

ELRHA

England & Wales · Charity number 1177110

Details

Status	Registered
Legal form	Charitable company
Company number	11142219
Registered	2018-02-12
Register	View on the Charity Commission register

Contact

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Activities

Objects: 1. TO RELIEVE AND ASSIST PEOPLE WHO ARE THE VICTIMS OF WAR OR NATURAL DISASTER, TROUBLE, OR CATASTROPHE IN ANY COUNTRY OR COUNTRIES, PLACE OR PLACES, WITHOUT DIFFERENTIATION ON THE GROUNDS OF RACE, COLOUR, NATIONALITY, CREED OR SEX; 2. TO ADVANCE THE EDUCATION OF THE PUBLIC CONCERNING THE NATURE, CAUSES AND EFFECTS OF SUCH WAR OR NATURAL DISASTER, TROUBLE, OR CATASTROPHE AND TO PROMOTE EDUCATION AND TRAINING IN RELATION TO THE PROVISION OF FUNDING, RELIEF, SUPPORT AND OTHER ASSISTANCE FOR SUCH VICTIMS; AND 3. TO PROMOTE FOR THE PUBLIC BENEFIT RESEARCH CONCERNING THE SAME AND TO MAKE PUBLICALLY AVAILABLE THE USEFUL RESULTS THEREOF.

Activities: Elrha is a global organisation that finds solutions to complex humanitarian problems through research and innovation. OUR PURPOSE: We work in partnership with a global community of humanitarian actors, researchers and innovators to improve the quality of humanitarian action and deliver better outcomes for people affected by crises.

Classification

- **How:** Makes Grants To Organisations, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** Overseas Aid/famine Relief
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Afghanistan
- Bangladesh
- Brazil
- Burkina Faso
- Burma
- Burundi
- Cameroon
- Central African Republic
- Colombia
- Congo
- Denmark
- Dominican Republic
- East Timor
- Ecuador
- Ethiopia
- France
- Ghana
- Guatemala
- Haiti
- Honduras
- India
- Indonesia
- Iraq
- Japan
- Jordan
- Kenya
- Lebanon
- Malawi
- Mali
- Mexico
- Mozambique
- Nepal
- Niger
- Nigeria

- Occupied Palestinian Territories
- Pakistan
- Peru
- Philippines
- Portugal
- Rwanda
- Senegal
- Sierra Leone
- Somalia
- South Sudan
- Spain
- Sri Lanka
- Sudan
- Sweden
- Switzerland
- Syria
- Tanzania
- Thailand
- Turkey
- Uganda
- Ukraine
- United States
- Vanuatu
- Yemen
- Zambia
- Zimbabwe
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£12,671,429	£12,644,117	£720,560	44
2023-12-31	£12,717,740	£12,495,974	£693,247	44
2022-12-31	£9,608,537	£9,413,082	£471,481	38
2021-12-31	£9,372,721	£9,463,418	£276,026	43
2020-12-31	£13,735,249	£13,513,054	£366,723	36

Trustees

Name	Role	Appointed
Andrew Toby Smith		2020-01-20
Freddy Ayo-Jide Bob-Jones		2024-12-03
Genevieve Kiff		2024-03-05
Jane Mary Cocking		2023-02-24
Karen Evelyn Twining Fooks		2020-01-20
Mathieu Guillaume Cantegreil		2024-12-03
Obianuju Aderemi		2025-01-01
Rhea Tariq		2023-02-24
Sorcha Olivia O'Callaghan		2024-03-05

Accounts



ANNUAL REPORT 2024

Elrha is registered in England and Wales as a Charity (charity number 1177110)
and as a private company limited by guarantee (company number 11142219).



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Message from Dr Jane Cocking Chair in 2024

The last year has been one of great change and challenge for the humanitarian sector. While the number of people who find themselves in need of humanitarian assistance has been growing for many years, today's crises are becoming ever more complex – from the catastrophic conflicts in the Middle East, Sudan and Myanmar, to the many communities increasingly impacted by the climate crisis.

Navigating such contexts is never easy, but it's a reminder of how important it is to stay connected to the people and communities at the core of our mission – to remain grounded in the reality of those we strive to support and ensure the work we fund is as relevant and impactful as possible.

For Elrha, this year has also been one of change and growth. We said goodbye to Jess Camburn, our founding CEO, who has been such a fundamental part of our journey – from its early days as a small project at Save the Children to the organisation we are today. After 15 years with Elrha, Jess decided it was time for her next chapter, and while it was a bittersweet moment, we welcomed Fiona McSheehy in her interim role and embarked on finding Elrha's new permanent CEO.

As the UK Humanitarian Innovation Hub (UKHIH), which we have hosted since 2020, nears the end of its pilot phase, we made the decision to integrate them fully into Elrha, as one organisation. The integration will take place during 2025, and we're excited to work together to continue the great work started by UKHIH, increasing our collective reach and impact through combined efforts.

In the face of change, supporting our grantees to address the most critical humanitarian challenges has remained our top priority. Elrha-supported innovations are now being implemented in some of the world's most complex crisis settings. In Haiti our grantees are providing mental health support to young adults and caregivers affected by trauma from the ongoing gang violence; while in Gaza, our funded work is enabling the distribution of reusable period underwear, addressing the need for quality, low-cost, culturally sensitive menstrual hygiene products.

We also began to meet the growing demand for solutions addressing the impacts of the climate crisis, identifying opportunities for environmental adaptation in WASH response, and unpacking the links between humanitarian health and climate change.

As we move into the next year, the work we fund must remain responsive to the needs of people living through crises and alert to the global issues that compound them.

The growing backslide on reproductive rights will no doubt amplify existing barriers to sexual health services in humanitarian emergencies. Our forthcoming research on sexual and reproductive health seeks to highlight missing evidence on improving future policy and practice and provide recommendations for the most impactful research and innovation funding.

In an increasingly siloed sector, our research and innovation forums taking place in Nairobi will be a chance to bring everyone together – partners, grantees, leading thinkers, donors, and the wider community – to share ideas and plan how we can bring about even bigger changes.

After a few years of limited in-person events, it feels like the perfect moment for these conversations.

As we look forward to 2025, I know that Elrha will rise to the challenge and play its part in more effective and accountable humanitarian response.

DocuSigned by:
Jane Cocking
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Dr Jane Cocking

Chair of the Board of Trustees

ABOUT ELRHA

WHO WE ARE

WE ARE ELRHA A global organisation that finds solutions to complex humanitarian problems through research and innovation.

OUR PURPOSE We work in partnership with a global community of humanitarian actors, researchers and innovators to improve the quality of humanitarian action and deliver better outcomes for people affected by crises.

OUR ROLE We are a leading actor in humanitarian research and innovation. We bring people together to tackle some of the most complex problems and strengthen the humanitarian system. And we support and champion robust research and proven innovations to improve humanitarian response.

OUR SCOPE We want to see the positive impact of our research and innovation in acute phases of emergencies and in complex and protracted conflict settings where it's most needed, including work with internally displaced, refugee and host community populations.

THE CHANGE WE WANT TO SEE

STRENGTHEN AND CHALLENGE THE SYSTEM A system in which policy and practice continuously improve through the sustainable and strategic resourcing and adoption of new evidence and innovative solutions.

ADDRESS THE CRITICAL CHALLENGES We want to see an equitable and cohesive humanitarian system that routinely identifies and addresses critical humanitarian problems through research and innovation.

OUR VALUES

We live by a clear set of values. They're seen in our work within the humanitarian system and in how we operate and hold ourselves accountable as individuals and as an organisation and employer.

PUTTING PEOPLE AT THE CENTRE We are committed to being a truly inclusive and empathetic organisation that supports, encourages and recognises its people. We seek out and value diverse knowledge, experience and perspectives, listening to understand before we act. We believe people and communities affected by crises should be deeply involved in research and innovation processes, driving the changes they want to see.

WORKING WITH OTHERS We collaborate to bring about positive change. We build meaningful partnerships, investing in and nurturing our networks and creating space for open and honest dialogue. We understand the part we play in improving humanitarian response and we invite people to join our efforts, supporting others to lead where they are better placed to do so.

ACTING RESPONSIBLY We're a responsible and principled organisation to our core. We champion ethical approaches in humanitarian research and innovation, calling out practices

that fall short and partnering only with organisations that share our commitment. We make decisions based on the best available evidence. We listen to and act on feedback, and we take accountability for our actions.

COMMITTED TO LEARNING We're always looking to develop ourselves and our work; it makes us better at what we do and more effective in what we achieve. We are evidence-led in our decisions and actions. We take on board different views and ideas that will help shape the future of humanitarian response. This appetite for learning and for discussion, reflection and recognition of achievement is engrained in our culture and our practices.

INSPIRING CHANGE We're ambitious in our vision for the future of humanitarian action. Positive, energetic, undaunted, we're committed to long-term investment in research and innovation that will deliver transformative change for people affected by crises. We generate momentum, motivating others to work with us and to support the positive differences we make.

DONORS

Our work is funded by: The UK Foreign, Commonwealth and Development Office (FCDO), the Norwegian Ministry of Foreign Affairs, Wellcome, and the Department of Health and Social Care (DHSC) through the National Institute for Health Research (NIHR).

ACKNOWLEDGEMENTS

For their guidance, dedication, and support throughout the year, we would like to acknowledge and thank Elrha's Board of Trustees. We would also like to thank the members of our Funding Committees, Advisory Groups, Technical Working Groups and GPE Reference Group, for continuing to provide invaluable expertise to our work.

Finally, we would like to acknowledge all our incredible partners and grantees, and the organisations we have worked with in 2024 for their collaboration and partnership.

TRUSTEES' REPORT

The Trustees (who are also Directors of Elrha for company law purposes), have pleasure in submitting their Annual Report and audited financial statements of the company for the year ended 31 December 2024.

1. STRATEGIC REPORT

In Numbers

Total grant expenditure: **7.7m**

Active grants: **93** (HIF:41, R2HC: 41, UKHIH: 11)

New grants: **19** (HIF: 14, R2HC: 1, UKHIH: 4)

Thematic funding areas: **8** (WASH, MHPSS, GBV, Scale, NCDs, DOAI, CLIP, Undernutrition)

Locally led innovation projects: **64**

2024 STRATEGIC OBJECTIVES

Underpinning our work at Elrha, is a drive to see a humanitarian sector that can deliver better outcomes for people affected by crises, and for 15 years now we have funded vital research and innovation to this end. When we began, we were one of few working in these areas – now, we are one of many. This expansion is welcome but brings with it even greater responsibility to demonstrate impact.

We know meaningful change takes time, which is why our [Strategy](#), defines our work until 2040. Encapsulating our vision, values, our theory of change and long-term commitments, it lays out our plans to partner and collaborate with the wider community, to realise a collective vision for research and innovation, and to position them at the core of humanitarian practice.

To ensure we continue to progress against our goals, commitments and resolutions, we set out five strategic priorities for the organisation in 2024.

1. Meeting our donor commitments

We are committed to meeting the requirements of our donors, ensuring we deliver on our planned activities each year. In 2024, we delivered our commitments across all of our programmes and achieved strong satisfaction from our funding partners. Both HIF and R2HC received high ratings from FCDO for its work, with our R2HC programme commended for its timeliness, topical evidence, influence on humanitarian policy and practice, and significant contributions at outcome and impact level.

2. Our MEAL systems and processes effectively measure and communicate impact

To ensure we are effectively and accurately measuring and communicating our impact, we have increased our focus on our monitoring, evaluation, accountability, and learning (MEAL) systems. This year we introduced a range of improvements to support our organisational understanding of impact and how to document and communicate it.

As aid budgets struggle to keep pace with mounting need, and humanitarian innovation faces growing demands to prove its worth, we have continued to develop our approach to Value for Money for humanitarian innovation – a metric the wider community is not currently equipped to meaningfully assess. In 2024, we worked with a Learning Partner, a core group of innovators, and an expert reference group to develop core methodological principles, to be integrated throughout our grant-making process.

Building on our goal to ensure all grants are assessed at closure against their intended objectives – to give us some initial indications of impact – all the systems are now in place to carry out the assessments and we have begun using them for recently completed grants.

3. Visibility of Elrha's work is strengthened through external engagement

Partnerships are a core component of our strategic approach, and a vital way to share and collaborate with our community.

For our upcoming forums, taking place next year in Kenya, we have established regional partnerships. Our Innovation Forum will benefit from the support of the Response Innovation Lab. Our Research Forum will be co-hosted with the African Population & Health Research Center. We also continued to nurture and reinforce existing partnerships with colleagues from ALNAP, SPHERE and the Clusters.

Events are another key avenue for increasing the visibility of our work, and over the last year Elrha staff have attended, presented or been a panelist at 22 external events, including Humanitarian Networks and Partnerships Weeks, AidEx, the Climate and Health Africa Conference, and the Sexual Violence Research Initiative Forum. Read more about our events on **p25**.

4. Implementation of our Strategy is advanced through programme development, embedding long-term commitments and strengthening organisational culture

It's critical that our staff understand our approach to delivering our long-term Strategy, so that we can consistently and collectively make progress against it. This year we have been thinking ahead to our next three-year plan (2026–2028), a key outcome of which will be clarity and confidence in our strategic direction among staff.

This outcome will also be embedded into the organisational development project we began this year, that will help Elrha become a more effective and holistic partner and funder. We have already begun outlining a more joined-up approach to research and innovation, with the aim of developing a cross-programme funding call.

5. Diversifying our funding and securing long-term funding from 2026

To ensure that we continue to be sustainable and resilient to shocks, we focused on developing new funding partnerships with a greater diversity of donors.

Following the change of government, we were invited to submit a costed extension to the FCDO ahead of our full funding proposal. The extension was approved, ensuring our existing programmes and the UK Humanitarian Innovation Hub (UKHIH) are now funded until 2026. Following the extension submission, we submitted a full five-year proposal to the FCDO in December for 2026–2031.

We actively engaged multiple donors, partners, and critical stakeholders to secure strategic future partnerships and funding to advance our programmatic objectives. By aligning on shared priorities and demonstrating our programmatic vision, we have strengthened our funding pipeline and positioned ourselves for sustained financial support. This engagement has laid the groundwork for 2025 and beyond, to reinforce the long-term success and scalability of our initiatives.

LONG-TERM COMMITMENTS

As a member of the international humanitarian community, we recognise the legacy of our sector and that, as an influential, UK-based organisation, we hold a position of power and privilege that others do not. To hold ourselves accountable to people affected by crises, as part of our new long-term strategy we established three commitments to formalise the things we believe in, and how they will steer what we do and how we do it. In 2024 we made the following progress against these commitments:

Commitment 1: Become an anti-racist organisation

We continued to acknowledge our role and our responsibility to address racism in our work and culture.

- Through our staff-led Anti-Racism Working Group (ARWG) we facilitated ongoing learning, reflection and actions to strengthen our anti-racist commitment. We held monthly discussion topics, capturing critical feedback within a 'ARWG Learning Journey'. This was used to engage senior Elrha leaders for further action to progress our anti-racism commitments.
- The ARWG initiated an annual survey to track anti-racism knowledge; organisational culture; communication and engagement; and action and participation.
- We drafted terms of reference with the ARWG for external expert diversity, inclusion and equity assessors, The Better Org., to support us with an organisational assessment in 2025 and develop a tailored anti-racism action plan to address areas of change and improvement, and self-assessment to measure progress.

Commitment 2: Be climate responsible

We have actioned ways to minimise the impact of human-induced climate change through measuring and reducing our carbon footprint as an organisation.

- Building a greener more sustainability-minded pool of suppliers and minimising our printing and air travel for events as far as possible.
- Reducing and optimising our digital footprint, which has been a key component of developing our new website. We are also exploring green data storage and eco-hosting for our communications channels and platforms.
- For our research uptake grants, proposals were assessed through an environmental lens to ensure activities don't further contribute to the climate crisis.

Commitment 3: Shift the power to low- and middle-income countries

We continued to proactively seek practical ways to shift the power in our programmes and communications.

- Continuing to track and increase how much of our grant spend goes to projects with lead organisations based in LMICs.
- Within our research team we developed a partnership health check tool to ensure that we are an equitable and supportive partner, and we are evaluated by our partners on the quality of engagement.
- Making progress towards a standardised and responsible approach to communications asks of grantees and partners, expanding our supplier pool to include more local suppliers for our activities, and ensuring we are centring LMIC voices in our editorial processes and events.

- Continuing to adapt our tools and guidelines, such as the Research Impact Toolkit, for our diverse grantee audience, and our programmes are taking a more context-driven approach, engaging LMIC partners closest to context.

OUR CORE PROGRAMMES

Our combined focus on research and innovation is central to our belief that the humanitarian system urgently requires robust evidence-based solutions. This allows us to invest in both with confidence, knowledge, and expertise.

