our impact

In 2021, our coverage of humanitarian crises informed decision-making in the interest of those most affected at the highest levels. For example, we were invited to participate in an off-the-record roundtable to advise the team at the US National Security Council responsible for writing the National Security Strategy on how to centre racial equity in their foreign policy.

We provided greater accountability and transparency in the aid sector: In one investigation, we uncovered claims from women in Burkina Faso that local men – some of them community leaders – demanded sex in exchange for humanitarian assistance. Our investigation prompted further reporting by local media outlets which prompted the minister for humanitarian affairs to address the problem in a press conference. Other reports explored allegations of sexual exploitation, bullying, and fraud at Oxfam in

Congo and Iraq, which led the UK Foreign, Commonwealth & Development Office to suspend its funding on condition that Oxfam improve its safeguarding.

By making humanitarian issues more accessible to a wider audience, we raised awareness of forgotten crises and inspired further support: Some of our readers, for example, contacted us wanting to donate money and clothes to people interviewed in our coverage of the war in Ukraine.

Our audience

In 2021, our average monthly web users settled after the dramatic peaks in 2020 attributed to our coverage of the COVID-19 pandemic. On average, we had 279,000 monthly visitors to our website, with a high of 378,000 in April, after our investigation into new Oxfam misconduct allegations in Iraq and “rotten” work culture in Congo.

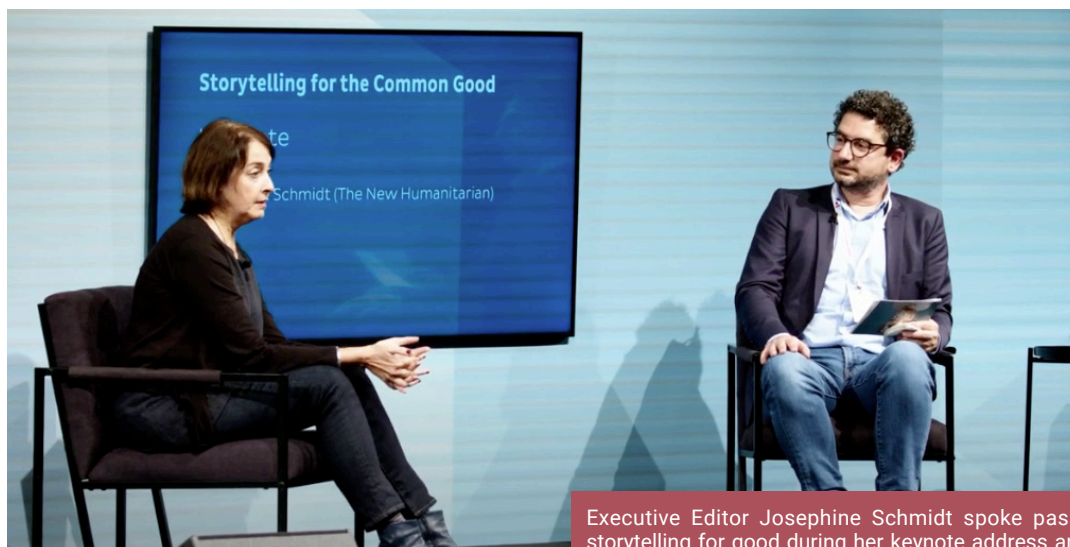
In total, articles on our site were read more than 5 million times by more than 3 million people in 2021. New articles were viewed 4,335 times on average, a decrease compared to a year dominated by pandemic stories in 2020, but a more than 50 percent increase on average page views per article in 2019.

We also ramped up our efforts to provide a platform for diverse voices from across the humanitarian spectrum to have their say with more than 15 widely read opinion

pieces, two of which - about volunteerism and child sponsorship respectively - reached more than 10,000 page views and inspired lively debate on Twitter.

Our online community grew as we saw our reach on social media increase in 2021. Our videos were viewed more than half a million times on YouTube, with an additional 78,000 video views on other social channels. Our audience on social media increased by 12 percent to 188,000 followers, while our newsletter subscribers grew by 8,000 to total more than 64,000 and our podcasts were downloaded more than 100,000 times.

Events



Executive Editor Josephine Schmidt spoke passionately about storytelling for good during her keynote address and discussion at the Human Rights Film Festival in Berlin.

We continued hosting online events in 2021 to deepen engagement with our readers. We tried a fresh format for our flagship 10 Crises to Watch event, inviting leading thinkers from across the humanitarian space to speak about the issues that had their attention at the turn of the year. More than 1,000 people joined us for an engaging conversation on the trends on the horizon.

We also organised a series of Reader Salons for more informal conversations with editors from The New Humanitarian. Readers got a chance to hear from journalists like Eric Reidy, our editor-at-large for migration, who spoke in-depth about his reporting, after winning the UN Correspondents Association for his work reporting on the impact of COVID-19 on displaced people.

Raising our profile in the media sector

The quality of our journalism continued to make us an attractive partner for major newsrooms around the world, who worked with us to ensure the stories we told reached as wide and relevant an audience as possible. We co-published reports with the **Thomson Reuters Foundation**, **The Independent**, **Al Jazeera**, **The Guardian US**, and **Der Spiegel**.

Our work was republished, cited by, or linked to from numerous major media outlets, as well as diaspora newspapers, including The New York Times, The Washington

Post, National Public Radio, The Guardian, Swiss Info, Le Monde, The Mail & Guardian, Haitian Times, Nigerian Tribune, The South African, and Jemen-Report, an annual report on Yemen published by the German-Yemeni society.

Our staff were also interviewed by the BBC, Voice Of America, France 24, and TV5 Monde, among others, and in podcasts including **Deeper Look**, **Al Jazeera's The Take**, **It's All Journalism**, and **Storytelling for Impact**.

Our membership programme

We saw growth in our membership programme, which provides a channel for readers who are aligned with our mission to support us financially, while also bringing them closer to our work. By the end of 2021, 637 readers were paying members who contributed more than 41,000 CHF to our work throughout the year. This is an important part of our plans to diversify our

revenue, decrease reliance on grants, and increase our independence. Membership provides us with an opportunity to keep our most loyal supporters informed about our work, including at a strategic level, via a members-only newsletter, a private Slack channel, and our Reader Salons, where they engage in informal conversations with TNH editors about our stories.

Our funding

In 2021, our overall income was CHF 2'333'823 and our total expenditure was CHF 2'147'455. This represents an 8 percent increase in our spending levels compared to 2020, with 20 partners ([listed here](#)) supporting our work.

Unearmarked funding, which accounted for 74 percent of our overall income, allowed

more coherent coverage and flexibility to adapt to a changing news environment. Through individual donations, speaker fees, and our membership programme, we generated small amounts of independent revenue, allowing us to continue building reserves and providing greater sustainability for our organisation.

Our organisation and governance

In 2021, TNH established a full operations team to strengthen its foundation for future organisational development and growth. In November, we hired our first Chief Operating Officer (COO) to lead strategic and risk management processes.

She oversees a Head of People and Culture, who is tasked with building a diverse, global team and nurturing a culture of innovation and well-being; as well as a Head of Administration, Finance and Compliance, who manages the organisation's finances. They are supported by an Admin and Finance Assistant. The operations team will support the organisation in its next phase of development to mature its internal processes, increase financial transparency,

improve employee experience, and scale its work.

We hired a podcast producer to reach and engage target audiences through our flagship Rethinking Humanitarianism podcast, while also developing future podcast offerings. We also brought on board a multimedia editor to use video to amplify our journalism to wider audiences.

We equally welcomed some new faces to our board of directors: award-winning Syrian journalist Zaina Erhaim; American marketing and product development executive Hayley Nelson; Chilean editor and author Paula Escobar-Chavarría; and award-winning Indian media entrepreneur Syed Nazakat.

How our journalism creates real impact



In the rebel-held mountains of Sudan's Darfur, boyish-looking rebels stand guard outside the office of the SLA-AW rebel group commander, Gaddura. (Philip Kleinfeld/The New Humanitarian)

The New Humanitarian's reporting informs the prevention and response to humanitarian crises by contributing to better decision-making; accountability and transparency; and greater awareness. In so doing, we seek to contribute to more effective and accountable humanitarian action.

We monitor the impact of our journalism through our reach, reference to our work in online and offline spaces, our ability to influence the wider media narrative, feedback from our readers, audience surveys, independent evaluations, and examples of tangible, real-world impact prompted by our reporting. In many cases, simply bringing awareness to an overlooked issue can result in positive change.

In 2021, our stories informed government strategy meetings; prompted major international NGOs to

re-evaluate their measures for the prevention of sexual abuse and exploitation; and influenced the thinking of a former UN refugee agency official who published a critical report on the agency's use of biometrics in emergency response.

We continue to see evidence that we are fulfilling our mission of informing the world's response to crises. Here are four examples of the impact of our reporting:



An illustration depicting the Koblenz court on the left-hand side, and a street in Syria on the other. (Kylee Pedersen/The New Humanitarian)

Highlighting outreach gap of Syria war crimes tribunals

In October 2021, a German judge was preparing to read the verdict in a historic trial: the first seeking to convict members of Syrian President Bashar al-Assad's government of war crimes, under universal jurisdiction, whereby grave crimes can be prosecuted anywhere. But justice was happening far from where the crimes were committed, and in a language the victims didn't speak. In a **special report**, we explored this "outreach gap", when justice fails to include the people it is ostensibly meant to serve.

Human Rights Watch said that it is a "truly brilliant piece on the importance of outreach in such trials" and **referenced** it in their work.

The transitional justice news site Justice.info linked to our report in its own **coverage**. Its deputy editor, Franck Petit, who is an expert on the subject and the former head of the outreach programme at the Extraordinary African Chambers in Senegal, a tribunal established to try international crimes committed in Chad between 1982 and

1990 (with an outreach programme considered by many to be a model for how this should be done), **shared** it and said it was a "timely and well-documented piece". We also heard from an academic and lawyer based at the University of Glasgow who referenced the article in an academic journal article she is writing in which she evaluates chances and challenges of universal jurisdiction proceedings.

Following publication, an organisation that is filing many of the Syria universal jurisdiction complaints on behalf of or with Syrian groups got in touch with our reporter to discuss how to incorporate more and better outreach as the trials go forward. Similarly, a German Member of the European Parliament was in touch with our reporter to discuss her research.

Demonstrating the importance of this work, the Syria Justice and Accountability Centre then **announced** that it would resume full Arabic translations of the trials as well as their backlog of reports due to new funding opportunities.

Prompting investigations into a sex-for-food scheme in Burkina Faso

In one of six investigations we published in 2021, we **revealed claims** from displaced women in Burkina Faso that local men – some of them community leaders – demanded sex in exchange for humanitarian assistance.

Most of the women we spoke to said they knew of other women who were propositioned in the same way and aid workers and government officials said they knew of similar accounts, suggesting the abuse was widespread. However, seven large international aid agencies and NGOs we spoke to said they had received no claims involving the registration process of displaced people, which makes them eligible for assistance.

Our investigation also highlighted the slow pace of progress by agencies to prevent sexual abuse and exploitation. Following publication, the head of the World Food Programme (WFP) in Burkina Faso sent an email to the organisation's donors to reiterate the efforts it had made in this regard. WFP and UNICEF also pledged to investigate whether any of the accused men had worked for international organisations.

Our report travelled widely at the local level, with nearly 20% of readers within Burkina Faso. Local and international media followed the story, including VOA Afrique which

“We have been impressed with how The New Humanitarian has worked so diligently to bring forward sexual harassment, exploitation and abuse in the humanitarian field”

– Helena Minchew, Advocacy Advisor, Women's Protection and Empowerment and Gender Equality, International Rescue Committee

interviewed our **CEO** and **reporter**, and conducted their **own investigations**. These investigations put **pressure** on the minister for humanitarian affairs to address the problem in a press conference.