Humanitarian Innovation Fund (HIF)

The HIF aims to improve outcomes for communities affected by humanitarian crises by identifying, nurturing, and sharing more effective and scalable solutions. The HIF is a leading actor in the development and testing of innovation in the humanitarian system. Through the HIF, we fund, support, and manage innovation at every stage of the innovation process through:

- Identifying high quality innovation projects.
- Providing flexible and responsible grant management for those projects.
- Developing new tools and guidance to build the skills of our grantees and promoting responsible innovation in the humanitarian system.
- Exploring and actively building pathways to scale for funded projects.

Research for Health in Humanitarian Crises (R2HC)

Our R2HC programme aims to improve health outcomes for people affected by humanitarian crises by strengthening the evidence base for public health intervention and to bring about positive change in humanitarian response. We achieve this by:

- Delivering world class research through collaboration between operational humanitarian agencies and research institutions.
- Bridging the gap between research and practice for public health interventions in humanitarian crises.
- Promoting equitable partnerships and ethical research practice.

The R2HC programme has built a unique community across humanitarian public health practice and research. This community represents a wealth of expertise and experience. We work hard to maximise the potential of research for the humanitarian system by commissioning studies and facilitating critical conversations for the sharing of knowledge and experience.

Global Prioritisation Exercise (GPE)

Our flagship initiative, the GPE for Humanitarian Research and Innovation (HRI) is the first of its kind in the research and innovation space. The GPE aims to improve outcomes for people affected by crisis and address gaps in knowledge about how HRI operates. Through understanding the landscape and highlighting changes that could improve things further it is aimed at amplifying the impact of investments in HRI.

Through a programme of global research, mapping, and consultations across the humanitarian system we aim to reveal investment trends and activities in HRI, to highlight successful examples, identify what humanitarians and communities affected by crisis believe are the most pressing areas for investment, and support the development of an inclusive coordinating mechanism that enable actors to target activity to the most pressing needs.

WE RESEARCH AND CAPTURE THE PERFORMANCE OF THE HUMANITARIAN RESEARCH AND INNOVATION ECOSYSTEM

The role of research and innovation at global, regional and national levels is crucial to ensuring a constant commitment to humanitarian work achieving the best possible outcomes for people affected by crisis.

GLOBAL INSIGHTS: THE HUMANITARIAN RESEARCH AND INNOVATION LANDSCAPE 2024

The culmination of our multi-year work on global prioritisation through our GPE initiative, we launched our landmark report – [Global Insights: The Humanitarian Research and Innovation Landscape 2024](#) – which offers the most comprehensive overview of the humanitarian research and innovation (HRI) ecosystem to date, highlighting insights and actionable guidance for policy and practice changes. From this helicopter view of the sector, five core recommendations emerged:

- Promote local leadership and agenda setting, and bolster support for institutions in the Global South in decision-making.
- Improve the feedback loop from humanitarian research and innovation to leverage resources effectively.
- Invest in diverse partnerships within and outside of the humanitarian system to leverage resources effectively.
- Strengthen coordination among donors, operational agencies, and research and innovation actors at national and global levels.
- Improve how we track HRI funding and enhance its visibility across the system

We launched the report online with over 300 people from 59 countries in attendance. Attendees were polled on which of these five recommendations they considered the highest priority and the [results found](#) that promoting local leadership and Global South decision-making was most critical.

The report has generated further interest and engagement opportunities – we hosted a Cluster Roundtable at Humanitarian Networks and Partnerships Weeks (HNPW), where we presented tailored findings and recommendations to the leads of nine clusters, OCHA and donors. Our Director of Impact and Engagement, Colette Fearon, also participated in a panel at the AidEx conference, discussing how the sector can scale, localise and drive innovation in conflict and protracted crises.

The synthesis report is based on 16 thematic, regional and country-level consultations, providing recommendations for implementing culturally and contextually appropriate HRI. We have so far published two regional reports for [West Asia and North Africa](#), and [Latin America and the Caribbean](#), and one national report on [Lebanon](#). A further four regional consultations and two national consultations have been prepared for publication and will be launched in 2025.

WE ADVOCATE FOR AND DEMONSTRATE THE VALUE OF RESEARCH AND INNOVATION

We have been at the forefront of HRI for more than 15 years, contributing to the improvement and advancement of humanitarian response. More than ever, researchers, innovators, and their funders – including us – are increasingly called upon to demonstrate the impact and value of their work so that evidence can reach humanitarian stakeholders who can use it to enhance programmes, policy and practice for people affected by crisis.

IMPACT CASE STUDIES

As well as a tool to inspire and guide our grantees, case studies are central to how we assess and illustrate our impact and that of the wider R&I community. Over the last year, we have commissioned ten case studies that offer guidance for researchers and innovators, and evidence on how R&I can continue to support and improve humanitarian response.

Innovation impact

Our HIF programme published a new [set of impact case studies](#), documenting the successes and learning from four of our funded projects:

- [Incontinence Management Training](#) from Oxfam
- [Addressing Reproductive Coercion in Health Settings \(ARCHES\)](#) from Ipas (see Snapshot **p13**)
- [Faircap Family filter](#) from Action Against Hunger
- [CIQAL Information Management System](#) from the Center for Improving Qualified Activities in Life of People with Disabilities

We also produced [short videos](#) to demonstrate the value of investing in evidence-based innovations, and to highlight the human stories and transformative effects of these innovations. For Humanitarian Networks and Partnerships Weeks (**p25**) we produced videos for our funded protection sector innovations and commissioned three on the outcomes of our Data Driven Inclusion Challenge to support older people and people with disabilities.

Research impact

Our aim is for the research we fund to influence humanitarian policy and practice. This year we commissioned research impact evaluations for six of our funded studies:

- [Step by Step digital mental health intervention](#) led by the World Health Organization and the Lebanese National Mental Health Programme
- [The Community Perceptions Tracker](#) led by Oxfam, Action Against Hunger, London School of Hygiene and Tropical Medicine and Africa Ahead
- [Post-abortion care services](#) led by Columbia University and International Medical Corps
- [Cooking fuel for refugee camps](#) led by Stanford University, Energy and Environment Technical Working Group in Cox's Bazar, icddr, IOM and UNHCR
- [Severe acute malnutrition treatment](#) led by Action Against Hunger and Universidad Complutense Madrid
- [Impacts of attacks on health in Syria](#) led by Syrian American Medical Association Foundation, Assistance Coordination Unit and University of Berkeley

The case studies will be published in spring 2025, joining our research programme's growing case study collection, and helping us to further develop our [Research Impact Framework](#).

Innovation Snapshot

Addressing Reproductive Coercion in Health Settings (ARCHES)

Ipas

ARCHES is a clinic-based harm reduction intervention to help women use family planning methods without interference. It was developed in United States family planning clinics and has since been adapted for use in a wide range of countries including Kenya, Mexico, and Nigeria. It consists of three core elements: a rights-based counselling and screening session on reproductive coercion; counselling and screening for intimate partner violence without pressure to disclose; and the offer of a discreet information booklet.

Through two of our innovation grants, Ipas has pioneered its use in a humanitarian context, adapting ARCHES to Cox's Bazar, Bangladesh, where displaced Rohingya women face many challenges to their autonomy including intimate partner violence and reproductive coercion. Ipas translated materials into Rohingya and contextualised them with input from community members and an advisory group. The pilot saw a 92% increase in women wanting to use modern contraceptive methods despite partners' opposition, and a 17% increase in women feeling empowered to access intimate partner violence support services.

The intervention reached over 25,000 Rohingya women and girls and United Nations Population Fund (UNFPA) has provided funding to roll it out across more health centres in Cox's Bazar. While the original ARCHES is a clinic-based intervention, our second grant has supported further adaptation for delivery, developing a community-based ARCHES intervention, to be implemented through community health-workers to reach women and girls with limited access to health clinics.

WE CONVENE AND SUPPORT PARTNERSHIPS BETWEEN HUMANITARIAN ACTORS AND RESEARCH AND INNOVATION COMMUNITIES

Engaging and collaborating with the humanitarian community is key to understanding the role HRI can play in crisis contexts, for incentivising uptake, embedding it into response programming, and for promoting strong, inclusive partnerships across the sector.

ADOPTION CHALLENGES

Our Adoption Challenges aim to tackle barriers around the scaling and uptake of innovations by humanitarian organisations. These challenges incentivise and support humanitarian response agencies to adopt promising solutions, adapt them to new settings and evaluate their effectiveness.

Adopting innovations in high severity settings

In the world's most high-risk humanitarian settings, the challenges of scaling are even more pronounced. Yet it is these settings that stand to benefit most from new solutions, particularly those informed by and adapted for local communities. This challenge incentivised organisations working in acute crisis contexts to pilot any of the 140 innovations supported through our HIF programme since 2012.

Through this call, three innovations, have now been adopted by aid agencies and are being implemented in some of the world's most challenging humanitarian situations:

- **SOS Children's Villages and PM+:** SOS Children's Villages is supporting the mental health of young people and caregivers in Haiti by adopting [Problem Management Plus \(PM+\)](#). (See Snapshot on **p15**)
- **Mercy Corps and uni-MUAC:** Mercy Corps is using simplified, standardised [mid-upper arm circumference \(MUAC\)](#) bracelets to aid early identification of malnutrition among young children and pregnant and lactating women in Yemen.
- **Oxfam and Reemi Period Underwear:** Oxfam GB is adopting [Reemi menstrual underwear](#) in Central African Republic, Mali, and Somalia, to provide women and girls with high-quality, accessible and culturally sensitive period products (See Snapshot on **p20**).

Rapid response

Drawing on learnings from our response to the Pakistan Flood in 2022, we designed and launched a Rapid Response funding call in October 2023. The successful grantee team, Oxfam and Reemi, began preparations for implementation in Gaza in March 2024, to support the response to the Israel-Gaza war.

This funding call gave us a unique opportunity to accompany a grantee during one of the most complex, acute, conflict-based crises in recent decades. Two learning partners were engaged to accompany this work: one to evaluate the effectiveness, efficiency, feasibility and sustainability of Oxfam implementing Reemi in Gaza; a second to evaluate the opportunities and barriers that innovations face when navigating a rapid onset or acute crisis. The learnings will be published in 2025.

Innovation Snapshot

Supporting mental health in Haiti

SOS Children's Villages

Haiti is in urgent need of mental health support. Long-running political instability, gang violence, widespread poverty and the impacts of successive natural disasters have left citizens fearful and, in many cases, deeply traumatised. Despite mounting need, mental health services in Haiti are skeletal, with just 23 psychiatrists and 124 psychologists to support 11 million people.

Developed by the World Health Organization, Problem Management Plus (PM+) is a low-intensity, low-cost intervention that can be adapted to local needs, contexts and mental health conditions. Crucially, it can be delivered by lay health workers. The innovation allows for community management of low-level mental health conditions such as depression and anxiety, reducing the burden on the public health system and ensuring those with severe mental health conditions can access more intensive clinical treatment.

Using a scalable 'train the trainer' model, SOS is training ten PM+ Helpers as trainers-of-trainers, who will then aim to train a pool of 30 more PM+ Helpers, potentially reaching 320 clients in a 12-month period. Due to the escalating gang violence in the country, the team, with support from the University of Verona, adapted the tool to be delivered virtually.

"The training reinforced the importance of mental health, and we now see mental health as a collective community resource influenced by multiple socioeconomic and environmental conditions. This understanding helps with a positive approach to mental health, encouraging collective ownership and promoting community ownership." – Faimy Loiseau, National Director of SOS Children's Villages Haiti

Tool Snapshot

Partnership health checks

Strong partnerships are a vital cornerstone of high-quality research, and our R2HC programme work tirelessly to improve the equity and inclusivity of these working relationships among grantees, particularly for partners based in LMICs.

Informed by our partnership principles of equity, mutual benefit, transparent communications, and shared values, we have been developing a Partnership Health Check tool. The approach is comprised of an individual assessment survey that is translated into a shared action plan for the team to take forward. The tool is designed to strengthen grantee collaboration, increase the participation of LMIC partners in ongoing grant delivery and identify partnership challenges that can be addressed by lead partners and our research team.

The tool has now been piloted with three grantees and will be evaluated before sharing the learning at the Research Forum in 2025.

WE DEVELOP TOOLS AND GUIDANCE TO STRENGTHEN RESPONSIBLE RESEARCH AND INNOVATION

For R&I to play a central role in improving humanitarian action, knowledge of best practice and a shared understanding of priorities is important for effective coordination. Over the year we've produced evidence-based tools to help researchers and innovators make their work more targeted, inclusive and impactful.

RESEARCH PRIORITY SETTINGS

Research priority settings (RPS) provide a nuanced understanding of knowledge gaps and points for expansion in specific areas of practice. Composed of key research questions, they are intended to guide humanitarian practitioners, academics and donors who want to improve humanitarian interventions through research.

Since 2019, we've highlighted the key research questions for mental health and psychosocial support (MHPSS), water, sanitation and hygiene (WASH), and non-communicable diseases (see Snapshot below). We have recently commissioned a new RPS on sexual and reproductive health and rights, to better understand the gaps and needs in this area.

Research Snapshot

Research priority setting for non-communicable diseases

Commissioned by Elrha, conducted by International Rescue Committee (IRC) & the American University of Beirut

Non-communicable diseases (NCDs) are a growing and often overlooked threat in humanitarian contexts. Globally, they are responsible for 74% of deaths, but in countries affected by crises, the numbers are even more staggering.

Despite their growing prevalence, NCDs are often neglected in crisis settings, when there are so many competing priorities, from infectious disease to maternal health, to trauma care. But as crises and disease outbreaks continue to occur at more rapid and widespread rates, they will become an even greater priority for health responders.

Conditions such as heart disease and diabetes compound the challenges faced by vulnerable populations, straining already fragile healthcare systems. This is one reason why this exercise focused on cardio-metabolic syndrome – a cluster of conditions that increase the risk of heart disease, stroke and type 2 diabetes.

The exercise gathered the inputs of specialists from around the world, to rank 43 questions. The highest-ranked priorities focused on outcomes and processes of care, demonstrating that frontline health workers need better evidence for what works to provide quality, contextually appropriate care for their patients. By highlighting integrated and sustainable models of NCD care, we can also support health actors to make the most of their staff and financial capacity.

To ensure the findings of this research agenda were easily digestible for practitioners and policymakers, we developed an interactive tool which allows users to search by region, area of focus and profession to find the most relevant questions for them.

SUPPORTING RESEARCH UPTAKE AND IMPACT

While the humanitarian research and the evidence base has grown over the past decade, the impact of that research on humanitarian policy and practice has not kept pace.

Humanitarian researchers and their partners face multiple barriers translating evidence into use, and practical guidance on producing research with greater impact is highly sought after.

Research Impact Toolkit

Our Research Impact Toolkit is a set of resources available to R2HC grantees. Over the last year, we have continued to develop these resources, including launching French translations of our online courses to enable our Francophone study teams to benefit from the materials.

We also commissioned two expert consultants to review our research impact materials for cultural relevance to humanitarian policymakers and practitioners in the Middle East and East Africa. The review has already begun to generate recommendations for tailoring course content, such as culturally relevant case study examples, and guidance on communicating research through instant messaging apps, a priority channel in the Global South. We aim to update and launch these courses for the benefit of the wider humanitarian health research community.

WE FUND AND SUPPORT HIGH QUALITY RESEARCH AND INNOVATION THAT RESPONDS TO PRIORITY NEEDS

As global conflicts and the increasing effects of the climate crisis continue to drive humanitarian need, our funding must remain reactive to emerging crises, as well as to the new and existing priorities of practitioners and communities in affected regions.

RESPONSIBLE AI AND EMERGING TECHNOLOGIES

In collaboration with the UK Humanitarian Innovation Hub (see **p28**), we have been working to scope out the emerging humanitarian AI landscape and support humanitarian practitioners to influence its future.

Funding Snapshot

AI Learning Journey

Artificial intelligence (AI) has the potential to drive innovation and vastly improve humanitarian outcomes. While we see the importance of investing in AI research and capacity strengthening to unlock its transformative power for action, we also see the risks and challenges it poses – both morally and operationally. As part of our funding, we want to support and advocate for the responsible and ethical use of AI in decision-making processes and service delivery.

Our research on AI and emerging technologies has indicated that currently technology development and deployment is disproportionately led by technologists based in high income settings. This top-down approach means that innovations often fail to address priority needs and crisis-affected populations rarely get to express their technology-use preferences.

Our [AI for Humanitarians](#) learning journey, which ran from June–November 2024, aimed to develop an [enhanced understanding](#) of the future potential impact of engagement with AI in humanitarian settings, led by those with lived experience and contextual knowledge.

Through the learning journey, we supported a group of ten grantees to take a problem-led approach and explore the opportunities and risks associated with AI to identify future areas of impact for further investigation and potential investment. Each project varied greatly, from using AI to predict floods, manage disease outbreak and optimise the aid supply chain, to integrating it into mental health support and establishing how the technology can accurately reflect the voices of local communities.

With the learning journey now complete, we're collaborating with University College London on an AI Learning Guide that will package the curriculum, recordings and presentations from the sessions for future use. Separately we will collate learnings and reflections from the grantees to better understand the potential of AI for humanitarian innovation.

CENTRING THE NEEDS OF WOMEN AND GIRLS

Women and girls face distinct challenges in humanitarian contexts and their inclusion, empowerment, and protection are essential to creating effective and equitable solutions. In 2024 we were able to support and progress key pieces of research and vital innovations aimed at ensuring the unique needs of women and girls are centred within humanitarian response.

Overcoming barriers to safe abortion

Access to safe abortion is a recognised human right but Ministries of Health and humanitarian agencies often fail to offer this essential service in crisis settings, resulting in unsafe abortion becoming a major cause of maternal mortality.

Barriers to safe abortion in humanitarian settings are now being compounded by a global backslide on reproductive rights – ensuring safe abortion access and care in crisis settings should be firmly on the agenda for the humanitarian sector.

In 2024, four grantees focused on abortion in humanitarian settings, completed their studies. These included improving access to comprehensive abortion care for internally displaced women; understanding the burden and severity of post-abortion complications; documenting women’s experiences of self-managed abortions to identify access gaps; and establishing guidance on how humanitarian actors can improve post-abortion care. In 2025, we hope to commission a policy brief that draws on the findings of these studies, providing guidance for safe abortion and post-abortion best practice for humanitarian policymakers.

GBV tech innovations

Gender-based violence (GBV) disproportionately affects women and girls, and in situations of displacement and humanitarian crisis their risk of exposure to violence increases significantly. In January, we began supporting [four technology-based interventions](#) enabling earlier, faster and more effective action to address GBV in these settings.

The projects were each unique in their focus, and included a virtual reality training programme for response actors, a chatbot that provides guidance and support to Community Outreach Workers, a platform that provides Arabic-language information and remote service provision on sexual and reproductive health and rights (SRHR) and GBV, and a tech-based case management system to support lesbian, bisexual and trans women, and others with gender identities that place them at heightened risk, in a highly constrained and sensitive context.

Menstrual hygiene management

Each month, 1.8 billion people around the world menstruate. Of that number it’s estimated that 500 million will struggle to access menstrual products or suitable facilities to manage their periods.

Accessing products and services is just one of a complex set of challenges that contribute to period poverty. Around the world, cultural taboos and societal stigmas continue to impact the health, dignity and wellbeing of girls, women, and other people who menstruate. In a humanitarian crisis, these factors are intensified, with a lack of privacy, basic materials and safe sanitation facilities only adding to the sense of shame, fear and isolation.

Innovation Snapshot

Reemi: Zero waste menstrual hygiene solution

Reemi & Oxfam

Reemi, is social enterprise that produces culturally appropriate period underwear and washing and drying bags. By offering a reusable, low-cost, and culturally sensitive alternative, Reemi supports not only the practical aspects of menstrual hygiene but also the environmental and socio-cultural dimensions of the communities it serves.

A core component of this innovation are the education sessions delivered alongside the products, for women, adolescent girls and men, to debunk the stigma and myths around periods and reduce barriers to safe menstrual hygiene management and social participation.

Through our High Severity and Rapid Response adoption challenges, Oxfam have been working in five countries to distribute Reemi products.

Central African Republic, Mali and Somalia

As in many high severity contexts, menstrual hygiene products available in Central African Republic (CAR), Mali and Somalia are failing to meet the needs of community members. Prohibitive costs, lack of availability and poor-quality products mean that women and girls do not have what they need to manage their menstrual cycle with dignity. However, previous distributions of reusable products in Somalia and CAR have evidenced a demand for them.

In the last year, Oxfam have been able to give 750 women and girls across these three contexts access to Reemi products, as well as developing and delivering the accompanying educational workshops, including two sessions for men.

Gaza and Lebanon

In March, Oxfam expanded its work further to Gaza through our Rapid Response call. Given the complexity of implementation during a rapidly changing and increasingly complex crisis, we worked closely with Oxfam and Reemi to develop a clear and responsive workplan.

The team worked for six months to get an initial 5,000 kits into Gaza. Given the restricted access, delays and the high chance of further delays transporting kits into Gaza, we and our partners deployed a contingency plan, directing a portion of the kits to Lebanon, which was also seriously impacted by the Israel-Gaza conflict. With additional products crowdfunded by Reemi, Oxfam will be distributing 7,132 kits in both Gaza and Lebanon once humanitarian access is restored.

“A solution may address the need but may not address the stigma around the entire process of menstrual hygiene products. For example, menstrual cups may be the perfect solution from a needs-perspective but the cultural stigma surrounding its use would prohibit high adoption rates in certain contexts. Innovation that focuses on human centred design and demand-driven approaches will find better solutions that actually sees a shift in cultural stigma by the users.”

– Emily Au-Young, co-founder of Reemi

Undernutrition and food insecurity

There are currently 258 million people across 58 countries and territories facing acute food insecurity, with women and children particularly vulnerable to undernutrition in these contexts. While we have long known *what* is needed to keep women and children healthy, there remain many unknowns about *how* to do this in humanitarian contexts facing food insecurity.

Our Prevention of Undernutrition programme was developed by our R2HC programme in 2022, in response to the hunger crisis in the Horn of Africa. Our partners, NutritionWorks, are developing the core deliverable from this programme – to develop and test of a package of interventions aimed at preventing undernutrition in pregnant and lactating women and children under five.

This year, NutritionWorks carried out a comprehensive evidence review which identified effective interventions for preventing undernutrition among women and children, which will help to inform the development of ‘prevention packages’ which we will trial in the next phase of the programme. It will also contribute to a decision tool and resource guide to help implementers know which interventions are most effective in what context.

CLIMATE CHANGE AND HUMANITARIAN HEALTH

Climate change is one of the greatest threats to lives and livelihoods globally. Environmental destruction, extreme weather events, natural disasters and food and water scarcity are just some of the effects being felt by populations around the world, but for those living in humanitarian contexts, the impacts can be even greater.

Linkages between the climate crisis and humanitarian health

This year we commissioned a [situational analysis](#) looking at the impacts of the climate crisis on humanitarian health. The report examines the interlinkages between the climate crisis and humanitarian health, helping us to understand the evidence available and identify the key stakeholders working across the climate and humanitarian health nexus.

The report highlighted that, although there is a growing body of evidence on climate change and health, there is little evidence specific to humanitarian populations and high levels of uncertainty on what to do about this evidence gap. The report also found that the humanitarian sector is largely absent from conversations related to the climate crisis, particularly those happening in the research-policy space.

[Our follow-up event](#), co-hosted with the Fogarty International Centre, gave interested audiences the opportunity to dig deeper into the insights from this report, leading to discussions on the issue of climate-related illnesses, the challenge of engaging local actors in LMICs, and the potential of schools to act as hubs for health promotion.

WATER, SANITATION AND HYGIENE

Water, sanitation and hygiene (WASH) is one of the most fundamental elements of humanitarian response and has been a key focus for us since our inception. The projects we’ve funded collectively address some of the most pressing challenges faced by humanitarian WASH practitioners globally, and to date, we’ve supported more than 40 innovation projects and research studies in this area.

Faecal-sludge management

Around 3.6 billion people live without safely managed sanitation, with displaced individuals often living in highly congested environments where water supply and sanitation systems are difficult to deliver, damaged, destroyed, or non-existent. Safely managing human excreta in such situations is challenging, where the risk of disease outbreaks is high. This is particularly the case in densely populated settings such as those found in refugee settlements.

Building on key findings from our [WASH Gap Analysis](#) and [Problem Exploration on Faecal Sludge Management](#) reports, we launched an innovation challenge focused on faecal sludge treatment solutions that addressed disease outbreaks in densely populated humanitarian settings. Through this challenge [we funded two promising innovations](#), one using microbial tools to optimise the tried-and-tested mineral lime treatment of faecal sludge, and the other trialling solar thermal pasteurisation to destroy harmful pathogens.

FOLLOW-ON FUNDING

Follow-on funding allows our grantees flexibility to carry out activities in the face of unforeseen circumstances, and to extend the reach and impact of their projects.

Uptake and Supplementary Funding grants

Uptake and Impact grants are awarded to previous and existing R2HC-funded study teams to fund engagement, communications, or capacity-strengthening uptake activities. Grantees are supported to translate their findings and assist humanitarian actors, including policymakers, practitioners, and community stakeholders, in understanding, using, and applying research outcomes. Throughout 2024 we supported [seven grantees](#) under this initiative, and opened applications for a new cohort in December.

Our Supplementary Funding grants are awarded on an exceptional basis to cover unforeseen shortfalls in their existing budgets, such as losses due to currency exchange rates, inflationary pressures or incurred as a result of culture or policy change. In 2024, two grants received additional funding to complete research and uptake activities despite challenges and unforeseen cost increases. One in Afghanistan was awarded due to delays, inflationary pressures and additional costs following the Taliban takeover of the government. The second grant was split between study contexts in Yemen and Bangladesh to account for exchange rate fluctuations. A further opportunity for existing grantees to apply for supplementary funding was launched in September.

Dissemination grants for disability and older-age inclusion

Between April and December, three disability and older age inclusion (DOAI) grantees have been supported to further develop their innovations by sharing their results with new audiences and building new partnerships. The HIF-funded innovation teams showcased a range of approaches to engaging their new audiences, including [mobile video-making workshops](#) to support local advocacy efforts in ten Indian cities, and sharing the findings from an [inclusive data collection tool](#) with local governments and communities.

Research Snapshot

Heat Emergency Awareness and Treatment Bundle

Johns Hopkins University School of Medicine, Aga Khan University & the Aman Foundation

With heatwaves expected to rise due to the climate crisis, there is increased need for locally informed, evidence-based interventions to manage their impacts on health and wellbeing.

Originally funded in 2015 through our open call, the 'HEAT (Heat Emergency Awareness and Treatment Bundle) Trial', led by Johns Hopkins University, sought to develop and test an intervention to reduce the impact of extreme heat in Karachi, Pakistan. Initial outcomes included improved knowledge and care practices of emergency department staff, and the increased ability of communities to protect themselves from heat-related illnesses.

We awarded the study further funding to support uptake and dissemination activities. A small team, led by Aga Khan University, used the funds to produce [a video containing key community-focused messages](#) for recognising and managing symptoms of extreme heat, and convened a meeting of district commissioners in Pakistan to discuss findings of the study and advocate for extreme heat plans. Following this meeting, city authorities requested that the study team support them to develop extreme heat management plans for their cities.

"Those working in public health at community level sometimes see climate change as a competing problem, taking resources away from what their teams are working on. If they see it as a cross-cutting theme in everything being done at the community level, sort of the new 'social determinants of health', it will make thinking about it, talking about it and finding solutions much easier."

– Dr Junaid Razzak, Principal Investigator, Director of the Centre of Excellence for Trauma and Emergencies, Aga Khan University and Professor of Emergency Medicine and Population Health, Weill Cornell Medicine

WE SHARE EVIDENCE AND LEARNING OF WHAT WORKS

For our work to have impact, we can't keep it to ourselves. Sharing updates and insights from both funded projects and our own research is a big part of what we do, from promoting high-level reports aimed at strengthening the humanitarian system, to highlighting the most useful guidance for our grantees and their partners.

Research Snapshot

Failure to Scale

Commissioned by Elrha, conducted by Neil Townsend

To understand what works for scaling humanitarian innovation, it's vital to investigate what doesn't.

Our 'Failure to Scale' report examines the challenges faced by humanitarian organisations in scaling successful innovations to achieve broader impact. Scaling innovations is complex: Many humanitarian innovations and interventions that are successful in small-scale pilots fail to scale effectively, and the complexity of the environments where these interventions are applied makes scaling difficult. A set of key barriers continue to hinder scaling efforts, including lack of resources, fragmented funding, inflexible systems and resistance to change among potential adopters.

The report captures 50 recommendations for supporting scaling efforts at all levels of the humanitarian system, highlighting the need for collaboration among stakeholders, adaptive and flexible strategies, and, crucially, building local capacity to ensure sustainability of scale and community ownership of the solutions.

While many of these recommendations are not new, their effectiveness relies on a collaborative and strategic approach. They cannot be applied piecemeal or all at once. What is needed is a collective, joined-up response.

GUIDING INCLUSIVE HUMANITARIAN RESPONSE

People with disabilities and older people are disproportionately affected during humanitarian crises and yet are often excluded from shaping the initiatives designed to assist them. Despite global frameworks advocating for disability inclusion, practical implementation remains a challenge. Bridging this gap requires innovative solutions and actionable evidence.

Meaningful participation for older people and people with disabilities

In December 2024, we finalised the publication of our paper '[Participation of Organisations of Persons with Disabilities and Older People in Humanitarian Action: Lessons from Measuring Effectiveness of Meaningful Participation Innovation Challenge](#)'. The report is based on the evaluation of two projects funded through our Meaningful Participation Innovation Challenge:

- **Localising inclusive humanitarian responses (PIONEER) in Indonesia** established equitable partnerships between Organisations of Persons with Disabilities (OPDs), Older People's Associations (OPAs), and local humanitarian organisations.

- **Participatory audits in Ethiopia** involved older people, people with disabilities, and their associations in developing an inclusive, context-specific auditing tool tailored for humanitarian programmes.

The paper highlights the transformative impacts of both projects, and shares findings and reflections for humanitarian actors wanting to embed meaningful participation into their practices.

EVENTS

Events offer a vital avenue for showcasing our research and insights, and the work of our grantees. In 2024, we attended [several global conferences](#), where we shared insights and evidence from both our own funded research and the work of our grantees.

We also hosted a range of webinars to launch, discuss, and revisit key pieces of funded research, and showcase promising innovations. A few examples of these included:

Showcasing innovations in protection sector programming

At this year's [Humanitarian Networks and Partnerships Weeks](#) (HNPW) we hosted an online showcase of our funded innovations in protection sector programming, specifically GBV and inclusion of persons with disability and older persons. The webinar highlighted eight innovations, including tools for safer programming, assessment and monitoring and evaluating frameworks that orient programmes towards more inclusive programming and better outcomes for people affected by humanitarian crises.

Menstrual hygiene management in humanitarian crises: What have we learned and how far have we come?

This event [reviewed the progress and ongoing challenges](#) of menstrual hygiene management (MHM) in emergency settings a decade on from the development of the MHM in Emergencies toolkit. Co-hosted by Columbia University, Mailman School of Public Health, it brought together specialists in humanitarian MHM to share experiences from the field, discuss whether evidence and expertise is currently informing response, and share insights on future priorities for best practices.

Addressing gender-based violence in humanitarian settings

Our [recent webinar series](#) showcased projects tackling GBV in humanitarian settings. The webinars were an opportunity to give past grantees a platform to reach new audiences and discuss future aims. The webinars heard from Ipas discussing their ARCHES innovation, and the International Rescue Committee on the latest additions to their GBV outcome scales toolkit, which enables humanitarian caseworkers and supervisors to monitor and improve the impact of their work, using data gathered through their work with survivors.

OUR APPROACH TO LOCALLY LED INNOVATION: THE COMMUNITY-LED INNOVATION PARTNERSHIP (CLIP)

As part of our long-term commitment to shifting the power and promoting a more equitable humanitarian system, we have supported locally led innovation projects around the world.

As a member of the [CLIP consortium](#), we work with partners in Indonesia, the Philippines, Guatemala and South Sudan, to develop community-rooted networks and hubs that support the development of locally-driven solutions to humanitarian problems, identified by those most affected by crises.

The consortium is made up of organisations who share the same vision of supporting community-led innovation. These organisations are: [Yakkum Emergency Unit](#) in Indonesia, the [Center for Disaster Preparedness](#) in the Philippines, [Asociación de Servicios Comunitarios de Salud](#) in Guatemala, and the [CAFOD-Trocaire](#) partnership and the [Titi Foundation](#) in South Sudan. At the programme coordination level, the CLIP is jointly managed by [Elrha](#), [Start Network](#), and [Asia Disaster Reduction and Response Network](#) (ADRRN).

2024 was the first full year of the CLIP's second phase, marked by a greater focus on scaling and sustainability for first phase innovations, a new cohort of community-led projects, an expansion into South Sudan, and a view towards future rollouts in other high severity contexts.

Find out more about the national partners below and explore the CLIP's [collection of case studies](#).

Indonesia / Yakkum Emergency Unit (YEU)

Through their [IDEAKSI](#) initiative, YEU has focused on financially supporting a new round of community innovators, while continuing to involve previously supported innovators with non-financial support through workshops, training, and sustainability guidance. Fifteen new community innovations have been supported in Yogyakarta, which focus on managing crises related to climate change, improving disaster preparedness and response plans, and improving the inclusion of people with disabilities in disaster management. Two additional community innovations have been supported in Sulawesi, which focus on food security and disability inclusion.