The story also led to positive impact within the United Nations, which reportedly increased support towards the protection of people in humanitarian emergencies, most notably with the hire of a PSEA (Protection from Sexual Exploitation and Abuse) Coordinator in Burkina Faso.

Driving decision-makers to think differently about the future of crisis response

Discussions on our flagship **Rethinking Humanitarianism podcast** and associated coverage have shifted the conversation within donor circles about key issues on the nature of aid.

Described as a “must-listen to” of the humanitarian community; “consistently interesting and informative”; and a “rare podcast I come to with pen and paper”, the podcast has inspired decision-makers to think differently. “It’s really helping move forward the debate about how to do humanitarianism better,” said the head of an NGO that works on humanitarian reform.

An **episode** on the decolonisation of aid, downloaded more than 10,500 times in 2021, prompted many further

conversations across the sector. “You would not believe the repercussions of the podcast and the reach it took,” the episode’s interviewee, Syrian physician Tammam Aloudat, told us.

Following that episode, we conducted a **survey** on progress made towards diversity, equity, and inclusion within the aid sector since the renewed push for racial justice. We were later invited to brief the Good Humanitarian Donorship, a grouping of 42 government donors about the topic, in what was reportedly the first discussion of the topic in a donor forum. The report from that meeting is reportedly what one major donor needed to kick-start internal discussions on the topic of decolonising aid.

In early 2022, these conversations culminated in a private convening, hosted by The New Humanitarian, in which donors and policy-makers came together with local civil society leaders and racial justice advocates for a frank exchange. "I have never been in nor seen a meeting like that, specifically with institutions, government representatives and donors there in numbers. That was a first, and I have to say it felt more meaningful," said one participant. "I came away with a lot of new insights and possible resources to consider as we further our journey on decolonisation," said the CEO of a philanthropic foundation who attended the convening. Several participants have since held conversations within their own institutions, as a result of what they heard at the TNH event, including donors who met with their legal and finance teams to discuss how they overcome challenges to funding more locally.

In a sign of the momentum developed around the topic, thanks to our and

others' efforts, the head of one international NGO said: "Decolonising aid has truly become a critical term I hear everywhere."

The UK Parliament invited our CEO to **testify** about the existential questions confronting the aid industry at an inquiry into the philosophy of aid. Her comments were cited several times in the subsequent recommendations made to the UK government.

A **TNH investigation** into the carbon footprint of the humanitarian aid sector, and related podcast episode, gave "many thoughts on how and where donors could influence organisations or donor groups," one government donor told us, and "push back" against the tendency to push for the cheapest approach to providing aid, even if it is not the most environmentally friendly or sustainable - and instead explore value-for-money over a longer time horizon.

From the politicisation of aid in Ethiopia to the lack of neutrality of

NGOs in Afghanistan, the podcast "has really made me feel reinvigorated to search out the new potential directions for this industry," said one listener. "TNH really provides a forum for stimulating forward thinking in humanitarian affairs. We need that very much," said Michael Kohler, the deputy director of the European Commission's humanitarian aid arm, ECHO, said.

Our coverage of the challenges facing the aid industry is regularly cited as a resource, including for example by the The Racial Equity Index, and we regularly share our findings in private briefings, interviews, and events. One such talk to a group of policy-makers was described as "interesting, provocative and mind-boggling," and completely different to what donors hear in their usual discussions. In another, a donor representative said, in reaction to our analysis: "My mind is kind of blown." Another added: "These issues are on our minds, but we haven't connected the dots in this way."

Anatomy of the investigation that rocked the WHO

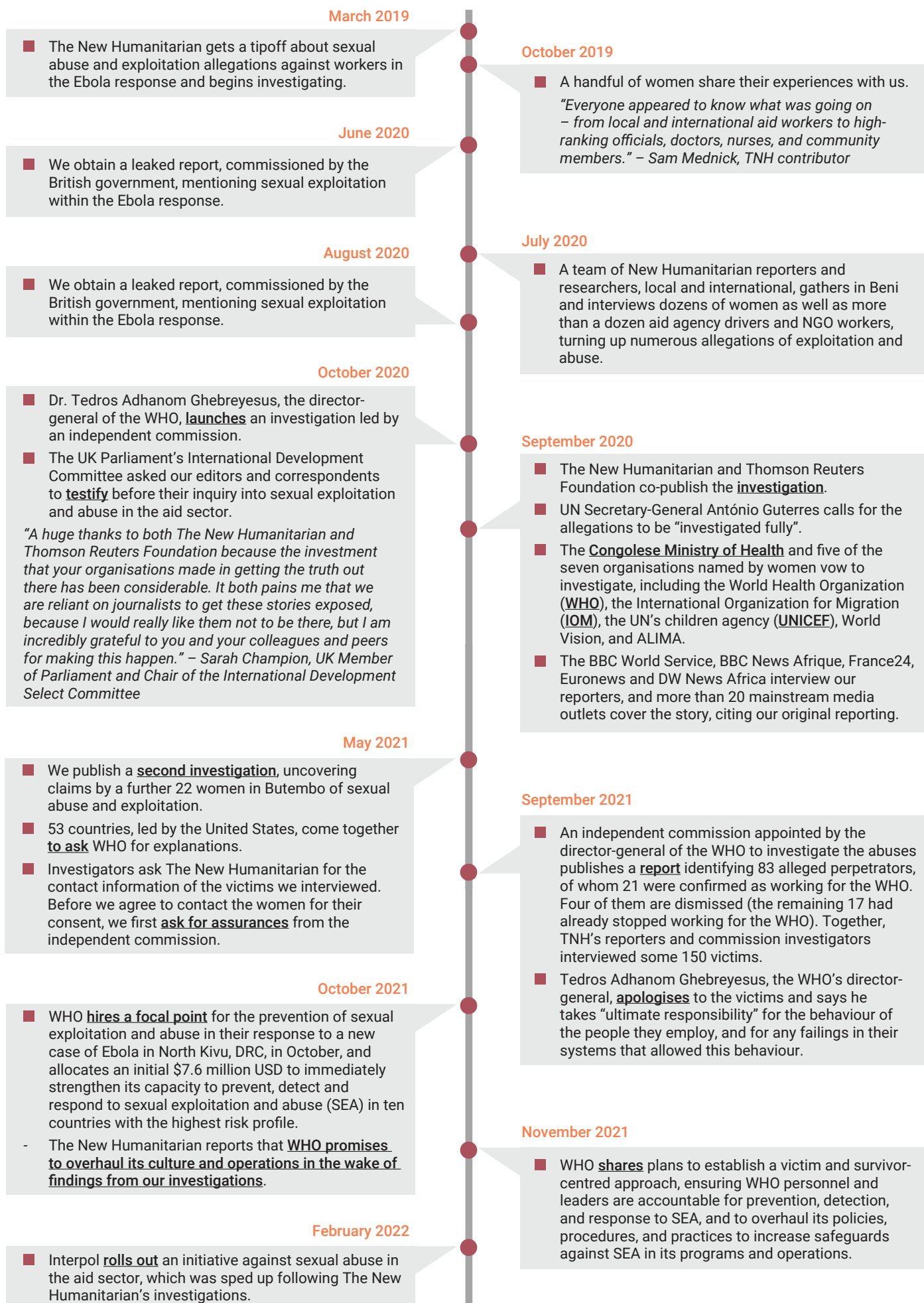
In September 2020, a **year-long investigation** by The New Humanitarian, co-published with the **Thomson Reuters Foundation** uncovered claims by more than 50 Congolese women of sexual abuse and exploitation by aid workers in the eastern city of Beni during the 2018 to 2020 Ebola crisis in the Democratic Republic of Congo. In May 2021, we followed-up with **another investigation**, this time focused on the nearby city of Butembo, uncovering claims by a further 22 women of

sexual abuse and exploitation. Many of the alleged abusers were working for the World Health Organization (WHO).

Together, these investigations have been among the most impactful stories published in The New Humanitarian's 26-year history. Because of our work, aid organisations have initiated internal investigations, the UK's International Development Committee has called on the government to crack down on

UK-funded organisations accused of sexual abuse, and aid groups have started recruiting more people tasked with preventing sexual exploitation.

Our investigations triggered the creation of an independent commission to investigate the claims; a public apology to victims by the director-general of the WHO and a vow to work towards a profound transformation of the organisation's culture. This is a timeline of that journey.





"I cannot count how many times these windows have been replaced because of shelling," says Ivan Gerus, head doctor of the COVID-19 ward at the hospital in the frontline town of Krasnogorovka, a suburb of Donetsk in rebel-held eastern Ukraine, in 2021. (Anastasia Taylor-Lind/The New Humanitarian)

The year in review: Our most powerful stories

Our annual **10 Crises to Watch** feature is always a powerful reminder of the breadth of challenges the world faces. In 2021, we called attention to peace deals that were unravelling, from South Sudan to Colombia to Central African Republic; to the ripple effects of global warming, with climate-linked threats stacking one on top of the next, locking communities in a perpetual rebuild; to rising food insecurity, amid warnings by the World Food Programme of famines of “biblical proportions”. Below we highlight some of our most important reporting from the past year.

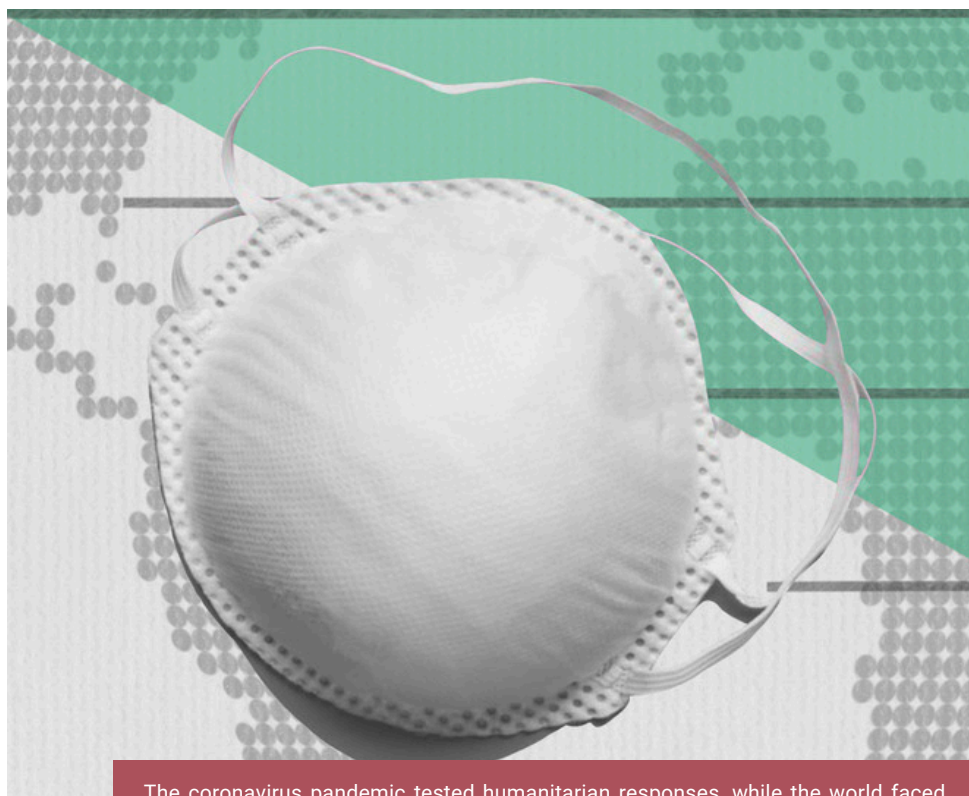
In-depth, field-based perspectives on humanitarian crises

COVID-19 legacies: Deeper hunger, deeper poverty, and the shadow pandemic

As wealthier parts of the world lurched forward from the first year of the pandemic, our journalists chronicled how others were held back by the long-lasting and inequitable tolls of COVID-19.