Philippines / Centre for Disaster Preparedness (CDP)

This year, CDP's [Pinnovation Academy](#) entered its scaling phase and worked with their innovators to deliver support towards sustainability. The design of each scaling support package was defined and finalised by the innovators themselves, tailored to their aspirations about how the innovations should and could continue to grow. Eight previously funded projects received full scaling grants and support. Five innovators who were not selected for full follow-on support were awarded smaller capacity development grants. Five new community innovations were also selected this year, focused on food insecurity, emergency rescue, and disability support in emergencies.

Guatemala / Start Network Hub Guatemala, hosted by Asociación de Servicios Comunitarios de Salud (ASECSA)

ASECSA continued to work with innovators across four regions of Guatemala. Eight new community innovation teams have been supported, with innovations focused on managing the effects of drought and food insecurity, flood early warning, and safe water capture. ASECSA selected the innovation teams through their unique approach of building a relationship with communities first, to collectively identify and prioritise humanitarian problems faced, before forming groups with complementary skills to develop solutions. Previously funded innovator teams were supported towards sustainability and growth of their innovation, through ASECSA's own contextualised model, which identifies the innovation's unique potential for growth, then finds and facilitates the specific pathway to achieve social, technical, financial and collaborative sustainability for the project.

South Sudan / Start Network Hub South Sudan, hosted by CAFOD-Trocaire and the Titi Foundation

The South Sudan programme completed the final stages of its programme design, training, and socialisation, and began their first round of selecting community innovation teams, supporting the emergence and development of food security and livelihood innovations – areas identified by community members. Through a series of Innovation Bootcamps, 18 innovation ideas were developed and presented, and a final ten selected to support. Selected innovations focus on addressing food insecurity and malnutrition, lack of clean water, and locally produced reusable sanitary pads.

Innovation Snapshot

Binnadang Emergency Nutri-Bar

Tanglag Women's Organization, Community Health Education, Services and Training in the Cordillera

Embedded in everyday lives of the indigenous peoples in the Philippines' Cordillera Region is the culture of *binnadang* (translation: 'mutual help') – the practice of cooperation by helping people in need through community support. In the face of ongoing poverty and vulnerability, the Tanglag Women's Organization, a group of indigenous women from the region's Tanglag Tribe, migrated south to Baguio City in search of better opportunities. Supported through CDP's Pinovation Academy, these women have developed an emergency food source made from locally-sourced ingredients, the Binnadang Nutri-Bar.

The Binnadang Nutri-Bar is a nutritious, ready-to-eat product that has become part of the Tanglag village community disaster preparedness and response plans. In comparison to imported alternatives, Nutri-Bar is made with high-quality locally-available ingredients.

The Tanglag Women Organization has continued its journey through this year of the CLIP, where the Nutri-Bar has undergone further prototyping, product development and shelf-life testing. The innovation team has continued its collaboration and partnership with national stakeholders from the government, academia and private sector, and is currently working towards formal accreditation to be used in emergency response plans and evacuation centres.

UK HUMANITARIAN INNOVATION HUB

Since 2020, Elrha has hosted the UK Humanitarian Innovation Hub (UKHIH), an FCDO-funded initiative which aims to undertake responsive research and problem-led systems innovation in the humanitarian sector.

In 2024 the UKHIH conducted its work through three main modalities: Systems Innovation Partnerships (formerly Accelerated Innovation Collaborations), the Humanitarian Rapid Research Initiative, and ecosystem research.

SYSTEMS INNOVATION PARTNERSHIPS

The UKHIH's Systems Innovation Partnerships (SIPs) are strategic, multi-year collaborations designed to tackle complex systemic challenges and catalyse action. The SIPs are constructed around collaboration, evidence gathering, assessing concepts, and builds in adoption/scale partners.

In 2024 the UKHIH launched a new partnership on mortality estimation (see Snapshot on **p29**), advanced existing SIPs on [satellite technology for humanitarian decision-making](#) and [collective crisis intelligence for frontline responders](#), and supported partnerships for strengthening [humanitarian surgical capacity](#) and [community engagement around vaccine delivery in humanitarian contexts](#). These partnerships moved from ideation to systems-level innovation development, producing reports and hosting 14 sector events. Three further projects and support activities were progressed the SIP workstream:

Emerging technology research

The UKHIH has been supporting [The Foresight Initiative](#) to understand how emerging technologies can be systematically adopted and deployed by humanitarian actors. Developed by a consortium of RAND Europe, Athena Infonomics and glass.ai, the aim of the initiative is to understand and define trends in the adoption and use of emerging technologies within the humanitarian sector, identify key emerging technologies that could strengthen practice, and envisage a research and innovation journey for the identified technologies.

The consortium developed three reports covering current practices for using emerging technology, exploring how they might be used in the future, and foresight methods and tools for responsible adoptions. Two case studies – on biometric assistance and tech-enabled cash and voucher assistance – were also completed, helping inform responsible technology adoption.

The second phase of this work is now underway, and will see the generation of a participatory methodology for involving community preferences in the development and deployment of emerging technology in humanitarian response.

Humanitarian AI

A joint initiative with HIF (see **p18**), this SIP aims to aid humanitarians to navigate the complex and rapidly evolving AI landscape, understand what humanitarian use cases are being developed or underway, map the available evidence and engage with humanitarian actors to build consensus on emerging challenges.

The UKHIH's literature review and stakeholder consultations have already garnered significant interest, with preliminary findings influencing agendas at key events like a high-level discussion on humanitarian AI at Wilton Park.

A [directory of AI-enabled humanitarian projects](#) was launched to increase transparency and reduce duplication around AI work in the sector. The UKHIH is also collaborating with the HIF on a joint communication and convening strategy, including a podcast series, case studies and a monthly newsletter.

Strengthening capacity

Including researchers based in low- and middle-income countries is central to the work of the UKHIH – in addition to building and supporting local capacity, these researchers provide invaluable insights and connections with local people. This includes institutional capacity-building efforts that allow partners to map their needs and suggest suitable learning formats, ensuring the best support for LMIC-based researchers and innovators even in instances where the fellowship approach isn't the best route.

This year, as part of their vaccines SIP, they have not appointed a fellow, but instead provided funding for training, mentorship and learning exchanges to support 20 staff specifically to strengthen qualitative and ethnographic research capacities.

SIP Snapshot

[Crisis in Gaza: Scenario-based health impact projections](#)

*London School of Hygiene and Tropical Medicine &
Johns Hopkins Centre for Humanitarian Health*

Critical to assessing needs objectively, and key for evaluating humanitarian responses, in practice, mortality estimation is rarely accurate or comprehensive in these settings. And while attempts have been made to develop a more robust approach, only a small number of research groups exist with the right expertise and capacity, mostly based in high-income academic institutions.

The UKHIH launched the [mortality estimation SIP](#) as an opportunity to develop a systematic strengthening of mortality evidence generation and uptake in humanitarian settings. The initial research was carried out by a consortium of London School of Hygiene and Tropical Medicine (LSHTM), SIMAD University in Mogadishu, and Evidence for Change (e4c) in Nairobi.

With the broader SIP established, the UKHIH team were able to rapidly support scenario-based health projections to estimate excess deaths in the Israel-Gaza conflict, led by the LSHTM and Johns Hopkins Centre for Humanitarian Health.

The research group have since published four reports covering models for projecting excess deaths and traumatic injury deaths across different scenarios, and examinations of food availability and its impacts on nutritional outcomes. The work has been cited almost 950 times in the media and referenced in the UK parliament, the US Senate, The International Court of Justice and among leading humanitarian agencies, contributing to ceasefire advocacy and shaping humanitarian aid decisions. The UKHIH are now supporting LSHTM and a Sudanese research team to replicate the nutrition model in Sudan.

RAPID RESPONSE

Humanitarian Rapid Research Initiative

The Humanitarian Rapid Research Initiative (HRRI) conducts rapid, real-time research during new or emerging humanitarian crises. The aim is to provide practical insights for immediate response efforts and identify opportunities for systematic change, contributing to a more resilient and future-ready humanitarian system.

In 2024, the UKHIIH, through their partnership with Humanitarian Outcomes, developed an ethical decision-making tool (see Snapshot below), and investigated global [humanitarian surge capacity](#) – the ability to quickly mobilise and deploy additional financial, human, and material resources to meet needs where existing response capacities are insufficient.

To ensure the learnings produced through the HRRI were accessible to frontline humanitarian responders, the UKHIIH conducted an exploratory study, in collaboration with ALNAP, to understand and facilitate real-time learning in emerging crises. Off the back of the findings, the UKHIIH are supporting Centre for Humanitarian Change to undertake a set of workshops in Somalia focused on adaptive learning and drawing out the tacit or implicit knowledge of frontline humanitarian actors.

Responsive Fund

In December, the UKHIIH launched a new funding opportunity – the Responsive Fund – designed to address emerging humanitarian crises with agility and impact. The fund aims to:

- Respond swiftly to emergent crises and humanitarian needs.
- Support innovative, problem-led approaches to humanitarian challenges.
- Facilitate sector-wide learning and capacity building
- Convene actors around emerging challenges.

Four projects were selected for funding, responding to evolving contexts in Lebanon, Sudan, and other crisis-affected locations. These focused on children's education, mutual aid group modalities, the scale-up of NGO coordination, and establishing diaspora research networks.

CONNECTING THE SECTOR

Operational disparities between innovators or academics and the humanitarian sector have traditionally created barriers to collaboration. The UKHIIH's ecosystem research is designed to break down these barriers, providing in-roads for greater and more effective collaborations between the two groups.

Leveraging UK expertise in science and technology

The UKHIIH worked with Science Practice to map humanitarian research and innovation capacity and identify barriers to collaboration between UK academics and humanitarian actors – including consultations, networking events, and an online forum.

The mapping resulted in an [open-access directory](#) of UK academic research centres, institutions, and groups that contribute to the humanitarian sector, allowing for rapid navigation of the capabilities and knowledge within UK academia. The directory serves as a

starting point for making sense of the field and available specialisms and highlights the range and diversity of existing expertise that can be called upon to address humanitarian needs.

Tool Snapshot

A humanitarian's guide to ethical principled decision making

Humanitarian Outcomes

Ethical dilemmas are all too common in humanitarian action: from immediate operational choices to bigger strategic questions. A 2023 report, [Navigating Ethical Dilemmas for Humanitarian Action in Afghanistan](#), made it clear there is no existing framework for humanitarians addressing ethical dilemmas, and when no choice is obvious or ideal, the principles of humanity, impartiality, neutrality, and independence alone cannot always help us make the decision.

Informed by real-world challenges and developed with the oversight of a team of ethicists, 'No easy choice' helps organisations and individuals to make better choices for principled humanitarian action. The guide includes a tool and a process for deliberating ethical conflicts, ensuring decisions align with core values and stakeholder needs.

The tool was piloted with humanitarians working in Myanmar, Afghanistan and Libya, and it's role is to improve decision-making across crises, with next steps including field testing, wider adoption, and bespoke training sessions to embed its use.

To make it as useable and accessible as possible for frontline responders, it has been published in seven languages and a [short video summary](#) and [interactive guide](#) produced to aid rapid understanding of the tool and its uses.

PLANS FOR FUTURE PERIODS

Our priorities for the 2025 are guided by our strategy and core principles. As both the scale of humanitarian need and the impacts of climate- and conflict-linked disasters grow, HRI emerges as vital to enhancing the acceptability, effectiveness, and efficiency of response, improving resilience in vulnerable communities, and fostering sustainable, locally-led practices. We will remain committed to being a responsible funder and use our funding, expertise, and convening abilities to identify and support pioneering research and innovation solutions to ongoing and emerging crises.

Next year will see the expansion and evolution of our organisation as we begin to integrate the UK Humanitarian Innovation Hub (UKHIH) into our team. We will support our colleagues throughout the process to make sure the transition is smooth and the end combination of Elrha and the UKHIH is a secure and aligned union. To strengthen our ability to deliver our strategy and long-term commitments, we will further develop our approaches to anti-racism, grant-management, external engagement and organisational structure to ensure a more resilient and effective Elrha.

We will continue to target our funding to address priority challenges, exploring research opportunities and potential partners to help strengthen the mpox response in the Democratic Republic of Congo, and an update to our 2020 gap analysis on disability and older age inclusion will assess progress and opportunities to drive further innovation, particularly in the humanitarian response phase. The UKHIH will relaunch its Responsive Fund, to support networked humanitarian actors to actively respond to emergencies through innovative and problem-led projects, convening around shared challenges, and strengthening sector-wide learning.

We will enhance the skills and knowledge of partners and stakeholders through targeted capacity strengthening initiatives, mentoring, and learning exchanges, particularly focusing on LMIC-based partners. We want to enable them to deliver high-quality HRI, build sustainable skills, attract future funding, and become leaders in HRI beyond the duration of the grant. With this objective in mind, we will also provide dissemination grants to help grantees effectively share and spread the findings and insights from their projects beyond the initial funding period, ensuring that valuable project outcomes reach a broader audience and have a lasting impact.

We will create new tools and guidance to support effective and responsible HRI, sharing findings from our latest research priority setting for sexual and reproductive health and rights (SRHR) and collating the module materials and feedback from our AI learning journey grantees on their experience. As our food insecurity and nutrition work enters its next phase, we will support the development of a framework and guidance on effective resources and interventions for addressing undernutrition. Into 2026, we'll be launching a call for academic-humanitarian partnership teams to test the tool in emergency settings.

We will identify more opportunities to bring together researchers, innovators and humanitarian actors, sharing insights from our cross-programme WASH initiative on the possibilities of climate adaptation in WASH response, as well as joint R&I opportunities in humanitarian WASH. We will bring these groups together through events and conferences, including our Research and Innovation Forums, which will take place in Nairobi, Kenya next year, offering actors from across the sector the chance to explore pressing challenges affecting humanitarian R&I, and the transformative solutions available to address them.

2. FINANCIAL REPORT

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and the second edition of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), published in October 2019.

The financial overview for 2024 is set out in the Statement of Financial Activities on **p51**.

FINANCIAL ACTIVITIES

INCOME

Income received during 2024 was comparable to the previous year and totalled £12.7m (2023: £12.7m), of which 99.93% was restricted (2023: 99.99%). Restricted income comprised of grants from institutional donors including the UK Foreign, Commonwealth and Development Office (FCDO), the Netherlands Ministry of Foreign Affairs (NL MFA), the Department for Health and Social care (DHSC) and the Norwegian Ministry of Foreign Affairs. Elrha also received income from Wellcome Trust, in the form of a grant.

As all restricted income is recognised on a performance basis, the amount recognised in the financial statements is determined by expenditure on the relevant charitable activities.

Unrestricted gift in kind income of £7k was recognised being transferred from restricted reserves in 2024, (2023: £0), arising from historic gift in kind income previously recorded as donor income during 2021. No unrestricted donations were received during the year (2023: £24).

EXPENDITURE

Total expenditure increased slightly in 2024 to £12.6m (2023: £12.7m). Within the main cost categories of Elrha's activities, the level of grant disbursements made in 2024 fell by £0.9m to £7.7m (2023: £8.6m) representing 61% of the total spent (2023: 69%). This is due to grants receiving lower disbursements in the later stages of their project timelines. Direct activity costs in 2024 increased from the amount spent in the previous year, totalling £3.0m (2023: £2.5m), representing 24% of the total expenditure (2023: 20%), due to increased activity levels and additional support offered to grantees within the UKHIH and HIF programmes.

Humanitarian Innovation Fund (HIF) expenditure

Expenditure by the HIF programme constituted 43% of Elrha's total spend in 2024, 4% higher than that incurred in 2023, totalling £5.4m (2023: £5.2m). Whilst a new grant cohort was launched during the year, most current active grantees are moving towards the latter stages of their project timelines, requiring lower value disbursements resulting in the amount expended in grants disbursements during 2024 being 17% lower at £3.0m (2023: £3.6m). Costs associated with directly implemented activity rose by 67% to £1.5m (2023: £0.9m), and programme support costs increased by 29% to £0.9m (2023: £0.7m) consistent with an increase in the work undertaken to offer non-financial support to active grantees and to demonstrate the impact of their work.

Research for Health in Humanitarian Crises (R2HC) expenditure

Total expenditure incurred by the R2HC programme fell by 16% during 2024 to £4.4m (2023: £5.1m), constituting 35% of Elrha's total spend. Following the launch of a large grant cohort in 2023, grant disbursements in 2024 fell by 22% to £3.1m (2023: £4.0m) due to lower value disbursements being required for second and subsequent tranche payments. Directly implemented activity costs also fell from £0.8m in 2023 to £0.7m in 2024, as the initiatives in child and nutrition health research and food insecurity were completed during the year.

Global Prioritisation Exercise (GPE) and the UK Humanitarian Innovation Hub (UKHIH) expenditure

The GPE programme ended in during 2024 with only final £96k being expended, compared to £626k in 2023. Costs attributed to the final stages of this programme primarily related to the production and dissemination of synthesis and impact reports.