We shed light on inequitable COVID-19 vaccine distributions. In 2021, about 73 percent of vaccines administered went into arms in upper and upper-middle income countries; fewer than one percent of doses reached people in low-income countries. The inequitable distribution of vaccines paved the way for poorer countries to be left even further behind while the economies of wealthier countries with higher vaccination rates rebounded more quickly.

We documented new depths of hunger from South Sudan to the Philippines; the shadow pandemic of gender-based violence in Latin America and elsewhere; and poverty weighing even more heavily on already struggling



The coronavirus pandemic tested humanitarian responses, while the world faced questions about how to ensure equal access to vaccines. (*The New Humanitarian*)

communities from Libya to Syria. We exposed how worries about the virus itself took a back seat in many places, as already fragile communities grappled with the knock-on effects of the pandemic. Mohammed Mussa, a Sudanese

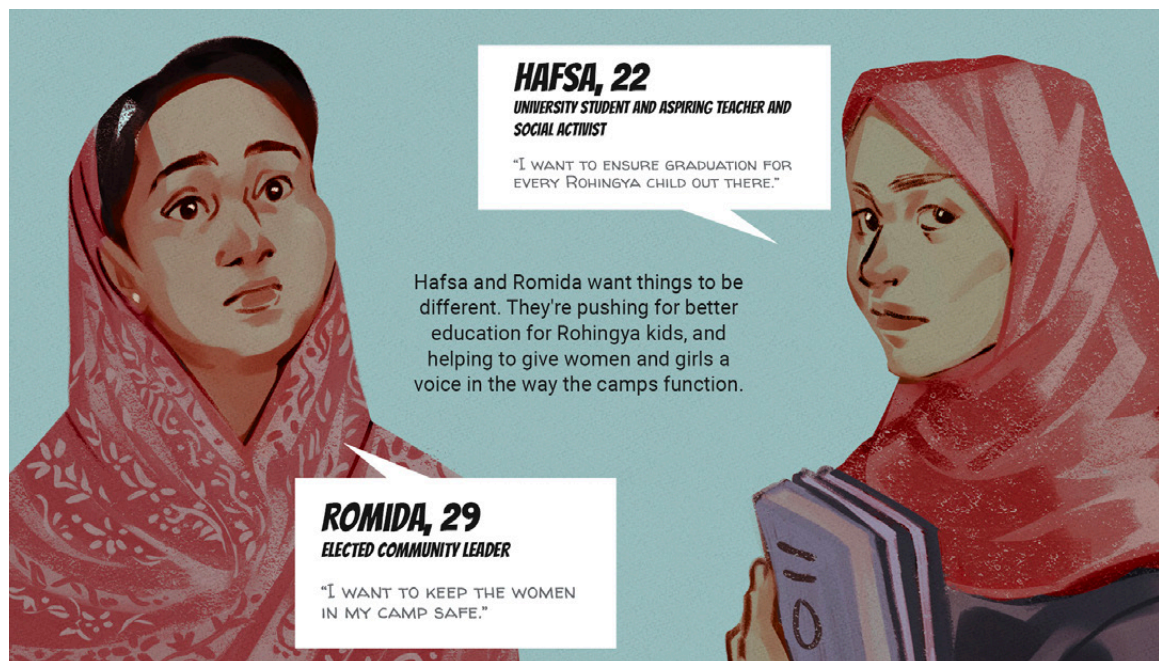
refugee from Darfur who lives in northwestern Libya, said getting vaccinated was just not his top priority. “If I look at my situation, I don’t see where the importance of the vaccine fits in,” he told The New Humanitarian. “Right now, I don’t even have enough money for food, rent, or medical care.”

By the end of the year, some 283 million people globally were short of food, an unprecedented level of hunger linked in part to lockdowns and the knock-on effects of COVID-19, including rising food prices and sluggish supply-chains. In the Philippines — while reporting for what would become our most-read story of the year — we met farm workers struggling after a year of lockdowns and disasters had decimated crops and income. Their pain was passed on to consumers in the form of soaring food prices and rising hunger. In South Sudan, we drew attention to a hunger crisis that touched some 7.2 million people, the highest number since the country of roughly 12 million broke from Sudan in 2011.

In much of Africa, we found the lack of vaccines left governments with few options other than painful lockdowns to try to slow the spread of the virus, deepening hardships. In South Africa, the worst-hit country on the continent, the draconian measures brought a surge in job losses, with nearly half of South Africans reporting they went to bed hungry by midyear.

And against the backdrop of a pandemic that has left millions more people around the globe facing chronic hunger and malnutrition, we reported on how the first UN food summit fell short in calling for bold actions to tackle global food challenges, as disagreements and public boycotts from hundreds of scientists, civil society groups, and grassroots organisations, amid accusations that corporate interests were being favoured, marred proceedings.

Lockdown measures also triggered a sharp rise in gender-based violence, our journalists found: the “shadow pandemic,” as UN Secretary-General António Guterres dubbed it. The UN’s emergency aid coordination body,



Romida and Hafsa are pushing for change in the Rohingya refugee camps — while holding on to the hope of returning home. Their story was told in an illustrated feature. (Fahmida Azim/The New Humanitarian)

OCHA, reported that more than 70 percent of women and girls in humanitarian settings said they or someone they knew had experienced violence during the pandemic. And yet, despite promises of emergency funding by the UN, our reporting revealed that **those funds have been slow to reach women**.

We found a particularly **dire situation** in rural Colombia, where five years after the signing of an historic peace agreement, mounting conflict from armed groups and mass migration had already put women living in many of the country’s crisis-stuck regions in increasingly vulnerable situations. The pandemic made things even worse, as one woman told us. “I’m trying to find a way to get out,” she said, explaining that her husband had become abusive during the lockdown but she was fearful of venturing out on her own because of gang violence. “I have three children and... I still don’t have any sort of steady employment. I don’t have anything.”

However, it wasn’t all bad news. In a report co-published with The Guardian, our reporter revealed a silver lining in the deep toll the pandemic took on members of the Navajo Nation, Native American territory in the United States. Newfound awareness of the needs of their community resulted from media coverage during the pandemic, and with it funding to help meet those needs. “There’s this consciousness in the public, across the board, that didn’t used to be there,” said Erik Stegman, chief executive officer of Native Americans in Philanthropy.

Migration: Deadly policies, deadly routes

The pandemic continued to hobble global transport and travel, but it didn't slow the number of those forcibly displaced due to climate disasters, conflicts, and violence or those migrating for other reasons. It's perhaps no surprise then that our reporting noted migration routes – from the **US-Mexico** border to the **Darién Gap** between Colombia and Panama to Mediterranean routes – with increased movement compared to 2020. And on some, deaths increased too: the crossing from the central Mediterranean to Europe proved to be **the most deadly since 2017**, despite reduced global mobility.

Migration experts and rights activists have long pointed the finger at the European Union for complicity in deaths on that route, accusing member states of curtailing search-and-rescue efforts and choosing to implement policies that make the route more dangerous. But how do you prove this, we wondered? We found the answer in an interactive report that involved several journalists and months of data reporting and visualisation, coordinated by our editor-at-

large for migration, Eric Reidy. In it, we exposed in minute detail how EU policies have contributed to rising deaths, and the return – in 2021 alone – of more than 32,400 people to abusive Libyan detention centres. The scale of the human tragedy on this migration route – the deadliest in the world – was underlined in the run-up to Christmas when more than 160 people drowned in two shipwrecks days apart off the Libyan coast, taking the total number to have died or disappeared on the central Mediterranean in 2021 past 1,500.

While reporting on these upticks, we also chronicled the intensification of efforts by **Western countries** to **limit access** to asylum as well as **the very ability to cross their borders**. Countries – **such as Belarus** – capitalised on this desire to keep people out by leveraging migration as a political tool to exert pressure and extract concessions from their Western neighbours, while asylum seekers and migrants **suffered the consequences**.

New crises in Ethiopia, Afghanistan and Myanmar

As new crises erupted in Ethiopia, Afghanistan, Myanmar, and elsewhere, our journalists grappled with impediments to on-the-ground access – and even with finding local sources who were willing to speak out.

When the Taliban took control of Afghanistan, we provided textured reporting on the impact of **asset freezes**, the risks of **sensitive data** falling into the wrong hands, and the **Taliban's relationship with aid workers**. But long before the Taliban take-over, our coverage highlighted Afghanistan's pre-existing challenges with the **return of refugees, displacement** and **drought**.

In Ethiopia, our reporting chronicled the humanitarian fallout of the worsening conflict in Tigray, with accounts – praised for their consistency and depth – of the impediments placed on aid workers trying to access those in need. A local journalist **recounted** the emotional toll of reporting on the conflict in Tigray, remembering the story of a mother

who watched soldiers shoot her four-year-old son dead. "Reporting on this war has eroded many things inside of me," she wrote.

And as the violent fallout from Myanmar's military coup threatened to erupt into a regional crisis, amid warnings of "state collapse" and a pending "civil war" if left unchecked, we reported the impact of the coup on aid efforts across the country's many crises. Our coverage included a report on Myanmar's post-coup healthcare breakdown, a story that was referenced in an open letter to US Secretary of State Antony Blinken on the public health and human rights crisis in Myanmar by Physicians for Human Rights and co-signed by many organisations. We also published the stories of the many Rohingya who had fled Myanmar – and wanted to hold the pen to their own stories. We amplified their voices through **first person** accounts, **Rohingya photography**, and calls for Rohingya people to **advocate for themselves**.



Armed youth walk through Lekuangle, a village in South Sudan's Pibor region. Clashes between militias in the area cost hundreds of lives last year. (Sam Mednick/The New Humanitarian)

Shining a spotlight on forgotten stories and emerging trends

"The expression "forgotten crisis" is a problematic one," staff editor and correspondent Philip Kleinfeld wrote in a piece reflecting on his reporting in the Darfur region of Sudan. He continued: "No crisis is forgotten by the people living through it, nor the local journalists who cover it, week in week out, year after year. But in **Darfur**, where violence once grabbed international headlines – and aid organisations once pumped in money and manpower – 'forgotten crisis' is a term many residents now seem to relate to." Kleinfeld and contributor Mohammed Amin visited Darfur at a dangerous moment: Peacekeepers had pulled out, a new peace deal was stirring tension, and the country's political transition was stoking unease among local leaders and communities on the ground. Together, they wrote six stories based on three weeks of reporting across the region, speaking with displaced people, aid workers, UN officials, and communities in rebel-held territory where conflict still lingers – and where international journalists had not been seen with any regularity in over a decade, they were told. As Kleinfeld recounted, community leaders at one of the dozens

of displacement camps across Darfur asked him and Amin: "Where is the BBC? Where is Al Jazeera?" Foreign journalists used to visit Darfur all the time, they told him. Why don't they visit any more?

As with Darfur, **Yemen's** attraction to mainstream media has long faded. It remained a focus of our reporting in 2021, including late in the year as fighting intensified around the central Yemeni city of **Marib** and thousands of people were forced to flee each week. As Yemeni journalist Mohamed Ghazi reported, for many, that was just the latest upheaval in more than six and a half long years of war. Ghazi spoke with 65-year-old Salih al-Asoudi, who with his 14-member family had lived in three different camps since the early days of the war in 2015. "We used to live in a big house that I built myself. It took me two years to build it. We ended up living in it for only three years, until the war turned us homeless," he said from al-Sumayya camp, east of Marib city, where the family was sheltering. Earlier in the year, our Mideast editor Annie Slemrod drew on time she spent reporting from Marib several years ago, when it was an island of stability in the middle of the country's

violent war. She reflected in an editor's take on how the city's descent into war shouldn't be a surprise. "As many Yemenis have learned over the past six years of war, even the things everyone should be able to take for granted – safety, home, regular meals – often don't last."