The UKHIH spent a total of £2.7m (2023: £1.5m) during 2024, an increase of 80% from 2023. Grants disbursements rose to £1.6m (2023: £1.0m), and during 2024 the UKHIH increased its level of non-grant making activity by 136% to £0.7m (2023: £0.3m), as explained in more detail on **p28–31**.

Operational support costs

Across all programmes, Elrha's operational support costs, totalled £1.9m (2023: £1.4m), and include spending on items that are related to:

- organisation-wide management, facilitating the smooth running of day-to-day activities and ensuring the decision-making is based on accurate information and the efficient and charitable use of our resources
- essential infrastructure, including management of premises and facilities, information technology (IT) services, and corporate communication
- governance and ensuring internal and external compliance with policies and regulations
- employment costs not directly attributable to our programmes

During 2024 the total value spent on operational support has increased by £476k (33%) and constituted 15% of Elrha's overall spend. The increase reflects the additional support required to meet the increase in direct programme activity and expenditure incurred to support governance, organisational and systems improvements.

RESERVES AND FINANCIAL POSITION

Our total reserves as of 31 December 2024 were £721k (2023: £693k), of which £518k relates to restricted funds (2023: £454k), which means Elrha's restricted reserves increased by £64k in 2024. There were no designated reserves.

Elrha's reserves policy is to retain sufficient funds to safeguard operational continuity in the event of temporary income disruption, or to enable an orderly wind-down if continuation is

not possible. In line with the Delegation of Authority, any use of reserves must be approved by the Chair of the Board of Trustees or the Board Treasurer

While Elrha is currently awaiting the outcome of the UK Government's funding review, introducing some longer-term funding uncertainty, the Trustees remain confident in the organisation's short- to medium-term financial position. They believe that future incoming resources will be sufficient to support the continuation of existing projects and activities, and to respond to other needs under reasonable downside scenarios. The Trustees are therefore satisfied that Elrha has adequate resources to continue operating for at least 12 months from the date of approval of this report.

Accordingly, Elrha continues to adopt the 'going concern' basis in preparing the financial statements.

The Trustees are actively taking steps to seek and secure additional funding, from both current and new sources of income, with a view to protect Elrha's sustainability in the longer-term future

Investments

Elrha held no investments during the period.

RISK MANAGEMENT

Elrha employs a structured approach to risk management, ensuring the identification, analysis, and mitigation of potential risks that could affect the achievement of its objectives, including financial reporting.

RISK IDENTIFICATION AND ASSESSMENT

Every year, Elrha develops an organisational risk register which integrates financial risks, ensuring that all relevant risks are identified and assessed. The register clearly outlines:

- **The event constituting a risk**
- **The potential impact on the organization**
- **Likelihood and impact scoring** to determine the overall risk level
- **Risk strategy and specific actions** for managing each risk

Risk Analysis and Management

Elrha uses a systematic approach to analyse and manage risks by scoring both the likelihood of a risk occurring and the potential impact it could have on the organisation. Risks are categorised based on their scope, from transactional risks at the grant or team level, to managerial risks that affect programme objectives or functions, and organisational risks that could impact the entire organisation.

Elrha applies a risk matrix to define tolerance levels for each risk, helping to determine the appropriate management actions. This process helps the organization prioritize its efforts, ensuring resources are allocated to the most significant risks.

Ongoing Risk Monitoring

Elrha also maintains programme-level risk registers for initiatives like **R2HC** and **HIF**, which are reviewed quarterly and updated as needed. These risk registers are submitted to donors as part of annual reporting, ensuring external accountability. High-level risks are reviewed monthly by the Directors Group and, since 2024, presented to the Board's Risk & Audit Committee for oversight. Additionally, Elrha works closely with grantees and partners during the early stages of project selection, ensuring the objectives are clear and that risks are thoroughly identified. Grantees are required to submit a risk matrix as part of their proposal.

In summary, Elrha's risk management process is dynamic and comprehensive. By integrating detailed risk registers, regular assessments, and robust mitigation strategies, the organisation ensures that risks are effectively managed, protecting its objectives and financial integrity while supporting its work and mission.

3. STRUCTURE, GOVERNANCE AND MANAGEMENT

LEGAL AND ADMINISTRATIVE INFORMATION

Elrha is registered at 1 St. John's Lane, London EC1M 4AR under the laws of England and Wales as both a private limited company by guarantee (11142219) and a charity (1177110). A second office is located at 8 Cathedral Road, Cardiff, CF11 9LJ.

The charity was incorporated on 10 January 2018, although its activities had commenced in 2009, hosted by Save the Children Fund. At time of incorporation, the related assets were transferred to the separate legal entity on 1 May 2018 for nil consideration. The sole member of Elrha is the Save the Children Fund, of which Elrha therefore acts as a wholly owned subsidiary.

Under Elrha's Articles of Association, dated at incorporation, certain decisions are reserved for the member. These include, but are not limited to:

- i) any changes to the Articles of Association,
- ii) any alteration to the Charity name or registered office,
- iii) any structural change to the organisation e.g., setting up of subsidiaries mergers, sales, disposals, and liquidations, and
- iv) the appointment and removal of all Trustees.

TRUSTEES

The following individuals were members of the Board of Trustees (and Directors of Elrha for company law purposes), at the date on which the financial statements were approved and during the year:

- Dr. Jane Cocking OBE (appointed Chair on 1 January 2024)
- Andrew Toby Smith (appointed Deputy Chair since 6 March 2023)
- Freddy Bob-Jones (appointed trustee on 30 September 2024)
- Genevieve Kiff (appointed as trustee on 5 March 2024, and as Treasurer on 11 March 2024)
- Karen Twining Fooks
- Mathieu Cantegreil, (appointed as trustee on 30 September 2024)
- Rhea Tariq
- Sorcha O'Callaghan (appointed as trustee on 5 March 2024)
- Obianuju Aderemi (appointed trustee on 2 December 2024)

End of Trustee Tenures & Resignations during 2024

- Andrew Shellard (tenure as Treasurer and trustee ended on 12 February 2024)
- Andy Katz (tenure as trustee ended on 18 April 2024)
- Ebrima Saidy (tenure as trustee ended 31 December 2024)
- Margie Buchanan-Smith (tenure as trustee ended 31 December 2024)
- Dr. Marta Tufet Bayona (resigned as trustee on 3 December)

DIRECTORS GROUP

Day-to-day management of the charity is delegated by the trustees to Elrha's Directors Group. As at the date of approval of this report and during the year, the members of the Directors Group were:

- Jessica Camburn, Chief Executive Officer (resigned as CEO on 30 September 2024)
- Fiona McSheehy, Interim CEO (appointed 16 September 2024)
- Colette Fearon, Director, Impact and Engagement
- Thaïs Méndez de Andés Aldama, Director of Finance and Operations (resigned as DFO on 15 November 2024)
- Anne Godard, Interim DFO (appointed on 28 October 2024)
- Sian White, Director, UK Humanitarian Innovation Hub (additionally appointed as an Elrha Director on 30 September 2024)

EXTERNAL AUDITOR

Auditor: KPMG LLP, 15 Canada Square, London E14 5GL

Bankers: National Westminster Bank, PO Box 83, Tavistock House, Tavistock Square, London WC1H 9NA

GOVERNANCE

Elrha's governance structure is formed by three categories of governing bodies:

(a) Elrha Board of Trustees: its main purpose is providing strategic direction to the organisation, holding overall responsibility for how Elrha implements its strategy, safeguarding, the responsible use of its resources, and ensuring governance standards are upheld.

(b) Programme-based advisory groups and committees: depending on the scope of work defined in their terms of references, this category of governance bodies would (i) advise the Board of Trustees on the strategic direction of their programmes; and/or (ii) provide technical advice to the programme teams and make recommendations regarding programmatic priorities; and/or (iii) provide independent assessment and recommendations on funding decisions.

(c) Directors Group: is responsible for day-to-day management of Elrha's business, as delegated by the Board.

The UK Humanitarian Innovation Hub (UKHIH): is a hosted initiative within Elrha. Ultimate accountability for the UKHIH sits with the Elrha Board of Trustees, who delegates day to day responsibility for oversight and direction to the UKHIH Steering Committee, Advisory Group and UKHIH Director. The UKHIH Steering Committee is comprised of Elrha and FCDO representatives and the Chair of the Advisory Group.

UKHIH's Governance paper clearly captures roles and responsibilities of the different stakeholders (SC, UKHIH Director, Advisory Group, Elrha Board of Trustees and staff) and their different scope and level of authority in regard to UKHIH's activities and operations.

The UKHIH is, however, legally part of Elrha and, as set in the Memorandum of Understanding (MoU) describing the hosting arrangement, UKHIH follows Elrha's operating policies and procedures, unless otherwise agreed.

As part of Elrha, UKHIIH is under the mandate of Elrha Board of Trustees, who has the final authority to ratify UKHIIH governance structure and annual budgets (approved as part of Elrha overall annual budget), and in overseeing risks and potential liabilities of UKHIIH activities that could significantly impact Elrha. Progress on UKHIIH activities and budget execution is regularly reported to the Board of Trustees. At the Board meeting in September 2024, the Board of Trustees approved a recommendation for the Hub be integrated into Elrha by March 2026 to achieve the greatest collective impact.

BOARD OF TRUSTEES

Trustees, all of whom are non-executive, have been drawn from diverse backgrounds in business and professional life, and bring a broad range of experience and skills to Board deliberations. They are appointed in accordance with the provisions of Elrha’s *Articles of Association* and are recruited through open and competitive processes (except for one trustee appointed by Save the Children), against relevant skills and experience identified by the existing trustees as needed for the Board to perform their duties.

All trustees receive a full induction, including meeting with members of the Directors Group, designed to help them understand their statutory responsibilities, their role as Board members, the governance framework within Elrha, Elrha’s work, and the risk environment. Ongoing training is arranged as and when a need is identified.

There are clear distinctions between the role of the Board and the Directors Group, to which day-to-day management is delegated. The principles of ‘*management proposes*’ / ‘*Board decides*’; ‘*management implements*’ / ‘*Board monitors*’ form the basis of the Board and executive management team interaction. Items such as Elrha’s policies, strategic and annual plan, budget and risk assessments are prepared by the Directors Group for consideration and approval by the trustees. Members of the Board cannot, under the governance regulations of the charity, receive remuneration for services to Elrha and may only be reimbursed for incidental expenses claimed.

The Board carries out an informal annual self-assessment, wherein the Chair of the Board meets with each individual trustee and writes up a report identifying areas of strength and areas for improvement in the functioning of the Board.

As per the *Board’s Terms of Reference*, the Board met four times in 2024 and held an extraordinary meeting in July to address the transitioning to and plan for the recruitment of a new CEO for Elrha following Jessica Camburn’s announcement to leave Elrha at the end of September 2024.

Board attendance was as follows:

Name	Meetings
Dr. Jane Cocking	5/5
Andrew Toby Smith (Deputy Chair)	5/5
Andrew Shellard	1/1 – as observer & tenure ended Feb 2024
Andy Katz	1/1 – tenure ended April 2024
Ebrima Saidy	4/5
Freddy Bob-Jones	2/2 – tenure started Sept 2024
Genevieve Kiff	3/5
Karen Twining Fooks	5/5
Margie Buchanan-Smith	4/5

Name

Dr. Marta Tufet Bayona
Mathieu Cantegreil
Rhea Tariq
Sorcha O'Callaghan

Meetings

1/5
2/2 – tenure started Sept 2024
3/5
3/5

BOARD COMMITTEES

Risk & Audit Committee

In March 2022, the Board agreed to set up the Risk & Audit Committee (RAC) as a permanent committee to strengthen and provide advice to the Board on its oversight of risk and audit review. The committee comprises:

- the Treasurer to the Board
- the Deputy Chair
- an additional trustee
- Elrha's Director of Finance and Operations
- Elrha's Head of Finance

The RAC met four times in 2024, with an additional close out meeting with the auditors in June. The responsibilities of the RAC are to scrutinise the quarterly financial reporting and review the annual risk report. Additionally, the RAC, after review and consideration, recommends to the Board whether to approve the Annual Report and Accounts and the proposed Annual Budget for the following year.

Business Development Committee

The Business Development Committee (BDC) was created in June 2023, to provide advice to the Board on fundraising in support of the implementation of Elrha's new Strategy and the ongoing effective and sustainable resourcing of the organisation. The BDC does not hold any delegated authority from the Board, but provides advice and assurance to the Board and Elrha's management in three key areas:

- Developing a strategy for business development and plans for its implementation
- Fundraising, donor engagement and income generation
- Organisational profiling and marketing

OTHER BODIES IN GOVERNANCE FRAMEWORK

Each governing body described below has a clear term of reference that sets out their roles and responsibilities. It also sets out the process to avoid and manage potential conflict of interests, ensuring that the bodies uphold the highest standards of transparency and accountability.

Programme Advisory Groups

The HIF and R2HC Advisory Groups advise Elrha on the strategic direction of our grant-making programmes. These groups provide advice to the programme teams and make recommendations regarding programmatic priorities, set the direction and framework for grant-making, and are involved in the selection of Funding Committee members. The Chairs of the Advisory Groups report to the Elrha Board on an annual basis.

Programme Funding Committees

The function of our two Funding Committees, one for HIF and one for R2HC, is to provide independent assessment and recommendation of funding decisions. The Chairs of the Funding Committees report to their respective Advisory Group.

Technical Working Groups

The Technical Working Groups provide a greater depth of technical expertise for the focus areas on our HIF programme. The Chairs of the Technical Working Groups report to the HIF Advisory Group.

Our HIF Technical Working Groups for 2024 were in WASH, GBV, and DOAI.

Our Funders

Our programme funders retain the ability to veto the funding of a particular proposal before a final decision is made to grant restricted funds to a third party. However, programme funders cannot require that a third party receive a grant, and any final decision on whether a grant should be made remains with Elrha.

In addition, Elrha's funders may have observer status on the advisory groups and/or funding committees. This may be an ad-hoc or a regular arrangement and is agreed on a case-by-case basis.

TRUSTEES' RESPONSIBILITIES

Statement of trustees' responsibilities in respect of the trustees' Annual Report and the financial statements

The trustees are responsible for preparing the trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations or have no realistic alternative but to do so.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose, with reasonable accuracy, at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

EXTERNAL AUDITOR

KPMG LLP have expressed their willingness to continue to act as auditors. A resolution to reappoint them, under section 485 of the Companies Act 2006, was approved at the meeting in June 2024.

PROVISION OF INFORMATION TO AUDITORS

In the case of each of the persons who are directors at the time when the directors' report is approved, the following applies: so far as the directors are aware, there is no relevant audit information of which the company's auditor is unaware; and the directors have taken all steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information. This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

PUBLIC BENEFIT

Trustees have a duty to develop strategic plans to ensure that Elrha provide public benefit and achieve the charitable objectives as set out in our governing document. These objectives include the relief from hardship in cases of war, natural disaster, or catastrophe anywhere in the world; the promotion of education and training, and of research for the public benefit concerning these matters; and making publicly available the results of such research. These objectives fall under the purposes defined by the Charities Act 2011. We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

POLITICAL DONATIONS

No political donations were made during the period.

FUNDRAISING ACTIVITIES

Elrha's fundraising activities are currently limited to institutional donors and trusts. Elrha does not engage in fundraising from members of the public.

WORKING WITH PARTNERS

Elrha and UKHlH are working to maximise the impact of funded projects in alignment with strategic goals. Elrha provides funding through its programmes to various legal entities, and the eligibility criteria for these grants may vary depending on the specifics of the funding call. Each funding opportunity may have distinct requirements based on the challenge or focus area.

Proposals submitted go through the following process:

- 1) Elrha staff screen the proposal to ensure it is eligible for funding. In addition, for some funding calls, expressions of interest are short-listed by the Funding Committee, with successful applicants being asked to submit a full proposal.
- 2) Proposals that pass the screening/short-listing stage are reviewed technically by:
 - a. At least two independent technical reviewers with subject area expertise
 - b. Elrha staff, who will review the proposal budget

The Funding Committee has the authority to make funding recommendations up to the amounts agreed in the budget. For the R2HC programme, these recommendations are then approved by the donor(s).

After the Funding Committee evaluates the quality of a proposed project, the applicant organisation undergoes Elrha's due diligence process, which is a critical component of our risk management framework and part of our Mandatory Operating Procedures. As part of our due diligence process, implementing organisations and key project staff are vetted against sanctions, anti-terrorism, and other international risk monitoring lists. The policies of the lead organisation are checked to ensure they align with our safeguarding and financial control principles. Elrha evaluates the risk associated with granting to the lead organisation, and the grant is only confirmed once we are satisfied that risks are within acceptable limits or that sufficient mitigations are in place.

SAFEGUARDING AND ETHICAL BEHAVIOUR

Maintaining the safety and protection of those we work with, and our staff, is highly important across Elrha. This includes staff, governance groups, grantees, and the people our grantees work with. We have a zero-tolerance approach towards all forms of unethical behaviour, including bribery, facilitation payments, tax evasion and money laundering.