That might well be a sentiment shared by some in **Burundi**. The bouts of violence that have shaken Burundi since the 1960s received little attention compared to events in neighbouring Rwanda. So when a truth and reconciliation commission began digging up mass graves to investigate atrocities, Burundian journalist Désiré Nimubona picked up his notebook. For more than one year, he travelled the country, following the commission and reflecting on Burundi's troubled past – as well as his own. "I have seen some remarkable things: family members identifying the remains of their loved ones after decades of searching; killers asking victims for forgiveness," he wrote. But while the commission was shining some much-needed light on the past, he found that old wounds are also being reopened. He noted that some believed the process "is deepening divisions rather than helping us heal." His reflections were shared in a very personal diary, illustrated by Burundian artist Evelyne Cynthia Shaka Kabushemeye. "I believe all Burundians must do our bit to forgive each other," says Nimubona, who has reported for The New Humanitarian for more than a decade.

The conflict in **Colombia** drew headlines when a 2016 peace deal brought an end to the longest-running war in the Americas. But five years on, aggressive counter-narcotics tactics and unkept government pledges are blamed for fuelling distrust in rural areas and driving a new cycle of violence – one that our reporters tracked throughout the year. In the rural region of **Catatumbo**, the peace deal pledged investments in basic infrastructure and alternatives to the coca economy that has dominated the region and others since the late 1990s. Yet residents told us that the law was imposed by criminal armed groups, not the police. Armed groups battled openly for control, making parts of Catatumbo off limits to most aid groups and government services – including COVID-19 vaccination efforts. Residents and community leaders asked why the schools, jobs, and clinics promised under the 2016 deal failed to materialise. "The people here don't have faith in the government," explained Andrés Silva, a 28-year-old social leader. "They've been told so many lies that they no longer believe the government will keep its promises. So we build our own roads. We install our own electricity." We also reported on the outsized impact of the pandemic on the country's Indigenous communities and the root causes of **national protests**.

As we write this, **Ukraine** is no longer a forgotten conflict: Coverage of the invasion by Russia and the resulting humanitarian crises has saturated European and North American media outlets. But for most of the past eight years, the conflict simmering in its eastern Donbas region drew little notice – even though close to 3 million people were in need of emergency assistance. We worked with Ukrainian journalist Alisa Sopova and photojournalist Anastasia Taylor-Lind to publish Sopova's first-hand accounts of conflict in her hometown of Donetsk, in territory held by Russia-backed separatists, examining the personal consequences of the chronic violence. **How seven years of war and COVID-19 split Ukraine in two** drew on their in-depth reporting throughout war. They found an increasingly permanent-looking border closure, families and communities divided, and those cut off on the rebel-held side forced to accept new Russian citizenship realities. Later in the year, photojournalist Jakub Laichter spoke with half a dozen children – along with their guardians, parents, and grandparents – from homes and military positions near the front line in and around a government-controlled suburb of Donetsk. "I see that war made people here negative, abusive, and violent," 12-year-old Veronika told Laichter. "That used to be just an adult thing, but children are now like that too here."

We also investigated the civilian toll as conflict continued throughout **the Sahel**. In a two-part investigation reported with Der Spiegel, a team of five reporters explored the humanitarian cost of the anti-jihadist conflict in Mali, and France's broader military role in the Sahel. They spent a half year reporting from Bamako, Mopti, Sevaré, Gao, Gossi, and Timbuktu and reviewed satellite imagery and open-sourced data. Their work revealed that European countries have been supporting national armed forces without a systematic vetting mechanism to check whether units may have committed rights violations. That's despite the army being accused of killing more civilians in 2020 than the jihadist insurgents it was meant to fight. And from **Niger**, a team of three reporters revealed how abuses by the country's foreign-funded army was derailing the fight against jihadists. Their two-part series investigated how a regional franchise of the so-called Islamic State was stepping up attacks against civilians in western Niger, what was driving the crisis, and the limitations of efforts to address it.

The flip side of war: In the face of escalating civil and political unrest, "peacefulness" deteriorated in 2021 for the ninth straight year, according to the annual index of the **Institute for Economics & Peace**. But in addition to investigating conflict, we also committed to highlighting efforts to build peace, in our series **Beyond the Bang-Bang**.



War survivor Roberto Gonzalez, 58, sows beans along his corn field in the 15 de Octubre La Trinidad community in Guatemala while the Fuego Volcano erupts in the background. (James Rodriguez/The New Humanitarian)

In 2021, much of our coverage explored **local peace attempts across the Sahel**, a region facing extremist-driven conflict.

In an exclusive report from **Burkina Faso**, we revealed that even though the government was publicly opposed to negotiating with “terrorists”, it appeared to have met secretly and negotiated makeshift ceasefires. The result? Violence dropped sharply. Diplomats, the UN, security analysts and locals responded favourably to the story — which was largely reported in the city of Djibo, where residents told us that they hadn’t met an international reporter in more than five years.

Another exclusive report, this time from **Nigeria**, exposed the country’s top-secret programme to encourage senior Boko Haram commanders to defect and provide them with government benefits. Allowing jihadists to return to civilian life can be seen as problematic. Yet almost 60 percent of people surveyed across the northeast in 2018 said they could agree to reconciliation with repentant jihadists if that was a path to peace. Our senior staff editor for Africa Obi Anyadike

spent six months reporting and researching, and spoke with government officials, former jihadists, analysts, journalists, displaced people, and civil society workers — nearly all of whom asked to have their names withheld or altered due to security concerns. The piece, co-published with HumAngle in Nigeria, was widely shared online and picked-up by local media, sparking discussions online and in the media.

We also found positive news in **South Sudan**, as journalist Sam Mednick reported on a group of women hoping to keep the peace in their community. More than 18 months into a power-sharing government between South Sudan’s rival leaders, local conflicts still simmer in the northern town of Malakal, undermining a fragile peace accord. But the local women are trying to reverse that narrative by healing ethnic divisions to head off another bout of violence. “There is a reason for the mistrust between both communities,” Rebecca Anyiel told Mednick. But by “speaking honestly” to one another, “asking for forgiveness”, and atoning for wrongs, those “fears will diminish slowly over time”.

Casting a critical eye over the emergency aid sector

What's gone wrong - and right

Our journalism continued to be a powerful tool to expose wrongs in the aid response, based on exclusive, fact-based reporting and tapping the trust our work has within the humanitarian community.

Our investigation into sexual abuse and exploitation of local women by aid workers in the Congo Ebola response, which we began in 2020, continued to make global headlines, with new allegations we uncovered and vows by the World Health Organization to institute “profound change”.

As we reported on the conflict in Ethiopia’s northern Tigray region, we exposed donor criticism over tens of thousands of refugees who were facing security risks and assistance shortfalls in camps in Sudan. Our journalists obtained a letter from a group of Western embassies and donors criticising the UN-led relief operation. Addressed to the UN’s refugee agency, UNHCR, the three-page letter accused the organisation of a lack of leadership and failing to act on prior warnings about gaps and delays in providing aid at the camps.

An investigation with Al Jazeera discovered allegations of corruption linked to the COVID-19 response in **South Sudan** – one of many countries accused of pandemic profiteering schemes. Our reporting found that some government officials had been charging for COVID-19 tests when they were supposed to be free; fake negative test certificates were being issued; and imports of hand sanitiser had been suspended to make way for locally run businesses.

We also focused on finding what’s gone right, believing it is equally valuable to report on efforts to move forward; efforts that may not be full “solutions” but nonetheless work to improve the lives of those in the midst of humanitarian crises.

In a year when news of climate-induced crises came hard and fast, we wondered if there was another story to tell. It has long been acknowledged that an increasing number of humanitarian



A woman tries to bring her cattle to higher ground after Cyclone Yaas damaged nearby embankments on the Shibsa River in western Bangladesh in May 2021. (Zakir Hossain Chowdhury/The New Humanitarian)

crises are driven by climate change, and it’s often the world’s most vulnerable who are hardest hit. But what if high-risk countries were also leading the way by implementing a raft of best practices when it comes to **disaster risk reduction**? We set out to answer this question in an investigation that spanned six months. We found that some high-risk countries with struggling economies pack a punch when it comes to lowering disaster-related deaths. Bangladesh stood out, employing a raft of measures that include multi-layered early warning systems, a vast network of storm shelters, and a volunteer force that is 50 percent women. The country has drastically reduced its cyclone-related deaths by more than 100 fold since 1970. Our investigation combined analyses of risk and resilience datasets with on-the-ground reporting, and identified other “positive outliers” – countries with similar disaster risk and economic profiles that have been surprisingly successful at reducing deaths. Among them were Cuba, Indonesia, Mozambique, the Philippines, and Vietnam. “We used to lose lives by the hundreds of thousands,” Saleemul Huq, director of the International Centre for Climate Change and Development in Dhaka, told The New Humanitarian in August. “We still have floods and cyclones that cause a lot of damage, but we don’t lose lives anymore.”

Access and neutrality

Our journalists chronicled how the aid sector was responding to challenges accessing people in need, unearthing new attitudes toward once sacrosanct ideals.

In the aftermath of the February military coup in Myanmar, neutrality – one of the core principles of humanitarian aid – was being vigorously challenged. Local staff working for international aid agencies found themselves caught between organisational policies emphasising neutrality and a populace swept up in an anti-coup resistance movement. “Asking us to remain neutral is not the way,” said Tun Tun, a staff member at a UN field office in Myanmar, as part of an opinion piece penned by five local aid workers. “Of course, it’s easy to remain neutral when the act of injustice doesn’t affect you.”

In Ethiopia, lack of humanitarian access became a defining issue in the conflict in Tigray. We reported on UN and aid agencies’ concerns that they were not allowed to move sufficient personnel and goods into and around the region, and were denied visas to bring in new international staff. Aid workers, NGO managers, and others involved in the response told The New Humanitarian the rules on access kept changing, and agreements with the government often did not deliver as hoped, leading to a state of paralysis in the relief effort. We also reported on the Ethiopian government’s accusations that aid agencies were supporting rebel forces in Tigray, leaving international relief organisations concerned for the security of frontline staff.

In the wake of the Taliban takeover of Afghanistan and the withdrawal of US and NATO forces, many aid organisations temporarily halted their operations or withdrew non-essential international staff – just as Afghanistan’s many pre-existing crises were gearing up to become a humanitarian catastrophe. In the Season 2 premiere of our Rethinking Humanitarianism podcast, host Heba Aly looked back on 20 years of humanitarianism in



Ten years after Libya's revolution, Tarhouna is a town where the horrors of the past are ever-present.
(Nada Harib/The New Humanitarian)

Afghanistan to ask: Was the role of Western aid agencies helpful or hurtful? Were they impartial or complicit with armed forces? And in a written piece, Asia editor Irwin Loy addressed ethical dilemmas on data security that accompanied the Taliban’s rise to power, flagging urgent concerns about the safety of data that aid groups have collected over 20 years.

Calls for change: Climate responsibility, decolonisation and attitudes toward localisation

Our journalism challenged power within the sector, holding organisations accountable to themselves and the communities they are intended to serve.

In the run-up to the COP26 climate summit in Glasgow, we tried to tally the humanitarian aid sector's carbon emissions. In a six-month investigation, we surveyed some of the world's largest UN agencies and NGOs to ask what measures had been taken to "green" their operations. **The results were** surprising and spurred discussion within the sector. Many UN agencies did not measure their total carbon footprint, there was no sector-wide agreement on what should be measured – direct, indirect emissions, or both – and many organisations relied on carbon offset programmes to shrink their footprint rather than making commitments to drastically reduce emissions. It wasn't all gloomy, however. Several agencies were adopting lessons from the pandemic: taking fewer flights and buying local.