Criminal record checks are completed for all staff and trustees, and more enhanced checks are performed following a risk-based approach. As part of our due diligence process for grantees, we review their safeguarding policies to make sure they are in line with our policies.

We have an Incident Prevention and Management Policy – with a wide definition of vulnerable groups – and clear organisational values. These policies set out the standards of behaviour expected from all staff, trustees, grantees, and all others that we work with, particularly in relation to safeguarding. R2HC research studies are subject to review by an Institutional Review Board (IRB) to ensure they achieve recognised ethical approval before research is funded.

We have an incident reporting mechanism and are committed to investigating any potential breaches of our policies, whether within Elrha or the projects and studies we fund. All complaints are investigated, following established investigation guidelines, and should internal breaches be substantiated, disciplinary action would be taken, up to and including dismissal. With our grantees, substantiated breaches may result in us withdrawing funding and any other support.

We are committed to openness, and to keeping our donors informed of any complaints and the progress of any investigations. We are also committed to inform and work with our regulators and any relevant law enforcement agency where the complaint warrants this.

While we believe that our systems are effective, we are committed to their ongoing review and development. We will continue to identify and implement measures that will enhance policy and practice to ensure our standards meet or exceed best practice in the sector.

STAFF ENGAGEMENT AND WELLBEING

Our 2024 staff engagement survey revealed that our staff are highly motivated to support organisational goals and are inspired by our vision and purpose. Our staff expressed high levels of satisfaction with their relationships with line managers and immediate teams, feeling supported and valued in their roles.

Our staff are actively engaged through various activities including monthly all staff meetings, bi-annual away days, and monthly lunch and learn sessions which supports cohesion whilst working remotely. Staff are also encouraged to work on organisational initiatives such as Anti-Racist Working Group and the Staff Representative Group to support cross-team collaboration.

We remain committed to monitoring and enhancing staff wellbeing. Based on feedback from the 2023 Staff Engagement Survey, and as outlined in our annual plan, we launched our first Workplace Stress Audit in 2024.

The Workplace Stress Audit revealed that staff feel confident in understanding their roles and objectives and believe there are sufficient opportunities to discuss changes with managers. However, it also highlighted areas for improvement around managing high workloads, which are being addressed as part of a broader organisational plan.

Elrha's approach to wellbeing is reflected in our commitment to enabling staff to achieve a healthy balance between working from home and the office. Our new Workplace Flexibility Policy empowers employees to make decisions about where and when they work to suit their needs. We have expanded our resources to support mental health, resilience, and connection among colleagues; staff can access wellbeing support through our established Employee Assistance Programme (EAP) and easily find wellbeing resources through improved signposting on the Elrha intranet.

Staff Representation Group

Our Staff Representation Group was established in October 2023 to strengthen staff engagement with leadership and in organisational decisions. In its pilot year, the group engaged staff on key topics raised in the 2023 Staff Survey, including role motivation and internal communications, and put together a staff panel for the new CEO recruitment. In October 2024, staff voted in favour of extending the pilot for a further six months, during which time new facilitators will be recruited to take the group into its next phase.

EQUALITY, DIVERSITY AND INCLUSION

Elrha is an equal opportunities employer, as demonstrated by our HR policies and practices, which are rooted in the Equity, Diversity & Inclusion (EDI) principles approved by our Board in 2021, along with the provisions of the Equality Act 2010.

We believe that inclusion is closely tied to staff engagement and wellbeing. Our culture is built on kindness and fairness, and we are dedicated to championing employee wellbeing, recognition, and appreciation. We ensure that our supportive and flexible working environment keeps staff connected, motivated and well-informed.

We are committed to fostering an inclusive and supportive working environment, free from discrimination, harassment, and victimisation. We actively promote equal opportunities and respect for diversity, and these values are clearly reflected in our EDI principles, policies and procedures.

In recruitment, our goal is to increase the diversity of our staff to better represent the communities we support. To achieve this, we actively use a variety of recruitment platforms to reach a broad pool of candidates and encourage applications from diverse background, reinforcing this message clearly on our job advertisements. We recruit and promote based on merit and continue to explore internal opportunities for staff development and succession planning.

PAY AND REWARD

We want our staff to feel valued and appropriately rewarded and recognised for the work they do, and put ourselves in the best position to attract, retain and inspire exceptional individuals to help us achieve our purpose. We aim to reward our staff fairly and consistently in relation to their level of work and to ensure our pay processes are simple and easy to understand.

Our Salary and Progression Structure ensures that staff are paid competitively according to the role that they do. Our salary bands are benchmarked externally against those of similar sized charities. We are fully transparent about pay when we advertise for any role, sharing the starting salary in all instances. We are proud to continue to support the charity sector's call for salary transparency.

We also aim to offer an attractive benefits package including pension, life cover, organisational sick pay and family friendly pay and leave schemes; incremental increase in annual leave depending on length of service; opportunities for learning and development; a comprehensive EAP and a strong ethos of flexible working.

Salary progression is awarded according to our Annual Salary Increase Principles, which allow for pay progression for staff who remain in the same role over time, rewarding their increasing proficiency and expertise in that role. In addition, our reward approach seeks to mitigate any impact of cost-of-living increases when and if relevant. The new approach, introduced in 2023, has provided Elrha with a clear framework to set salary levels for new positions.

RECRUITMENT AND RETENTION

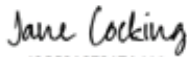
Like many organisations in our sector, we have experienced a period of higher-than-usual staff turnover, reflecting broader trends across the job market. This has impacted the

organisation with knowledge loss, prompting us to implement simpler, more effective ways for teams to share knowledge and reduce the risk of gaps.

The increased turnover has resulted in greater recruitment activity and associated costs as we replace departing staff. In addition, we have created new roles to meet the evolving needs to the organisation. We are pleased to have attracted and onboarded exceptional candidates through our recruitment efforts. Our comprehensive induction programme ensures new team members feel welcomed and well-prepared, and we regularly review this process to provide the best possible start to their journey with Elrha. We remain committed to listening to our staff and identifying ways to improve retention rates.

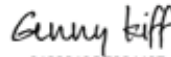
APPROVAL OF THE TRUSTEES' REPORT

The Trustee's Report (**pp6–46**) was approved by the Board of Trustees on 30 October 2025 and signed on its behalf by:

DocuSigned by:

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Dr Jane Cocking

Chair of the Board of Trustees

Signed by:

 8133810CE384497...

Genny Kiff

Treasurer

INDEPENDENT AUDITOR REPORT TO THE MEMBERS OF ELRHA

OPINION

We have audited the financial statements of Elrha for the year ended 31 December 2024 which comprise the Statement of Financial Activities, Balance Sheet, and the Cash Flow Statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 December 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Charitable Company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The Trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the Charitable Company or to cease its operations, and as they have concluded that the Charitable Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the Trustees' conclusions, we considered the inherent risks to the Charitable Company's business model and analysed how those risks might affect the Charitable Company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the Trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate; and
- we have not identified, and concur with the Trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the

time they were made, the above conclusions are not a guarantee that the Charitable Company will continue in operation.

FRAUD AND BREACHES OF LAWS AND REGULATIONS – ABILITY TO DETECT

To identify risks of material misstatement due to fraud (“fraud risks”) we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of Trustees and management, and inspection of policy documentation as to the Charitable Company’s high-level policies and procedures to prevent and detect fraud, as well as whether they have knowledge of any actual, suspected or alleged fraud
- Reading Board of Trustees minutes
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls.

We have not identified a fraud risk related to revenue recognition. The majority of revenue relates to grant income, which is agreed in advance, and has simple recognition criteria relating to expenditure incurred.

We did not identify any additional fraud risks.

We also performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included journals posted by individuals who do not post frequently.
- Inspecting grant agreements to determine if income has been recognised in line with accounting policy.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with management as required by auditing standards. Additionally, we discussed with management the relevant policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

The Charitable Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies’ and charities’ legislation) and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Whilst the Charitable Company is subject to many other laws and regulations, we did not identify any others where the consequences of non-compliance alone could have a material effect on amounts or disclosures in the financial statements.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

OTHER INFORMATION

The Trustees are responsible for the other information, which comprises the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' Annual Report, which constitutes the Strategic Report, the Financial Report, and the Structure, Governance and Management Report for the financial year, is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- the Charitable Company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit;

We have nothing to report in these respects.

TRUSTEES' RESPONSIBILITIES

As explained more fully in their statement set out on pages 41-42 the Trustees (who are also the Directors of the Charitable Company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Charitable Company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES

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

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

THE PURPOSE OF OUR AUDIT WORK AND TO WHOM WE OWE OUR RESPONSIBILITIES

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Joanne Lees (Senior Statutory Auditor)

for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants

15 Canada Square, London, E14 5GL

31 October 2025

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2024

	Notes	Unrestricted funds £	Restricted funds £	Total funds for the year to 31/12/2024 £	Total funds for the year to 31/12/2023 £
Donations	3	7,200	(7,200)	-	24
Charitable Activities	4	1,683	12,669,746	12,671,429	12,717,716
Total Income		8,883	12,662,546	12,671,429	12,717,740
Charitable Activities	5	(45,583)	(12,598,534)	(12,644,117)	(12,495,974)
Total Expenditure		(45,583)	(12,598,534)	(12,644,117)	(12,495,974)
Net Income and net movement in funds		(36,699)	64,012	27,313	221,766
Reconciliation of Funds:					
Total Funds Brought Forward		239,543	453,704	693,247	471,481
Movement in Funds		(36,699)	64,012	27,313	221,766
Total Funds Carried Forward		202,844	517,716	720,560	693,247

The statement of financial activities includes all gains and losses recognised in the period

BALANCE SHEET

As at 31 December 2024

	Notes	31/12/2024 £	31/12/2023 £
Current Assets			
Debtors: amounts falling due within one year	11	2,558,768	2,327,607
Cash at bank and in hand	16	303,530	55,743
		2,862,298	2,383,350
Liabilities:			
Creditors: amounts falling due within one year	12	(2,141,738)	(1,690,103)
		(2,141,738)	(1,690,103)
Net assets		720,560	693,247
The funds of the charity:			
Restricted income funds	15,16	517,716	453,704
Unrestricted funds	16	202,844	239,543
Total Funds		720,560	693,247

The notes on **pp51–67** form part of the financial statements.

Approved by the Board on 30 October 2025 and signed on its behalf by:

DocuSigned by:
Jane Cocking
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Dr Jane Cocking

Chair of the Board of Trustees

Signed by:
Genny Kiff
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Genny Kiff

Treasurer

CASH FLOW STATEMENT

For the year ended 31 December 2024

	Notes	Year to 31/12/2024 £	Year to 31/12/2023 £
Cash flows from operating activities			
<i>Net cash provided by operating activities</i>	a)	247,787	(46,168)
Change in cash and cash equivalents in the reporting period		247,787	(46,168)
Cash and cash equivalents at the beginning of the reporting period		55,743	101,911
Cash and cash equivalents at the end of the reporting period	b)	303,530	55,743

NOTES TO THE CASH FLOW STATEMENT

(a) Reconciliation of net income to net cash flow from operating activities	Year to 31/12/2024 £	Year to 31/12/2023 £
Net income	27,313	221,766
Adjustments for:		
Decrease/(increase) in debtors	(231,161)	(918,389)
Increase in creditors	451,635	650,456
Net cash provided by operating activities	247,787	(46,168)
(b) Analysis of cash and cash equivalents	Year to 31/12/2024 £	Year to 31/12/2023 £
Cash at bank and in hand	303,530	55,743
Total cash and cash equivalents	303,530	55,743

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

General Information and Basis of Accounting

Elrha is a charitable company incorporated in England and Wales and domiciled in the United Kingdom under the Companies Act 2006. The address of the registered office is:
1 St. John's Lane
London
EC1M 4AR

Elrha is a public benefit entity. The nature of Elrha's operations and its principal activities are set out in the trustees' report (including the strategic report) on **pp7–32**.

Save the Children UK (company number 00178159; charity numbers 213890 (England and Wales) and SC039570 (Scotland)) is the sole member of Elrha. Save the Children UK's principal purpose is to save children's lives and tackle global child poverty. Elrha's results will be consolidated with those of Save the Children UK and the consolidated accounts can be obtained by the public at the registered office address given above.

Basis of Preparation

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The functional currency of Elrha is pounds sterling because that is the currency of the primary economic environment in which Elrha operates.

As of 31 December 2024, Elrha's total reserves stood at £721k (2023: £693k), of which £518k relates to restricted funds (2023: £454k). There were no designated reserves.

Elrha's reserves policy is to retain sufficient funds to safeguard operational continuity in the event of temporary income disruption, or to enable an orderly wind-down if continuation is not possible. In line with the Delegation of Authority, any use of reserves must be approved by the Chair of the Board of Trustees or the Board Treasurer.

Going concern

The UK government department, FCDO (Foreign, Commonwealth and Development Office), is currently Elrha's principal donor. Elrha has confirmed funding through to September 2026 from the FCDO, which is in line with our forecasts, and we expect confirmation of our long-term funding position by January 2026. While this introduces a degree of uncertainty, particularly regarding future UK government support, Elrha is actively seeking to diversify its

funding base to strengthen financial resilience. The Trustees have also considered Elrha's ability to access the Credit Facility Agreement with SCUK, which could be used, if required, to provide financial flexibility during this period of uncertainty. As at 31 December 2024, £2.5 million of the £2.5 million facility remained undrawn. The facility is uncommitted, repayable on demand, and bears no interest. The going concern assessment covers a period of at least 12 months from the date of approval of the financial statements, extending beyond the current FCDO funding horizon.

Elrha has recently expanded and developed a healthy pipeline of new opportunities from multiple sources, including new partnerships and diversified income streams beyond FCDO. This proactive approach, combined with strategic planning and strong financial oversight, positions Elrha to manage future challenges effectively and continue delivering impact across our programmes.

The Trustees remain actively engaged in securing additional funding from both existing and new sources to support Elrha's sustainability beyond the current funding horizon. The Trustees acknowledge that reliance on FCDO funding and the discretionary nature of the credit facility introduces inherent uncertainties.

To strengthen resilience under future funding scenarios, Elrha is planning a strategic restructure from April 2026. This will involve streamlining staffing roles to ensure they are aligned with effective and efficient delivery, and can accommodate reduced funding levels if required.

The Trustees have prepared cash flow forecasts for a period of 12 months from the date of approval of these financial statements. These have been prepared using prudent assumptions, based solely on secured and committed income, and incorporate the potential impact of severe but plausible downside scenarios. Having reviewed these, the Trustees are confident that Elrha has sufficient resources to continue operating and delivering its planned activities for at least 12 months following the approval of this report.

Accordingly, Elrha continues to adopt the 'going concern' basis in preparing the financial statements.

Fund accounting

Unrestricted funds are those which are available for the general purposes of Elrha at the discretion of the trustees. The trustees may elect to dedicate some funds for specific purposes. No funds have been dedicated in this way during the period.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the charity for particular purposes. Costs are charged against the specific fund in line with donor wishes. An analysis of each restricted fund is set out in note 15.

In case of a deficit or surplus in restricted funds, the following approach is applied:

- if there is a deficit in restricted funds at the end of the year, the likelihood of future income being received which could cover this shortfall is assessed. A deficit is considered acceptable to the extent there is a realistic expectation of future income to cover the shortfall. If this

condition does not apply, any shortfall must be immediately made up through a transfer from unrestricted funds.

- the restricted funds balance will be assessed at the end of each funding arrangement with a donor. If the balance is in deficit and the end of the funding arrangement means the prospect of future income to make up the shortfall is now unlikely, a transfer from unrestricted funds will be made. If the balance is a surplus, the implications will be assessed in light of donor restrictions, which may require that surplus income is repaid to the relevant donor.

Income

Income is recognised in the statement of financial activities when Elrha is legally entitled to the income, receipt is probable, and it can be effectively measured.

Grant income

Most of Elrha's income is donor funding, which is granted either directly from donors, or via Save the Children UK. In general, grants represent restricted income from governments, agencies and foundations, corporates and trusts and have been included as 'Incoming resources from charitable activities' where these grants specifically outline the goods and services to be provided to beneficiaries. For these performance related grants, in the absence of specific milestones to determine entitlement, income is recognised to the extent that resources have been committed to the agreed outcomes and outputs as this is deemed to be a reliable estimate of the right to receive payment for the work performed. In this case cash received in excess of expenditure is included as a creditor (as deferred income) and expenditure in excess of cash included as a debtor (as accrued income). Unless otherwise specified by donors, restricted funds are not held in separate bank accounts.