We also turned to key aid organisations – as well as aid workers themselves – to assess whether vows to improve diversity, equity, and inclusion (DEI) had resulted in real change since the Black Lives Matter movement drove a debate about decolonisation within the aid sector. Nine international NGOs filled in a questionnaire noting that they had introduced new policies, provided training, reviewed

salary scales, and/or made DEI central to their strategies. Yet of the more than 150 aid workers who responded to a separate questionnaire, two thirds said their organisation's response to demands for greater racial justice had not been adequate; and 85 percent said the actions taken hadn't resulted in any change in their personal work experience. "Nothing has changed beyond rhetoric," one aid worker wrote. Another wrote: "There is a lot of talk and internal consultation, but no real action (yet)."

A separate investigation exposed allegations of staff misconduct – including bullying, verbal abuse, and threats of dismissal or bad references against employees if they complained – at Oxfam in Iraq, a story we reported with the help of five whistleblowers. That coverage was shared by Sarah Champion, chair of the UK Parliament's International Development Select Committee, as further evidence of the need for an independent ombudsman to address these recurring abuses. It was also noted in the mainstream media.

An interview with the head of the world's biggest aid donor, Janez Lenarčič, who runs emergency response for the European Commission's humanitarian aid office, ECHO, sparked calls from across the sector to reframe attitudes toward localisation. His suggestion that

ECHO should be considered to be localising its activities because its international NGO partners had local partners touched a raw nerve. Also controversial were his remarks that the biggest barrier to localisation was the administrative capacity of local actors when it comes to "accountability, transparency, [and] sound financial management". Readers took to social media to share their reactions, calling his views, "infuriating", "outdated", and "depressing". Others wrote to our editors to express their concerns.



Victims of a recent attack on a displacement camp in Darfur rummage through the remains of their homes. Many fear violence will rise further as UN peacekeepers withdraw. (Philip Kleinfeld/The New Humanitarian)



Demonstrators hold a Colombian flag in Plaza Bolívar in the centre of the capital, Bogotá, on 1 May 2021. (Mariano Vimos/The New Humanitarian)

Rethinking Humanitarianism: Lessons for the next 25 years

The Rethinking Humanitarianism series, begun in 2020 to mark 25 years of reporting (first as IRIN News and then as The New Humanitarian), continued to earn recognition within the sector as an independent platform for honest and sometimes difficult reflection on historic challenges and lessons learned. The coverage, tapped frequently by academics and students, serves as an educational resource and a history of the issues confronted by the humanitarian sector, as well as a starting point to identify new paths forward.

Our flagship Rethinking Humanitarianism podcast drove conversations forward in the sector, on everything from decolonising aid to finding new ways to finance ever-growing needs. “I have never heard anything like that before in the humanitarian world,” one long-time humanitarian leader told us.

Our Then and Now series presented 25-year timelines on some of the thorniest long-running issues facing the emergency aid sector, from sexual exploitation to the responsibility to protect doctrine. Through the series, our policy editor Jessica Alexander found that humanitarian agencies had improved or attempted to improve over time.

But obstacles persisted, inertia was deep-seated, and the problems 25 years ago were quite similar to the dilemmas faced today. “When we chose the timeline topics months ago, we didn’t foresee how timely they would be,” Alexander wrote when the series concluded in May. “But as each was about to be published, their relevance was once again thrown into focus: another deadly attack on an aid convoy; calls for armed intervention in places like Myanmar and Ethiopia; a new accountability initiative proposed by the highest level of humanitarian leadership.”

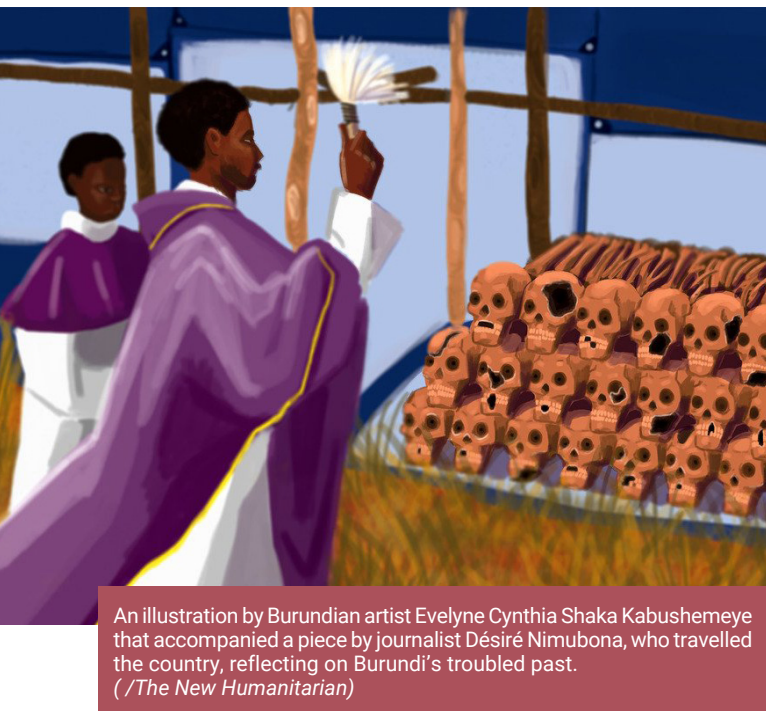
As signatories planned to hammer out version 2.0, Alexander also looked at progress towards the so-called **Grand Bargain**, five years after the agreement to reform aid was signed. In a two-part narrative, she traced the evolution of the deal and explored the hurdles and hopes that would inform the next iteration, speaking to dozens of individuals across the humanitarian sector about what’s next. But five years after the Grand Bargain was negotiated at the first-ever World Humanitarian Summit in Istanbul, momentum had slowed. “There’s nothing grand about the progress that’s been made,” is how one group of NGOs put it.



Displaced women and children sit under a mango tree in early February at a displacement camp in the town of Liton, Central African Republic. Hundreds of thousands of people have fled their homes since a fresh outbreak of violence in December. (Adrienne Surprenant/The New Humanitarian)

Impactful formats

In an effort to produce fewer, but more impactful stories, we cut down production and focused our reporting on two key content areas: forgotten crises and aid policy and accountability, allowing us to invest more in multimedia and outreach for each story, and giving editors time to pursue more complex projects.



Multimedia

In 2021, we endeavoured to be more creative and consistent in our visual and multimedia storytelling and narrative formats. We enhanced the experience of readers who visited our website through drone footage, illustrations, data visualisations, maps, and more. Visual pieces included the stunning photo story **How seven years of war and COVID-19 split Ukraine in two**; and the interactive data-driven timeline **Syria: A decade of flight**, which used maps, pictures, and our own coverage to show why Syrians have been forced to flee, the journeys they have taken, and where they have ended up, over 10 years of war. We also produced a graphic journalism comic-style piece on the **Rohingya refugee camps**. We more frequently include the voices of people quoted in the stories in audio form as well as illustrative visuals, and have been commissioning illustrations by local artists.

Podcast

In 2021, we launched the second season of the Rethinking Humanitarianism podcast, which began as a partnership with the Center for Global Development and is now a stand-alone TNH podcast, supported by our new podcast producer, Ethiopian-Dutch journalist Marthe van der Wolf. Every episode is downloaded, on average, 5,000 times. The podcast, described as a “must-listen-to” in the humanitarian aid sector, has offered busy policymakers alternative ways to engage with our content and has also served as an entry point for new readers on The New Humanitarian’s website. We also introduced TNH Audio Reads, a new podcast feed that provides audio recordings of select articles. A third podcast, on innovations within the humanitarian sector, launches in 2022.

Investigations

We produced six months-long investigations, involving teams of journalists. This continued and sustained emphasis on the importance of our investigations led to reports that uncovered **further claims of sexual abuse and exploitation** during the response to Ebola in DRC; explored the real civilian toll of **France’s anti-jihadist war in Mali**; and brought allegations of fraud in **South Sudan’s COVID-19** response to light.

Local contributors

In 2021, even more than usual, we sought to give local journalists a platform to tell stories from their own communities. We have worked closely with local journalists, who comprise 30 percent of our bylines, to collaborate on deep on-the-ground reports as well as First Person essays and news-focused reports.



Eric Reidy, migration editor-at-large, receives the UN Correspondents Association Elizabeth Neuffer Memorial Prize for his reporting on the impact of COVID-19 on migrants and refugees.

UN Correspondents Association

Eric Reidy, our migration editor-at-large, won the UN Correspondents Association Elizabeth Neuffer Memorial Prize for his reporting on the impact of COVID-19 on migrants and refugees.

Fetisov Journalism Awards

Shortlisted for the 2021 Fetisov Journalism Awards are **Bangladesh's Hidden Climate Crisis** by Zakir Hossain Chowdhury; as well as Robert Flummerfelt, Nellie Peyton, and Ange Kasongo's investigation into **sex abuse by aid workers in DRC**.

Covering Climate Now Journalism Awards

Bangladesh's Hidden Climate Crisis also won the Covering Climate Now Journalism Awards.

One World Media Awards

What happens to migrants forcibly returned to Libya? by Mat Nashed was longlisted in the Refugee Reporting category for the One World Media Awards.

True Story Award

How coronavirus hit Aden: A Yemeni doctor's diary was nominated for the final round of the True Story Award, along with a submission by Safina Nabi that included the TNH piece **Nowhere to turn for women facing violence in Kashmir**.

Amnesty Media Awards

TNH contributor Robert Flummerfelt and Nellie Peyton of the Thomson Reuters Foundation won the Gaby Rado award for New Journalist at the Amnesty Media Awards for our **investigation** into sexual abuse during the Ebola response in the Democratic Republic of Congo.

Reader feedback

 **Marc DuBois**
@Humanicontraria

Yet another example of @newhumanitarian being sharp, efficient, informative. bit.ly/35dET5P Four major trends explained in one short piece, chock full of links. Like a one-stop shop for understanding the sector.



thenewhumanitarian.org
What's shifting in humanitarian policy
Four big policy issues to keep an eye on in the year ahead: from social protection to (more) systemic crises.

11:09 AM · Jan 6, 2021 · Twitter Web App

 **Laura Longobardi**
@LauraLongobardi

Such a thought provoking podcast on extractive and colonialist humanitarian aid and how we should rethink the whole thing from scratch. Brilliant analysis by @Tammamo co-moderated by @HebaJournalist and @JeremyKonyndyk for the @newhumanitarian. Must listen to! #DecolonizeAid



Tammam Aloudat **تظام العودات** @Tammamo · Jan 6, 2021
I was hosted on @newhumanitarian odcast on #DecolonizeAid with @HebaJournalist and @JeremyKonyndyk. We need to rethink our place as humanitarians in the power hierarchies of our time. twitter.com/newhumanitarian...

10:22 PM · Feb 20, 2021 · Twitter Web App

“I can’t tell you how happy I am that TNH exists. It’s great to know that there is consistent, follow up, high quality and truthful reporting on humanitarian issues. So often, we get sound bites on topics and then information on further developments and outcomes is difficult to find.”

- Margaret Hand, TNH reader

 **Nanjala Nyabola**
@Nanjala1

The folks at the @newhumanitarian have done an excellent job of connecting the COVID-19 pandemic to ongoing social and political crises in the Middle East. Worth a read.



thenewhumanitarian.org
As Delta spreads, a COVID-19 Middle East snapshot
The Delta variant is finding fertile ground to spread – and claim lives – in several countries in the Middle East and Nor...

8:22 PM · Aug 19, 2021 · Twitter for Android

 **William Davison**
@wdavison10

Best piece of reporting yet on the terrible cost of the war in Amhara by @MariaG_N for @newhumanitarian after the Tigray forces went on the offensive in July into the region.



thenewhumanitarian.org
The expanding humanitarian toll of Tigray's rebel offensive
Rebels are accused of mounting abuses as the war extends from Tigray into other parts of northern Ethiopia.

2:43 PM · Oct 5, 2021 · Twitter Web App

 **Prof Laura Hammond**
@lhammondsaos

Remarkable story from Désiré Nimubona on the personal and national search for reconciliation: Reporter's Diary: Finding forgiveness in Burundi's mass graves: thenewhumanitarian.org/opinion/2021/9... (@newhumanitarian)



thenewhumanitarian.org
Finding forgiveness in Burundi's mass graves
A truth and reconciliation commission is shining light on the country's past. Will old wounds be reopened in the process?

11:03 AM · Sep 15, 2021 · Twitter Web App

 **Breanna Randall**
@randallbreanna

This was one of those pieces that held my attention in a time of distraction. An important story and such a creative method of delivery.

Give it a read and hear from some incredible #Rohingya women who are shaping their communities. #WhatsHappeningInMyanmar



The New Humanitarian @newhumanitarian · Dec 21, 2021
We're trying something new: 🎧 An illustrated story of women's daily lives in the Rohingya refugee camps. Produced with @posnegorg and illustrated by @fahmida_azim:
[Interactive.thenewhumanitarian.org/stories/2021/1...](https://interactive.thenewhumanitarian.org/stories/2021/1...)

5:27 PM · Dec 21, 2021 · Twitter for Android

 **Tobias Denskus**
@aidnography

I'm already a member because TNH continuously delivers great #globaldev & humanitarian reporting, long-reads & commentary that you won't find anywhere else!

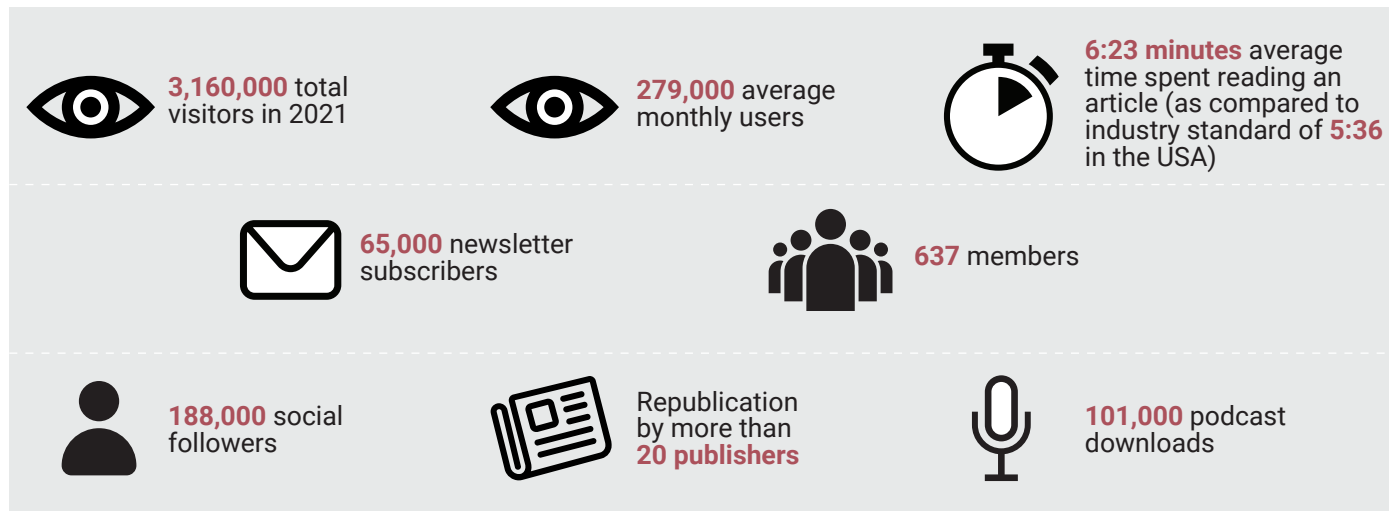


The New Humanitarian @newhumanitarian · Jul 9, 2021
We keep our journalism free – no paywalls – thanks to the support of donors and readers like you who believe we need more independent journalism in the world.
Your contribution means we can continue delivering award-winning journalism about crises.
thenewhumanitarian.org/membership

5:32 PM · Jul 9, 2021 · Twitter Web App

Audience and Reach

2021 Audience In Numbers



Distribution partnerships

The quality of our journalism continued to make us an attractive partner for major newsrooms around the world, who worked with us to ensure the stories we told reached as wide and relevant an audience as possible.

We focused on publication partnerships, translation, and social media promotions that targeted local as well as broader international audiences.

Building on our previous partnership with the Thomson Reuters Foundation, we co-published an exclusive **report** on more cases of sexual abuse and exploitation by aid workers in the Democratic Republic of Congo, a follow-up to our 2020 investigation.

The Independent co-published a feature on Burundi's truth and reconciliation commission by TNH contributor Désiré Nimubona.

We worked closely with **Al Jazeera** to co-publish an investigation into claims of corruption against officials responsible for delivering aid in South Sudan.

Our story about Native American groups capitalising on record donations to confront chronic hardship was also published by **The Guardian US**.

With **Der Spiegel**, we co-published an investigation into reports that French soldiers had repeatedly killed civilians in Mali.

HumAngle in Nigeria republished our report on Nigeria's secret programme to lure top Boko Haram Defectors.

Our work was republished, cited by, or linked to from numerous major media outlets, as well as diaspora newspapers, including The New York Times, The Washington Post, National Public Radio, The Guardian, Swiss Info, Le Monde, The Mail & Guardian, the Haitian Times, Nigerian Tribune, The South African, and Jemen-Report, an annual report on Yemen published by the German-Yemeni society.

As part of our efforts to build our visibility and clout within the media sector, we gave keynote speeches at the One World Media Summit and **Human Rights Film Festival Berlin**, we hosted sessions at the Online News Association's annual conference and the African Investigative Journalism Conference. At the **DW Global Media Forum**, CEO Heba Aly kicked off our initiative on decolonising journalism with a fireside chat with Kenyan political analyst and media critic Patrick Gathara that

explored why international media coverage of the Global South needs to be decolonised; what that looks like; and the challenges associated with it.

Our work was covered by journalism.co.uk, first in a feature on the **impact of COVID** on humanitarian journalism and

then in a podcast about **decolonising journalism**. Our staff were also interviewed by the BBC, Voice of America, France 24, and TV5 Monde, among others, and in podcasts including Deeper Look, Al Jazeera's The Take, It's All Journalism, and Storytelling for Impact.



International media brands, local newspapers, think tanks, aid organisations, and governments regularly republished, cited, or linked to our work, including the above.

The New Humanitarian on the global stage



CEO Heba Aly moderated the inaugural Kofi Annan Geneva Peace Address in Geneva, including an on-stage interview with Nobel Laureate and former Liberian President Ellen Johnson Sirleaf.

Director of External Relations Sarah Noble moderated a panel discussion about evolving needs in humanitarian assistance to mark the 30th anniversary of the Standby Partnership Network.

Latin America Editor-at-Large Paula Dupraz-Dobias moderated a panel hosted by the International Rescue Committee and non-profit feminist organisation VOICE on gender-based violence.

CEO Heba Aly spoke at the opening session of the 2021 ALNAP Meeting on change within the humanitarian sector. Investigations Editor Paisley Dodds spoke at the same conference about sexual abuse and exploitation by aid workers.

Aly also moderated the inaugural Kofi Annan Geneva Peace Address in Geneva, including an on-stage interview with Nobel Laureate and former Liberian president Ellen Johnson Sirleaf.

Executive Editor Josephine Schmidt spoke passionately about storytelling for good during her keynote address at the Human Rights Film Festival in Berlin.

Policy Editor Jessica Alexander lectured at top educational institutions such as Columbia University.

Aly gave testimony on the purpose and effectiveness of humanitarian response to the UK Parliament's International Development Committee, as part of an inquiry into the philosophy and culture of aid.

Managing with excellence

Developing a new, forward-looking strategy

In 2021, after analysis by an external consultancy and many internal discussions with our staff and board of directors, we developed a new 5-year strategy that is ambitious in scope and transformative in orientation.

In our view, the current journalistic model is broken: Audiences are demanding that the hierarchical, elite-led system of newsgathering and presentation that underpins journalism is dismantled in favour of a more inclusive and holistic model based on more equitable access to information and more nuanced and multi-perspective narratives.

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

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

We think there's a better way. We spent 2021 developing a plan to build something different. We want to prove that it is viable and sustainable to produce mission-driven journalism on the international stage by:

- challenging the power structures within journalism, especially how stories are told and who sets the narrative
- intentionally pursuing impact as central to the production of our journalism
- bolstering our ability to pursue the most challenging stories
- diversifying our income
- building a progressive newsroom culture

To help us truly understand what it would mean to 'decolonise' our journalism, we invited professors of colonial history, practitioners in community-centred journalism, and experts in media representation to speak to our team in a series of internal consultations. We also commissioned an independent research project to study our journalism and recommend ways it can be 'de-Westernised'.

We will begin executing against **this strategy** in 2022.

Building trusted relationships with our donors

The New Humanitarian is primarily funded by grants from governments and foundations.

In 2021, we had a 100% success rate in renewing grants that had come to an end – a sign of the strength of our journalism and of the value that our donors see in our work. We also brought on board two new donors: the governments of Germany and Luxembourg.

We had a total of 20 partners throughout the year (listed here), in addition to small one-time grants from Microsoft and the Solutions Journalism Network.

We continued to build our reserves fund, which now totals some 300,000 CHF – thanks to individual donations, our membership programme, and to donors who permit an allocation to the reserve – providing greater sustainability to our organisation.

We developed a strategy for a new individual giving programme to be launched in 2022, and recruited its two founding ambassadors.

Finally, as we continue to work towards growing and diversifying our income, we launched recruitments for two new staff members to support our efforts: an External Relations Officer and a Director of Audience and Revenue Development.

Taking care of our people

In 2021, we placed a high priority on evolving our HR offering for a dedicated and hard-working team.

We created a new role – Head of People and Culture – to increase our capacity to nurture and support our most important asset: our staff; and provided leadership coaching to our senior managers.

We rolled out salary adjustments in line with a new remuneration framework and increased by five days the leave allowance for staff who have been with the organisation for at least five years.

We successfully converted nearly all international staff to employee status under a new legal framework we have created in the UK and a new partnership with a global employment provider.

In addition to existing travel insurance, we subscribed to a new assistance programme to provide support and evacuation of staff during crisis situations in the field and psychological counselling upon return. We have also strengthened our protections for local journalists who contribute to our work.

Building a team for the future

In 2021, we announced a number of important hires who will play key roles in implementing our strategic vision and growing our activities in the coming years.

After stints with Huffington Post, Voice of America, and Oxfam, journalist and producer Marthe van der Wolf joined as podcast producer to further develop our flagship Rethinking Humanitarianism podcast, and expand our podcast offerings.

Ciara Lee joined The New Humanitarian as multimedia editor after 13 years as a video journalist at Reuters, bringing with her a wealth of both field and desk-based experience in producing and designing multimedia stories to reach broadcast and digital audiences.

Aimee Wielechowski became our first Chief Operating Officer to lead on day-to-day management of the administrative and operational functions, including risk, governance, strategic planning, and organisational development. She joined us after a 24-year career within humanitarian organisations, including the UN Office for the Coordination of Humanitarian Affairs and the Danish Refugee Council.

Elise Campbell-Bates joined us as Head of People and Culture to drive efforts to identify and attract diverse talent, nurture a culture of well-being, and invest in our people, bringing experience in HR across the private, non-profit and start-up sectors.

Arjun Vinod also joined the team as an administrative and finance assistant to support our growing operations.

We also said goodbye to a number of valued colleagues who left us to take on new challenges in 2021. Co-founder and Senior Policy Editor Ben Parker moved on

after a combined stint of more than 15 years at IRIN/The New Humanitarian to become the senior adviser to UN Under-Secretary-General for Humanitarian Affairs Martin Griffiths. Finance Director Richard Golding retired after a long career as a chartered accountant.