Consulting income

Consulting income is income arising from services provided by Elrha to other humanitarian organisations. Such services are closely aligned with Elrha's charitable objectives and expertise and include activities such as training and research to support other organisations with which Elrha shares common goals. Income from these contracts is unrestricted and any profits generated are used to fund Elrha's other charitable activities. As with grant income, consulting income is recognised either upon the achievement of specific milestones, or in the absence of such milestones, income is recognised to the extent that resources have been committed to the agreed outcomes and outputs, until contract completion allows for a final and accurate accounting of profit or loss.

Gifts in Kind income (GIK)

GIK (Gifts in Kind) include goods for project distributions or resale, pro-bono services and supplies. GIK must be included in the accounts as income and expenditure and valued at market value by management and/or the donor. No monetary value is attributed to volunteer work.

Expenditure

All expenses are recognised on an accruals basis.

Expenditure on charitable activities is any that relates directly to fulfilling the charitable objects of Elrha.

Grant funding expenditure comprises the direct value of sub-grants made by Elrha to partner organisations during the year, as detailed in note 7. Grants funding costs are reported against the programme to which they relate.

Expenditure on 'activities undertaken directly' includes all costs of activities directly attributable to specific programmes or projects.

Support costs represent core activities and services, such as general management, governance, human resources, communications, financial management and premises costs, and are allocated across the categories of charitable activities in proportion to the services provided.

Staff costs are analysed and apportioned on the basis of management's estimation of the time spent on each activity and are allocated to activities undertaken directly or support costs according to the role of the staff concerned.

Termination benefits

Termination benefits are payable when employment is terminated, or whenever an employee accepts voluntary redundancy in exchange for these benefits. Termination costs are recognised at the point at which Elrha is committed to incur these costs.

Provisions

Provisions for liabilities are recognised when there is a legal or constructive obligation for which a measurable future outflow of funds is probable. Elrha held no provisions at the balance sheet date. (2023: nil)

Financial instruments

Financial assets and financial liabilities are recognised when Elrha becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Elrha only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid, net of any trade discounts due. Creditors and provisions are recognised where Elrha has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Defined pension contribution scheme

Save the Children UK operates a defined contribution retirement benefit scheme for all qualifying employees of group entities, including Elrha. For all schemes the amount charged to the statement of financial activities is in respect of the pension contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of Elrha's accounting policies, which are described in note 1, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure, with the exception of income recognition. In light of the guidance set out in the Charities SORP (FRS 102) all awards have been reviewed to determine their performance related conditions, see Accounting Policies (Grant income).

3. INCOME FROM DONATIONS

Year ended 31 December 2024

	Unrestricted	Restricted	Year to 31/12/2024
	£	£	£
Gift in kind income	7,200	(7,200)	-
Other	-	-	-
Total	7,200	(7,200)	-

Year ended 31 December 2023

	Unrestricted	Restricted	Year to 31/12/2023
	£	£	£
Gift in kind income	-	-	-
Other	24	-	24
Total	24	-	24

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	Year to 31/12/2024 £	Year to 31/12/2023 £
Humanitarian Innovation Fund (HIF)	-	5,264,565	5,264,565	5,671,817
Research for Health in Humanitarian Crises (R2HC)	-	4,402,010	4,402,010	5,143,093
Global Prioritisation Exercise (GPE)	-	75,443	75,443	280,156
UK Humanitarian Innovation Hub (UKHIH)	-	2,927,727	2,927,727	1,622,650
Other Charitable Activities	1,683	-	1,683	-
Total	1,683	12,669,746	12,671,429	12,717,716

5. EXPENDITURE

	Grant funding £	Activities undertaken directly £	Support Costs £	Year to 31/12/2024 £	Year to 31/12/2023 £
Raising funds					
Charitable activities					
Humanitarian Innovation Fund (HIF)	2,986,630	1,487,522	948,399	5,422,551	5,187,781
Research for Health in Humanitarian Crises (R2HC)	3,154,353	691,257	534,969	4,380,579	5,143,093
Global Prioritisation Exercise (GPE)	-	75,890	19,887	95,776	626,150
UK Humanitarian Innovation Hub (UKHIH)	1,593,500	761,208	344,919	2,699,627	1,538,950
Other Charitable Activities	-	(1,485)	47,068	45,583	-
	7,734,483	3,014,392	1,895,242	12,644,117	12,495,974

Total resources expended include the following:

Fees payable to the auditor

	Year to 31/12/2024 £	Year to 31/12/2023 £
Audit of financial statements	38,940	28,200
Total audit fees	38,940	28,200

6. ANALYSIS OF SUPPORT COSTS

	Year to 31/12/2024	Year to 31/12/2023
	£	£
Governance	71,971	60,215
General Management	773,492	530,258
Financial Management	232,325	226,727
Communications Support	286,348	269,603
Human Resources	267,969	90,592
Information Technology	132,927	122,401
Premises and Facilities	130,210	119,359
	1,895,242	1,419,155

7. ANALYSIS OF GRANT EXPENDITURE

	HIF	R2HC	UKHIH	2024 Total	2023 Total
	£	£	£	£	£
ACTION AGAINST HUNGER	77,517	30,899	-	108,416	155,033
ALIMA BUREAU	-	60,000	-	60,000	-
ALLIANCE FOR INTERNATIONAL MEDICAL ACTION (ALIMA)	-	230,000	-	230,000	407,821
AMERICAN UNIVERSITY OF BEIRUT (AUB) - (GBP)	-	100,040	-	100,040	97,850
AMREF HEALTH AFRICA	22,476	129,857	-	152,333	196,582
AMREF HEALTH AFRICA IN SOUTH SUDAN	-	79,912	-	79,912	-
ARBEITER-SAMARITER-BUND DEUTSCHLAND E.V.	-	-	-	-	45,000
BRANDEIS UNIVERSITY	-	-	-	-	49,729
BRONZE LIGTH TECH LTD	14,915	-	-	14,915	-
CARIBOU DIGITAL (UK) LTD	-	-	384,397	384,397	79,159
CARTONG	15,000	-	-	15,000	-
CENTER FOR GLOBAL DEVELOPMENT	-	-	-	-	-
CHATHAM HOUSE	-	-	-	-	-
COLUMBIA UNIVERSITY	-	51,047	-	51,047	153,591
COMMUNITY PARTNERS INTERNATIONAL	-	79,969	-	79,969	139,945
CONSILIENT LIMITED	87,320	-	-	87,320	66,603
CWS JAPAN	384,786	-	-	384,786	733,976
DANIELE LANTAGNE	3,932	-	-	3,932	-
DIGNITY DANISH INSTITUTE AGAINST TORTURE	-	39,570	-	39,570	-
ECOLE D'ECONOMIE DE PARIS (GBP)	-	-	-	-	37,498
EPICENTRE	14,581	118,866	-	133,447	162,578
ETHIOPIAN PUBLIC HEALTH ASSOCIATION	-	34,888	-	34,888	134,550
GONDAR UNIVERSITY HOSPITAL	-	-	-	-	250
GUJARAT MAHILA HOUSING SEWA TRUST	-	-	-	-	3,837
HANA ROHAN	-	-	27,140	27,140	-
HANDICAP INTERNATIONAL	-	47,039	-	47,039	-
HEALTHRIGHT INTERNATIONAL	2,182	9,037	-	11,220	66,641
HUMANITARIAN OUTCOMES LTD	-	-	150,924	150,924	498,646

	HIF	R2HC	UKHIH	2024 Total	2023 Total
	£	£	£	£	£
IBIS REPRODUCTIVE HEALTH INC	-	67,473	-	67,473	19,250
INDO GLOBAL SOCIAL SERVICE SOCIETY	-	-	-	-	1,863
INNOVATIONS FOR POVERTY ACTION	-	-	-	-	283,210
INTERNATIONAL CENTRE FOR DIARRHOEAL DISEASE RESEARCH BANGLADESH (ICDDR,B)	45,000	-	-	45,000	89,999
INTERNATIONAL FOUNDATION FOR RECOVERY AND DEVELOPMENT	15,000	-	-	15,000	-
INTERNATIONAL MEDICAL CORPS	-	(75)	-	(75)	-
INTERNATIONAL MEDICAL CORPS UK	15,000	-	-	15,000	-
INTERNATIONAL ORGANISATION FOR MIGRATION (GENEVA)	51,000	-	-	51,000	102,000
INTERNATIONAL RESCUE COMMITTEE UK	40,000	129,486	-	169,486	246,629
IPAS	40,000	9,423	-	49,423	129,277
ISLAMIC RELIEF WORLWIDE	-	-	-	-	44,250
IsraAID	134,174	-	-	134,174	-
JOHN HOPKINS UNIVERSITY (US BANK)	-	-	-	-	2,247
JOHNS HOPKINS UNIVERSITY	-	87,757	58,324	146,081	87,757
KAROLINSKA INSTITUTET , INSTITUTION OF PUBLIC HEALTH SCIENCES	-	157,680	-	157,680	197,099
LEH NUTRITION PROJECT	-	-	-	-	6,790
LIGHT FOR THE WORLD INTERNATIONAL	86,465	-	-	86,465	65,046
LONDON SCHOOL OF HYGIENE & TROPICAL	81,828	2,642	141,495	225,965	87,208
MCGILL UNIVERSITY	-	-	-	-	2,258
MERCY CORPS EUROPE	133,654	-	-	133,654	-
MONASH UNIVERSITY	-	-	-	-	53,438
NESTA	-	-	410,204	410,204	26,436
NORWEGIAN REFUGEE COUNCIL LEBANON	-	(6,095)	-	(6,095)	-
NOSSAL INSTITUTE LIMITED	132,881	-	-	132,881	121,547
ODI	77,439	-	-	77,439	-
OXFAM (OXFORD)	-	-	-	-	2,448
OXFAM GB	497,031	-	-	497,031	261,131

	HIF	R2HC	UKHIH	2024 Total	2023 Total
	£	£	£	£	£
PESITHO HOLDING ApS	-	-	-	-	57,718
PHILIPPINE GEOGRAPHICAL SOCIETY	-	-	-	-	3,269
PHYSICIANS FOR HUMAN RIGHTS	-	-	-	-	43,411
PLAN INTERNATIONAL UK	23,498	-	-	23,498	67,500
PRAGYA	-	-	-	-	85,768
QUEEN MARGARET UNIVERSITY EDINBURGH	-	-	-	-	2,568
QUEEN MARY UNIVERSITY OF LONDON	-	2,688	-	2,688	-
QUEENS UNIVERSITY AT KINGSTON	2,386	-	-	2,386	28,872
RAND EUROPE COMMUNITY INTEREST COMPANY	-	-	185,981	185,981	-
REACH OUT CAMEROON	-	7,270	-	7,270	-
ROYAL COLLEGE OF SURGEONS ENGLAND	-	-	-	-	88,200
SAVE THE CHILDREN (UK)	-	160,329	-	160,329	180,659
SEARCH FOR COMMON GROUND	14,980	-	-	14,980	-
SOCIETE DE COOPERATION POUR LE DEVELOPPEMENT INTERNATIONAL	15,000	-	-	15,000	-
SOS CHILDREN S VILLAGES UK	22,448	-	-	22,448	89,792
STANFORD UNIVERSITY	-	41,632	-	41,632	-
START NETWORK	668,412	-	-	668,412	740,160
STICHTING VU	-	118,883	-	118,883	-
STONEWALL EQUALITY LTD	29,700	-	-	29,700	89,100
SWISS TROPICAL AND PUBLIC HEALTH INSTITUTE (SWISS TPH)	-	79,597	-	79,597	79,597
TEARFUND	31,994	-	-	31,994	19,808
TERRE DES HOMMES FOUNDATION	-	-	-	-	86,987
THE AGA KHAN UNIVERSITY	-	12,936	-	12,936	12,936
THE BRITISH RED CROSS SOCIETY	90,000	141,018	-	231,018	-
THE GEORGE WASHINGTON UNIVERSITY	-	-	-	-	34,479
THE LONDON SCHOOL OF ECONOMICS	-	199,672	-	199,672	174,713
THE POPULATION COUNCIL (KENYA)	-	33,509	-	33,509	-
THE UNIVERSITY OF SYDNEY	-	39,937	-	39,937	-
TOPLUMUN PARLAK GELECEGI DERNEGI	9,193	-	-	9,193	-

	HIF	R2HC	UKHIH	2024 Total	2023 Total
	£	£	£	£	£
Trustees of Boston College	-	100,000	-	100,000	208,790
UCL CONSULTANTS LTD	52,321	-	-	52,321	-
UNIVERSITY NEW SOUTH WALES	-	193,539	-	193,539	143,982
UNIVERSITY OF APPLIED SCIENCES AND ARTS NORTHWESTERN SWITZERLAND	3,372	-	-	3,372	13,488
University of Brighton Academies Trust	18,998	-	-	18,998	151,986
UNIVERSITY OF CALIFORNIA REGENTS	-	16,368	-	16,368	-
UNIVERSITY OF COPENHAGEN	-	-	-	-	5,186
UNIVERSITY OF GENEVA, FACULTY OF MEDICINE	-	-	235,035	235,035	333,254
UNIVERSITY OF LEEDS	-	-	-	-	3,772
UNIVERSITY OF WASHINGTON	-	131,465	-	131,465	130,867
URMUL SEEMANT SAMITI	-	-	-	-	4,056
USTTB- FMOS-R2CH PROGRAMM	-	55,616	-	55,616	152,943
WATERSCOPE	8,221	-	-	8,221	27,118
WOMEN'S REFUGEE COMMISSION	-	-	-	-	-
WORDS RHYTHMS IMAGES	20,000	-	-	20,000	9,769
WORLD ALLIANCE FOR LUNG AND INTENSIVE CARE MEDICINE IN UGANDA (WALIMU)	-	159,668	-	159,668	139,710
WORLD HEALTH ORGANIZATION	-	197,642	-	197,642	490,684
WORLD VISION UK	-	3,169	-	3,169	-
YORK UNIVERSITY	3,926	-	-	3,926	46,063
	2,986,630	3,154,353	1,593,500	7,734,483	8,606,376

8. TRUSTEES

The trustees received no remuneration during the year.

During the year £3,144 (2023: £658) was expended on travel and accommodation expenses for three trustees (2023: 3) to attend and participate in meetings of the Board of Trustees.

No donations were received from trustees during the year (2023: nil).

9. EMPLOYEES

Payroll costs were as follows:

	Year to 31/12/2024	Year to 31/12/2023
	£	£
Wages and salaries	2,139,837	1,857,201
Social security costs	225,530	197,346
Pension costs	128,867	108,028
Other staff costs	34,244	32,234
	2,528,478	2,194,809

Payroll costs are included within expenditure classed as 'Activities undertaken directly' or 'Support costs' in Note 5 to these financial statements.

No redundancy costs were incurred in 2024 (2023: nil).

The average monthly number of employees during the year was:

	Average headcount ¹		Average FTE headcount ²	
	2024	2023	2024	2023
Elrha	44	44	44	43
	44	44	44	43

¹ Headcount is defined as the number of roles filled by employees.

² FTE headcount is defined as headcount adjusted to take into account hours worked, where employees do not work on a full-time basis.

During the year the following number of employees received employee benefits (excluding employer pensions costs) within the bands shown below.

	Year to 31/12/2024	Year to 31/12/2023
£60,001-£70,000	1	1
£70,001-£80,000	2	2
£80,001-£90,000	1	1

£90,001-£100,000

-	-
4	4

The total amount of employee benefits received by key management personnel during the year was £397,192 (2023: £316,773).

10. TAXATION

Elrha is a registered charity and as such is not liable to United Kingdom income or corporation tax on charitable activities or primary purpose trading activities.

11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/12/2024	31/12/2023
	£	£
Trade debtors	-	89,844
Amounts due from parent company	1,808,599	1,791,327
Grant debtors	736,309	434,223
Prepayments and accrued income	5,782	2,908
Other debtors	8,078	9,305
	2,558,768	2,327,607

There are no debtors expected to pay after a period of longer than one year.

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/12/2024	31/12/2023
	£	£
Trade creditors	493,096	358,304
Taxes and social security costs	49,058	50,258
Grant Obligations	124,776	-
Accruals	442,657	436,418
Deferred income	1,032,141	845,113
Other creditors	10	10
	2,141,738	1,690,103

13. FINANCIAL COMMITMENTS

The table below shows the charity's commitment to donors in delivering projects on their behalf, which are expected to be completed over a number of years. Elrha's obligation to deliver on these projects is conditional upon donor funding being received in accordance with grants agreements.

	31/12/2024	31/12/2023
	£	£
Within one year	12,387,107	15,696,996

In years two to five	1,225,374	3,916,266
After five years	-	-
	13,612,481	19,613,262

Sub Grant Commitments

The table below shows the charity's commitment to donors in delivering projects on their behalf, which are expected to be completed over a number of years.

A proportion of the funds needed for these programmes has already been received and is included within deferred income in note 12. For those not yet received, there are legal agreements with donors to ensure that Elrha will be reimbursed for completion of those projects. As described in note 1 (Going concern), Elrha retains the right to withdraw from these commitments in the event that donor funding is cut unexpectedly.