Strengthening our governance

In addition to a new, strengthened leadership structure, with the creation of a new role of COO, we welcomed several new faces to our board of directors:

Author Paula Escobar-Chavarría is a columnist and panellist at La Tercera, CNN Chile, and Duna radio; and a professor at Universidad Diego Portales, where she is Executive Director of the Chair on Women and Media. She spent 15 years as the Managing Editor at one of Chile's main news magazines, Pluma y Pincel, and is a Yale World Fellow.

Media entrepreneur Syed Nazakat is the CEO of DataLeads, a digital media company he founded to promote open data and the democratisation of information at scale in India. Nazakat has more than 18 years of experience across broadcast, print, and online journalism, and has covered some of the biggest humanitarian stories of recent decades, including the conflict in India's Kashmir region and the civil war in South Sudan.

Zaina Erhaim is an award-winning Syrian journalist and freedom of expression advocate. She works as a communications consultant and trainer and, until recently, was communications manager for the Institute for War and Peace Reporting. She has documented her own stories of flight from Syria.

Based in San Francisco, marketing and product development expert Hayley Nelson brings 25 years of insights in the business side of media and skills in technology, media marketing, and innovation at WIRED, the New York Times, and Airbnb. She has helped both start-ups and big companies alike navigate digital disruption, transforming their approach to publishing and their relationship with their audience.

Our board



Paula Fray

President

Founder and Managing Director,
frayintermedia
South Africa



Martin Aked

Treasurer

Chartered Accountant
and Business Consultant
Switzerland



Sacha Meuter

Secretary

Lawyer and Head Of Policy And
Research and Legal Advisor,
Fondation Hirondelle
Switzerland



**Dominique Ben
Dhaou**

HR professional and Founder
and Managing Director,
PointNorth International
Switzerland



Peter Bouckaert

Senior Advisor, Blue Ventures;
and former Emergencies
Director, Human Rights Watch
Madagascar



Zaina Erhaim

Communications consultant
and trainer
UK



**Paula Escobar-
Chavarria**

Professor, Universidad Diego
Portales, and columnist and
panellist at La Tercera, CNN
Chile, and Duna radio
Chile



Dr. Joanne Liu

Paediatrician and former
International President,
Médecins Sans Frontières
(MSF)
Canada



Syed Nazakat

Founder and CEO, DataLeads
India



Hayley Nelson

Marketing executive, Adjunct
Lecturer, Media Innovation and
Content Strategy Northwestern
University Medill School.
USA



Dr. Sara Pantuliano

Executive Director, Overseas
Development Institute
UK



Nanjira Sambuli

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, Sara Pantuliano

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

Our team

Management

Heba Aly, *CEO*

Josephine Schmidt, *Executive Editor*

Sarah Noble, *Director of External Relations*

Aimee Wielechowski, *Chief Operating Officer*

Editorial

Andrew Gully, *Managing Editor*

Paisley Dodds, *Investigations Editor*

Obi Anyadike, *Senior Africa Editor*

Annie Slemrod, *Middle East Editor*

Irwin Loy, *Asia Editor*

Jessica Alexander, *Policy Editor*

Philip Kleinfeld, *Correspondent and Editor, Africa*

Whitney Patterson, *Product and Engagement Editor*

Marc Fehr, *Senior Web Developer*

Marthe van der Wolf, *Podcast Producer*

Ciara Lee, *Multimedia Editor*

Kylee Pedersen, *Digital Production Editor*

Títíloṣẹ Àjàyí, *Newsroom Administrator*

External Relations

Matt Crook, *Marketing Manager*

Emmeline Booth, *External Relations Officer*

Operations

Victoria Bytsko, *Head of Administration, Finance and Compliance*

Elise Campbell-Bates, *Head of People and Culture*

Arjun Vinod, *Administration and Finance Assistant*

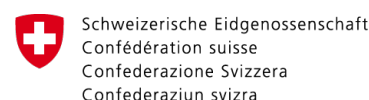
Our partners

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

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

Our donors in 2021 included:

- Australian Department of Foreign Affairs and Trade
- Belgian Federal Public Service of Foreign Affairs
- Bill & Melinda Gates Foundation
- The David and Lucile Packard Foundation
- German Federal Foreign Office
- Global Affairs Canada
- The H2H Network's H2H Fund, which is supported by the UK Foreign, Commonwealth and Development Office
- Humanity United
- IKEA Foundation
- Luxembourg Ministry for Development cooperation and Humanitarian affairs
- Ministry of Foreign Affairs of Denmark
- Norwegian Ministry of Foreign Affairs
- Open Society Foundations
- 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



Our finances

A summary of the 2021 income and expenditure together with the year-end balance sheet, alongside the 2020 comparatives, are provided below and on the opposite page. Our financial statements are produced according to the Swiss Code of Obligations (CO) and subject to independent audit by Berney Associés of Geneva. Their audit report and our 2021 financial statements in Swiss CO format can be found in Annex 1.

Our total income for 2021 was CHF 2,976,695. Some CHF 1,884,795 (70% percent) of our grant income for 2021 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 expenditure in 2021 totalled CHF 2,178,390.

We ended the year with a net surplus of CHF 279,477. After more than five years of operations as an independent entity, we had accumulated reserves of CHF 394,438 by the end of 2021.

	2021	2020
	CHF	CHF
INCOME STATEMENT		
Unearmarked general support	1,884,795	1,915,921
Project funding	818,670	328,350
Sub-total restricted income	2,703,465	2,244,271
Unrestricted income	273,228	103,627
TOTAL INCOME	2,976,694	2,347,898
EXPENDITURE		
Editorial production	(1,447,024)	(1,311,369)
Audience development	(50,567)	(46,018)
Fundraising, revenue generation and outreach	(263,764)	(237,144)
General management, organisational development and administration	(417,035)	(366,828)
TOTAL EXPENDITURE	(2,178,390)	(1,961,359)
Financial expenses	(4,335)	(54,642)
Non-operating earnings	35,280	35,280
Deferred income	549,773	293,228
RESULT FOR THE YEAR	279,477	73,949

	2021	2020
	CHF	CHF
BALANCE SHEET		
ASSETS		
CURRENT ASSETS		
Cash & cash equivalents	1,744,941	936,118
Receivables	9,527	10,383
Prepaid expenses and accrued income	70,567	62,623
TOTAL CURRENT ASSETS	1,825,035	1,009,124
NON-CURRENT ASSETS		
Financial assets	42,085	14,635
TOTAL NON-CURRENT ASSETS	42,085	14,635
TOTAL ASSETS	1,867,120	1,023,759
LIABILITIES & RESERVES		
CURRENT LIABILITIES		
Trade creditors	25,457	16,401
Deferred income and accrued expenses	34,476	29,504
Other current liabilities	188	105
TOTAL CURRENT LIABILITIES	60,121	46,010
LONG-TERM LIABILITIES		
Rental security deposit	5,880	5,880
TOTAL LONG-TERM LIABILITIES	5,880	5,880
TOTAL LIABILITIES	66,001	51,890
RESTRICTED FUNDS - BALANCES UNUSED		
Restricted in time only (unearmarked general support)	1,131,352	795,881
Restricted in time and purpose	275,327	61,027
TOTAL RESTRICTED FUNDS	1,406,679	856,908
CAPITAL OF THE ORGANISATION		
Free capital		
- results carried forward	114,961	41,013
- result for the year	279,477	73,949
TOTAL CAPITAL OF THE ORGANISATION	394,438	114,962
TOTAL LIABILITIES AND CAPITAL	1,867,118	1,023,759

Report of the statutory auditor on the limited statutory examination for the year 2021 to the general meeting of THE NEW HUMANITARIAN, Geneva

As statutory auditor, we have examined the financial statements (balance sheet, income statement, statement of changes in funds and capital and notes) of THE NEW HUMANITARIAN for the financial year ended December 31, 2021.

These financial statements prepared in accordance with Swiss GAAP FER and the requirements of Swiss law and the Association's articles are the responsibility of the Association Board. Our responsibility is to perform a limited statutory examination on these financial statements. We confirm that we meet the licensing and independence requirements as stipulated by Swiss law.

We conducted our examination in accordance with the Swiss Standard on the Limited Statutory Examination. This standard requires that we plan and perform a limited statutory examination to identify material misstatements in the financial statements. A limited statutory examination consists primarily of inquiries of company personnel and analytical procedures as well as detailed tests of company documents as considered necessary in the circumstances. However, the testing of operational processes and the internal control system, as well as inquiries and further testing procedures to detect fraud or other legal violations, are not within the scope of this examination.

Based on our limited statutory examination, nothing has come to our attention that causes us to believe that the financial statements, disclosing a capital of the organisation of CHF 394'438, do not give a true and fair view of the financial position, results of operations and cash flows in accordance with Swiss GAAP FER and do not comply with Swiss law and the Association's articles of incorporation.

Berney Associés Audit SA

BA Qualified electronic signature

BA Qualified electronic signature

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 and notes)

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1896 Vouvry
Rue Arthur Parchet 1
+41 58 234 90 20

En ligne
berneyassociés.com
info@berneyassociés.com

BALANCE SHEET AS AT DECEMBER 31, 2021

<u>ASSETS</u>	<u>Notes</u>	<u>31.12.2021</u> CHF	<u>31.12.2020</u> CHF
CURRENT ASSETS			
Cash and cash equivalents		1'744'939	936'118
Receivables		9'527	10'383
Prepaid expenses and accrued income	12	70'567	62'623
TOTAL CURRENT ASSETS		1'825'033	1'009'124
NON-CURRENT ASSETS			
Financial assets	8	42'085	14'635
TOTAL NON-CURRENT ASSETS		42'085	14'635
TOTAL ASSETS		1'867'118	1'023'759

BALANCE SHEET AS AT DECEMBER 31, 2021

<u>LIABILITIES AND RESERVES</u>	<u>Notes</u>	<u>31.12.2021</u>	<u>31.12.2020</u>
		CHF	CHF
CURRENT LIABILITIES			
Trade creditors		25'457	16'401
Deferred income and accrued expenses	13	34'476	29'504
Other current liabilities		188	105
TOTAL CURRENT LIABILITIES		60'121	46'010
LONG-TERM LIABILITIES			
Rental security deposit	8	5'880	5'880
TOTAL LONG-TERM LIABILITIES		5'880	5'880
TOTAL LIABILITIES		66'001	51'890
RESTRICTED FUNDS - BALANCES UNUSED			
Restricted funds in time and purpose		275'327	61'027
Restricted funds in time only (unearmarked general support)		1'131'352	795'881
TOTAL RESTRICTED FUNDS		1'406'679	856'908
CAPITAL OF THE ORGANISATION			
Free capital			
- results carried forward		114'961	41'013
- result for the year		279'477	73'948
TOTAL CAPITAL OF THE ORGANISATION		394'438	114'961
TOTAL LIABILITIES AND CAPITAL		1'867'118	1'023'759

THE NEW HUMANITARIAN, Geneva

INCOME STATEMENT FOR THE YEAR ENDED DECEMBER 31, 2021

	Notes	2021	2020
		CHF	CHF
<u>INCOME</u>			
<u>RESTRICTED INCOME</u>			
Project funding (restricted in both time and purpose)		818'670	328'350
Unearmarked general support (restricted in time only)		1'884'795	1'915'921
Subtotal restricted income		2'703'465	2'244'271
<u>UNRESTRICTED INCOME</u>			
Grants or portions of grants (unrestricted in purpose and time)	14	222'540	41'964
Membership fees		38'554	34'039
Donations from individuals		9'820	17'331
Self-generated revenue (speaking fees, service delivery)		2'316	10'293
Subtotal unrestricted income		273'230	103'627
TOTAL INCOME		2'976'695	2'347'898
<u>EXPENDITURE</u>			
Editorial production	15	(1'447'024)	(1'311'369)
Audience development	16	(50'567)	(46'018)
Subtotal production and distribution of journalism		(1'497'591)	(1'357'387)
Fundraising, revenue generation and outreach	17	(263'764)	(237'144)
General management, organizational development and administration	18	(417'035)	(366'828)
TOTAL EXPENDITURE		(2'178'390)	(1'961'359)
OPERATING EARNINGS BEFORE INTEREST		798'305	386'539
Financial income	19	120'344	46'404
Financial expenses	20	(124'679)	(101'046)
OPERATING EARNINGS		793'970	331'897
Non operating income - office sub-rental income		35'280	35'280
RESULT BEFORE CHANGE IN FUND CAPITAL		829'250	367'177
Restricted funds received		(2'703'465)	(2'244'271)
Restricted funds used		2'153'692	1'951'043
RESULT FOR THE YEAR		279'477	73'949

STATEMENT OF CHANGES IN FUNDS AND CAPITAL FOR THE YEAR ENDED DECEMBER 31, 2021

PROJET FUNDING (RESTRICTED IN BOTH TIME AND PURPOSE) 2021

Donor	Balance at 01.01.2021	Received 2021	Used 2021	Balance at 31.12.2021
	CHF	CHF	CHF	CHF
Bill & Melinda Gates Foundation (26.05.21 - 31.05.22)	-	274'920	(125'310)	149'610
German Federal Foreign Office	-	43'668	(43'668)	-
Global Affairs Canada	19'572	-	(19'572)	-
Swiss Federal Department of Foreign Affairs (01.09.21 - 31.08.23)	-	224'929	(145'130)	79'799
Service de la solidarité internationale - Canton de Genève (01.06.19 - 31.05.22)	40'553	80'000	(87'791)	32'762
H2H Fund under Danish Refugee Council (01.10.21 - 31.01.22)	-	26'851	(20'199)	6'652
Foundation Open Society Institute	902	1'255	(2'157)	-
Humanity United	-	46'660	(46'660)	-
Solutions Journalism Network	-	6'846	(6'846)	-
Rockefeller Philanthropy Advisors (01.01.22 - 30.04.22)	-	6'504	-	6'504
Others	-	107'037	(107'037)	-
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

Donor	Balance at 01.01.2021	Received 2021	Used 2021	Balance at 31.12.2021
	CHF	CHF	CHF	CHF
Ministry of Foreign Affairs of Denmark (01.01.21 - 31.12.23)	-	287'853	(179'908)	107'945
Humanity United (01.11.21 - 31.01.23)	38'848	185'840	(38'848)	185'840
IKEA Foundation (01.01.22 - 31.12.24)	-	341'988	(170'994)	170'994
Wellspring Philanthropic Fund (26.01.21 - 31.12.22)	-	111'875	(10'559)	101'316
Department of Foreign Affairs and Trade of Australia	204'618	155'203	(359'820)	-
Norwegian Ministry of Foreign Affairs	-	217'348	(217'348)	-
Global Affairs Canada	-	108'707	(108'707)	-
Swedish International Development Cooperation Agency	-	216'797	(216'797)	-
Belgian Federal Public Service of Foreign Affairs	-	167'550	(167'550)	-
The David and Lucile Packard Foundation (11.11.20 - 10.11.22)	92'064	91'634	(57'703)	125'995
The Patrick J. McGovern Foundation (17.12.20 - 31.05.23)	460'350	-	(21'088)	439'262
TOTAL UNEARMARKED GENERAL SUPPORT (RESTRICTED IN TIME ONLY) 2021	795'880	1'884'795	(1'549'322)	1'131'352

CAPITAL OF THE ORGANISATION

	Balance at 01.01.2021	Allocation 2021	Used 2021	Balance at 31.12.2021
Free capital	114'961	279'477	-	394'438
TOTAL CAPITAL OF THE ORGANISATION	114'961	279'477	-	394'438

STATEMENT OF CHANGES IN FUNDS AND CAPITAL FOR THE YEAR ENDED DECEMBER 31, 2021

PROJET FUNDING (RESTRICTED IN BOTH TIME AND PURPOSE) 2020

Donor	Balance at 01.01.2020	Received 2020	Used 2020	Balance at 31.12.2020
	CHF	CHF	CHF	CHF
Bill & Melinda Gates Foundation	74'248	-	(74'248)	-
Global Affairs Canada (20.03.19 - 31.03.21)	46'300	-	(26'728)	19'572
Swiss Federal Department of Foreign Affairs	60'559	87'784	(148'343)	-
Service de la solidarité internationale - Canton de Genève (01.06.19 - 31.05.22)	40'041	80'000	(79'488)	40'553
H2H Fund under Danish Refugee Council	91'578	70'876	(162'454)	-
Foundation Open Society Institute (01.06.18 - 30.04.21)	118'484	-	(117'582)	902
Others	-	89'690	(89'690)	-
TOTAL PROJECT FUNDING (RESTRICTED IN BOTH TIME AND PURPOSE) 2020	431'210	328'350	(698'533)	61'027

UNEARMARKED GENERAL SUPPORT (RESTRICTED IN TIME ONLY) 2020

Donor	Balance at 01.01.2020	Received 2020	Used 2020	Balance at 31.12.2020
	CHF	CHF	CHF	CHF
Ministry of Foreign Affairs of Denmark	37'140	-	(37'140)	-
Humanity United (01.11.19 - 31.10.21)	85'889	98'523	(145'563)	38'849
IKEA Foundation	9'441	170'994	(180'435)	-
Wellspring Philanthropic Fund	-	112'360	(112'360)	-
Department of Foreign Affairs and Trade of Australia (01.01.20 - 31.12.22)	-	331'091	(126'473)	204'618
Norwegian Ministry of Foreign Affairs	-	190'925	(190'925)	-
Global Affairs Canada	-	104'418	(104'418)	-
Swedish International Development Cooperation Agency	-	193'271	(193'271)	-
Belgian Federal Public Service of Foreign Affairs	-	161'925	(161'925)	-
The David and Lucile Packard Foundation (11.11.20 - 10.11.22)	-	92'064	-	92'064
The Patrick J.McGovern Foundation (17.12.20 - 31.05.23)	-	460'350	-	460'350
TOTAL UNEARMARKED GENERAL SUPPORT (RESTRICTED IN TIME ONLY) 2020	132'470	1'915'921	(1'252'510)	795'881

CAPITAL OF THE ORGANISATION

	Balance at 01.01.2020	Allocation 2020	Used 2020	Balance at 31.12.2020
Free capital	41'013	73'948	-	114'961
TOTAL CAPITAL OF THE ORGANISATION	41'013	73'948	-	114'961

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.

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 recognised upon receipt. It may be recognised 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 where 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 recognised upon receipt and 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 Presentation of the accounts

The presentation of the accounts for the 2020 financial year has been modified in order to correspond to the changes in presentation and thus allow the comparison of the two financial years.

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
Dr. Sara Pantuliano - Member
Yvonne Nanjira Sambuli - Member

The members of the Executive committee are not compensated.

4. REMUNERATION OF THE MANAGEMENT

Gross salaries of the members of the management team : CHF 387'129 for 3,09 FTE (2020: CHF 399'881 for 3,4 FTE)

5. NUMBER OF FULL-TIME EMPLOYEES ON ANNUAL AVERAGE

	<u>2021</u>	<u>2020</u>
The number of full-time employees on annual average was no more than	50	10

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

	<u>31.12.2021</u>	<u>31.12.2020</u>
	CHF	CHF
Rental commitments	-	99'579

A part of these commitments has been sub-contracted to subtenants.

7. DEBT TOWARDS PENSION INSTITUTIONS

	72	14'321
Debt due to pension institution		

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

Security deposit to a service provider	27'450	-
Rental security deposit to our lessor	14'635	14'635
Rental security deposit from our subtenants	(5'880)	(5'880)

9. EXPENSES ANALYSED BY NATURE

2021	Staff expenses*	Other operating expenses	Total
Editorial production	680'735	766'289	1'447'024
Audience development	28'727	21'840	50'567
Subtotal production and distribution of journalism	709'462	788'129	1'497'591
Fundraising, revenue generation and outreach	204'225	59'539	263'764
General management, organizational development and administration	309'335	107'700	417'035
Total	1'223'022	955'368	2'178'390
2020	Staff expenses*	Other operating expenses	Total
Editorial production	284'432	1'026'937	1'311'369
Audience development	-	46'018	46'018
Subtotal production and distribution of journalism	284'432	1'072'955	1'357'387
Fundraising, revenue generation and outreach	155'367	81'777	237'144
General management, organizational development and administration	258'112	108'716	366'828
Total	697'911	1'263'448	1'961'359

*In 2021, most team members retained on consultancy contracts switched to employment contracts. This explains the significant increase in staff expenses

10. NON-CASH DONATIONS

none

11. OTHER INFORMATION

As an additional precaution against any future cash shortfall, the Association has taken out a COVID-19 credit facility guaranteed by the Swiss government of CHF 195'000. 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, 2021, none of this credit facility had been used.

12. <u>PREPAID EXPENSES AND ACCRUED INCOME</u>	31.12.2021	31.12.2020
	CHF	CHF
Prepaid expenses	33'640	3'056
Accrued income	36'927	59'567
Total	70'567	62'623
13. <u>DEFERRED INCOME AND ACCRUED EXPENSES</u>		
Deferred rental income	1'960	1'960
Accrued expenses	32'516	27'544
Total	34'476	29'504
14. <u>GRANTS OR PORTIONS OF GRANTS (UNRESTRICTED IN PURPOSE OR TIME)</u>	2021	2020
	CHF	CHF
Wellspring Philanthropic Fund	-	12'480
Wallace Fund	-	4'987
Stichtung Vluchteling	27'750	24'497
Foundation Open Society Institute	185'840	-
Microsoft	8'950	-
Total	222'540	41'964
15. <u>EDITORIAL PRODUCTION</u>		
Commissioning content	(248'292)	(261'402)
Staff expenses	(680'735)	(284'432)
Professional fees - editors and journalists	(425'292)	(687'366)
Web platform	(37'652)	(39'478)
Reporting travel and insurance	(25'518)	(18'167)
Other editorial expenses	(29'535)	(20'524)
Total	(1'447'024)	(1'311'369)
16. <u>AUDIENCE DEVELOPMENT</u>		
Staff expenses	(28'727)	(30'651)
Other audience development expenses	(21'840)	(15'367)
Total	(50'567)	(46'018)

17. <u>FUNDRAISING, REVENUE GENERATION AND OUTREACH</u>	2021	2020
	CHF	CHF
Staff expenses	(204'225)	(155'367)
Professional fees	(47'330)	(72'385)
Events and campaigns	-	(325)
Other marketing expenses	(12'209)	(9'067)
Total	(263'764)	(237'144)
18. <u>GENERAL MANAGEMENT, ORGANIZATIONAL DEVELOPMENT AND ADMINISTRATION</u>		
Staff expenses	(309'335)	(258'112)
Insurance	(962)	(1'285)
Administrative, telecommunication and IT costs	(5'875)	(6'096)
Professional fees	(43'555)	(48'496)
Governance	(917)	-
Other general management, organizational development and administration expenses	(56'392)	(52'839)
Total	(417'036)	(366'828)
19. <u>FINANCIAL INCOME</u>		
Bank interest income	1'023	1'270
Foreign exchange gains	119'321	45'134
Total	120'344	46'404
20. <u>FINANCIAL EXPENSES</u>		
Interest and bank fees	(12'029)	(12'153)
Transfer costs	(412)	(217)
Foreign exchange losses	(112'238)	(88'676)
Total	(124'679)	(101'046)

**The New
Humanitarian|**

Journalism from the heart of crises

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