	HIF	R2HC	UKHIH	31/12/2024	31/12/2023
	£	£	£	£	£
Within one year	2,368,082	3,042,178	646,981	6,057,241	8,986,650
In years two to five	182,500	-	-	182,500	2,073,245
After five years	-	-	-	-	-
	2,550,582	3,042,178	646,981	6,239,741	11,059,895

14. ANALYSIS OF CHARITABLE FUNDS

Year ended 31 December 2024

	Opening balance	Income	Expenditure	Transfers	At 31/12/2024
	£	£	£		£
Unrestricted funds	239,544	1,683	(45,583)	7,200	202,844
Restricted funds	453,704	12,669,746	(12,598,534)	(7,200)	517,716
	693,248	12,671,429	(12,644,117)	-	720,560

Year ended 31 December 2023

	Opening balance	Income	Expenditure	Transfers	At 31/12/2023
	£	£	£		£
Unrestricted funds	239,519	24	-	-	239,544
Restricted funds	231,962	12,717,716	(12,495,974)	-	453,704
	471,481	12,717,740	(12,495,974)	-	693,247

15. RESTRICTED FUNDS

	Opening balance £	Income £	Expenditure £	Transfers £	At 31/12/2024 £
HIF					
FCDO - UK Foreign Commonwealth and Development Office	(127,206)	4,773,234	(4,931,351)	(35,665)	(320,987)
MFA Netherlands	(301,478)	1,207	(1,076)	301,348	-
Government of Norway	-	490,124	(490,124)	-	-
	(428,684)	5,264,565	(5,422,551)	265,683	(320,987)
R2HC					
Wellcome Trust	-	1,126,046	(1,122,046)	(4,000)	-
Department of Health (UK)	-	633,521	(616,090)	(17,431)	-
FCDO - UK Foreign Commonwealth and Development Office	-	2,642,443	(2,642,443)	-	-
	-	4,402,010	(4,380,579)	(21,431)	-
Global Prioritisation Exercise (GPE)					
FCDO - UK Foreign Commonwealth and Development Office	15,048	75,443	(95,647)	5,156	-
MFA Netherlands	301,478	-	(130)	(301,348)	-
	316,526	75,443	(95,777)	(296,192)	-
UK Humanitarian Innovation Hub (UKHIH)					
FCDO - UK Foreign Commonwealth and Development Office	112,158	2,927,727	(2,699,627)	(19,271)	320,987
	112,158	2,927,727	(2,699,627)	(19,271)	320,987
Other					
Other movements in restricted funds	453,704	(7,200)	-	71,212	517,716
Total restricted funds	453,704	12,662,546	(12,604,534)	-	517,716

Effective on 2 September 2020, the Department for International Development (DFID) merged with the Foreign and Commonwealth Office to create the Foreign, Commonwealth and Development Office (FCDO).

All arrangements previously entered into with DFID transferred to the FCDO as of the date of the merger.

Since Elrha's establishment in 2018, funding arrangements have been in a process of transition, going via SCUK subgrants, to funding agreements directly between Elrha and external donors. In 2024, all Elrha's funding was received directly from donors with the exception of funding from Wellcome, which continues to be provided via SCUK.

The transfer movement in restricted funds relates to the balance arising from unutilised ICR funding during the year

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	At 31/12/2024 £
Debtors: amounts falling due within one year	202,047	2,356,721	2,558,768
Cash at bank and in hand	797	302,733	303,530
Creditors: amounts falling due within one year	-	(2,141,738)	(2,141,738)
	202,844	517,716	720,560

17. EMPLOYEE BENEFITS

Save the Children UK operates a defined contribution retirement benefit scheme for all qualifying employees of group companies, including Elrha. The total expense charged to the statement of financial activities in the year ended 31 December 2024 was £128,867 (2023: £108,028). Pension contributions are included under Expenditure as 'Activities undertaken directly' or 'Support Costs' in Note 5 to these financial statements.

The contributions outstanding at 31 December 2024 were £0 (2023: £0).

18. RELATED PARTY TRANSACTIONS

Save the Children UK (company number 00178159; charity numbers 213890 (England and Wales) and SC039570 (Scotland), registered address; 1 St John's Lane, London, EC1M 4AR is the sole member of Elrha.

During 2024 Elrha received sub-grant income from Save the Children UK (SCUK) of £1,126,046 in relation to awards where SCUK maintain the relationship with the donor. SCUK received sub-grant income from Elrha of £160,329 in relation to an award for deliverables under the R2HC programme, as shown in Note 7.

Under the shared services agreement Elrha paid SCUK £373,387 for the support services provided during the year, including use of office space. In addition, SCUK paid £12,051 towards one staff position within Elrha.

As at the 31 December 2024 the amount due from the parent company, SCUK, to Elrha was £1,808,599 as shown in Note 11.

19. POST BALANCE SHEET EVENTS

There are no post balance sheet events to report.

ELRHA

England & Wales - Charity number 1177110

Accounts



ANNUAL REPORT

2023

Elrha is registered in England and Wales as a Charity (charity number 1177110) and as a private company limited by guarantee (company number 11142219).



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Message from Margie Buchanan-Smith

Chair in 2023

In the four years that I have been chair of Elrha's Board of Trustees, humanitarian needs have risen at an alarming rate. By the end of 2023, nearly 300 million people¹ globally were in need of humanitarian assistance. It is estimated there are now more than 114 million people forcibly displaced due to persecution, conflict, violence and human rights violations, an increase of almost 40% since 2019² – yet international resources for humanitarian assistance have been falling. In the face of such widespread need how and where should we as a sector focus our efforts? How must we rethink and transform the ways we work to have maximum impact?

This is where research and innovation (R&I) have a key role to play. Elrha's work has continued to demonstrate the value of R&I as we fund and advocate for their combined potential to address some of the significant issues and challenges affecting humanitarian action today and into the future. Yet our research demonstrates that investments in humanitarian R&I still account for just a tiny fraction of global humanitarian spending.

The change needed is substantial. It requires collective action from across the humanitarian community. To meet this challenge, I was delighted to launch Elrha's new strategy this year. We are deliberately taking a long-term approach to deliver real and sustainable change. Our strategy looks to 2040 by which time we want to see a stronger and more equitable system, and one in which humanitarian R&I plays a transformative role. To achieve this, we need to seek out opportunities to collaborate and partner at all levels: with humanitarian actors, governments, the R&I communities, and, crucially, people affected by crises.

In the last year we have continued to support pioneering projects to achieve results through our Research for Health in Humanitarian Crises (R2HC) programme and our Humanitarian Innovation Fund (HIF), targeting some of the most challenging problems in our areas of focus. It has been rewarding to see our investments deliver real results in humanitarian policy and practice.

In Haiti, Problem Management plus (PM+) – a mental health intervention – will provide support to young adults and caregivers affected by trauma caused by the ongoing conflict and crisis; while in Somalia, Mali and Central African Republic, reusable antibacterial menstrual underwear and washing and drying bags will be introduced to address the need for quality, low-cost, culturally sensitive, environmentally-friendly menstrual health management (MHM) products. These are just highlights, and our annual report documents a wide array of exciting new evidence and solutions that are being developed by our programmes.

Our long-term research approaches and convening have also made great progress this year. Work on the development of an intervention package(s) to prevent and address undernutrition resulting from the global food insecurity crisis gained widespread engagement, while our Global Prioritisation Exercise (GPE) for Humanitarian Research and

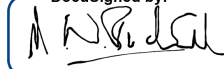
¹ [Global Humanitarian Overview 2024, OCHA](#)

² ["Forced displacement at record levels as a cause and consequence of increased need", Global Humanitarian Overview 2024, OCHA](#)

Innovation (HRI) continued to provide insights into the strengths and weaknesses of the global HRI system, consulting with humanitarian, research and innovation actors across the globe.

Our new strategy builds on the solid foundation of Elrha's work in the last decade. Importantly and appropriately, it raises our ambitions for the role of humanitarian research and innovation in the future. It also centres our values, and our three long-term commitments to become an anti-racist organisation, be climate responsible, and shift the power to researchers and innovators in low- and middle-income countries (LMICs). We are indebted to the experience and expertise of our staff, governing bodies, grantees, partners, and funders in continuing to propel our work forward.

While 2023 was only the first step on a long road to realising our vision, we are proud of the progress made and confident in our future direction. On a more personal note, 2023 marks the end of my time as Chair of Elrha's board. It has been an immense privilege to play this role, and it is with great pleasure that I hand over to Dr Jane Cocking as the new Chair from 2024 to guide us on the next leg of Elrha's journey.

DocuSigned by:

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Margie Buchanan-Smith

Chair of the Board of Trustees to 31 December 2023

ABOUT ELRHA

WHO WE ARE

- **WE ARE ELRHA** A global organisation that finds solutions to complex humanitarian problems through research and innovation.

- **OUR PURPOSE** We work in partnership with a global community of humanitarian actors, researchers and innovators to improve the quality of humanitarian action and deliver better outcomes for people affected by crises.

- **OUR ROLE** We are a leading actor in humanitarian research and innovation. We bring people together to tackle some of the most complex problems and strengthen the humanitarian system. And we support and champion robust research and proven innovations to improve humanitarian response.

- **OUR SCOPE** We want to see the positive impact of our research and innovation in acute phases of emergencies and in complex and protracted conflict settings where it's most needed, including work with internally displaced, refugee and host community populations.

THE CHANGE WE WANT TO SEE

STRENGTHEN AND CHALLENGE THE SYSTEM A system in which policy and practice continuously improve through the sustainable and strategic resourcing and adoption of new evidence and innovative solutions.

ADDRESS THE CRITICAL CHALLENGES We want to see an equitable and cohesive humanitarian system that routinely identifies and addresses critical humanitarian problems through research and innovation.

OUR VALUES

We live by a clear set of values. They're seen in our work within the humanitarian system and in how we operate and hold ourselves accountable as individuals and as an organisation and employer.

PUTTING PEOPLE AT THE CENTRE We are committed to being a truly inclusive and empathetic organisation that supports, encourages and recognises its people. We seek out and value diverse knowledge, experience and perspectives, listening to understand before we act. We believe people and communities affected by crises should be deeply involved in research and innovation processes, driving the changes they want to see.

WORKING WITH OTHERS We collaborate to bring about positive change. We build meaningful partnerships, investing in and nurturing our networks and creating space for open and honest dialogue. We understand the part we play in improving humanitarian response and we invite people to join our efforts, supporting others to lead where they are better placed to do so.

ACTING RESPONSIBLY We're a responsible and principled organisation to our core. We champion ethical approaches in humanitarian research and innovation, calling out practices that fall short and partnering only with organisations that share our commitment. We make decisions based on the best available evidence. We listen to and act on feedback, and we take accountability for our actions.

COMMITTED TO LEARNING We're always looking to develop ourselves and our work; it makes us better at what we do and more effective in what we achieve. We are evidence-led in our decisions and actions. We take on board different views and ideas that will help shape the future of humanitarian response. This appetite for learning and for discussion, reflection and recognition of achievement is engrained in our culture and our practices.

INSPIRING CHANGE We're ambitious in our vision for the future of humanitarian action. Positive, energetic, undaunted, we're committed to long-term investment in research and innovation that will deliver transformative change for people affected by crises. We generate momentum, motivating others to work with us and to support the positive differences we make.

DONORS

Our work is funded by: The UK Foreign, Commonwealth and Development Office (FCDO), The Netherlands Ministry of Foreign Affairs (MFA), the Norwegian Ministry of Foreign Affairs, Wellcome, and the Department of Health and Social Care (DHSC) through the National Institute for Health Research (NIHR).

ACKNOWLEDGEMENTS

For their guidance, dedication, and support throughout the year, we would like to acknowledge and thank Elrha's Board of Trustees. We would also like to thank the members of our Funding Committees, Advisory Groups, Technical Working Groups and GPE Reference Group, for continuing to provide invaluable expertise to our work.

Finally, we would like to acknowledge all our incredible partners and grantees, and the organisations we have worked with in 2023 for their collaboration and partnership.

TRUSTEES' REPORT

The Trustees (who are also Directors of Elrha for company law purposes), have pleasure in submitting their Annual Report and audited financial statements of the company for the year ended 31 December 2023.

1. STRATEGIC REPORT

1.1 2023 STRATEGIC OBJECTIVES

Underpinning our work at Elrha, is a drive to see a humanitarian sector that can deliver better outcomes for people affected by crises, and for nearly 15 years now we have funded vital research and innovation to this end. When we began, we were one of few working in these areas – now, we are one of many. This expansion is welcome but brings with it even greater responsibility to demonstrate impact.

We know well that meaningful change takes time, which is why [our new Strategy](#), finalised and launched this year, defines our work until 2040. Encapsulating our vision, values, our theory of change and long-term commitments, it lays out our plans to partner and collaborate with the wider community, to realise a collective vision for research and innovation, and to position them at the core of humanitarian practice.

To ensure we continue to progress against our goals, commitments and resolutions, we set out six strategic priorities for the organisation in 2023.

1. Meeting our donor commitments

We are committed to meeting the requirements of our donors, ensuring we deliver on our planned activities each year. In 2023, we delivered our commitments across all of our programmes and achieved strong satisfaction from our funding partners. Both HIF and R2HC received high ratings from FCDO for their work, with our R2HC programme receiving a top rating, noted for its timely, topical evidence, influence on humanitarian policy and practice, and significant contributions at outcome and impact level.

2. Delivering effective tools to measure and communicate impact

This year saw us increase our focus on our monitoring, evaluation, accountability, and learning (MEAL) systems. We introduced a range of improvements to support our organisational understanding of impact and how to document and communicate it. A key objective was that all grants which ended during 2023 were assessed at closure against their intended objectives. While we did not achieve this goal in full, we were able to finalise and test our assessment framework, ready for use on grants closing in 2024. A second objective was to establish a system for tracking the continued impact of grants post-closure. This year we commissioned a scoping study to further explore possible methodologies for this work, the findings of which will be shared in 2024.

3. Developing and progressing our new Strategy

We devised a launch to embed our new Strategy within our organisation, among our partners and throughout the wider humanitarian community. In line with our plans, we shared the Strategy internally in May. and created a system to capture our progress against it, developing a series of internal reporting cycles for the Strategy, alongside our three-year plan, annual plan and team plans. We launched the Strategy externally in June and continued to socialise it throughout the year among partners, donors and key stakeholders. As part of this, we also presented our work at 25 external engagements throughout the year.

4. Diversifying our funding

To ensure that we continue to be sustainable and resilient to shocks, we focused on developing new funding partnerships with a greater diversity of donors. In 2023, our main objectives were: 1) to secure funding for our 2024 activities, 2) to finalise our new Business Development Strategy and 3) to pursue at least two funding opportunities from new donors.

We made progress against all these objectives, receiving an uplift from the FCDO to cover and expand activities for the HIF and the UK Humanitarian Innovation Hub (UKHIH) meaning that our full programme of work is fully financed for 2024. The uplift also allowed us to finalise our 2024 System Strengthening activities. We established a new Business Development Committee of our Board of Trustees to oversee the development and implementation of our Business Development (BD) Strategy. The BD Strategy was completed in December 2023, alongside a set of core indicators and recommendations from the Committee for its implementation. A shortlist of potential donors has been identified and agreed to. Finally, we submitted two new funding proposals, the first to the Lego Foundation in April and second the Netherlands MFA in December.

5. Strengthening confidence in our leadership

Over the last year we have worked hard to strengthen engagement between our leadership and staff through the introduction of a staff representation group to improve how staff contribute to the overall organisation. In October 2023, we finalised a terms of reference and established ways of working, and three staff facilitators volunteered to support the group through a pilot year in 2024.

6. Improving our processes

Our operational systems required updating to ensure they continue to be fit for purpose for our current and future work. In 2023 we mapped the 'Minimum Viable Product' IT solution for our grant management system. We have also taken steps to improve our internal information sharing and knowledge management planning by designing a new intranet and document management system which will roll out in 2024.

LONG-TERM COMMITMENTS

As a member of the international humanitarian community, we recognise the legacy of our sector and that, as an influential, UK-based organisation, we hold a position of power and privilege that others do not. To hold ourselves accountable to people affected by crises, as part of our new long-term strategy we established three commitments to formalise the things we believe in, and how they will steer what we do and how we do it. In 2023 we committed to developing two-year action plans for each, making the following progress:

Commitment 1: Become an Anti-Racist Organisation

- We took the step as a whole organisation to acknowledge our role and our responsibility to address racism in our work and culture and formalised this as a long-term strategic commitment.
- We continued to support our staff-led Anti-Racism Working Group (ARWG) to facilitate ongoing learning, reflection and action.
- We co-developed draft terms of reference with our ARWG for an expert to support us to undertake an organisational self-assessment in 2024 and develop a tailored anti-racism action plan to address areas of change and improvement.

Commitment 2: Be Climate Responsible

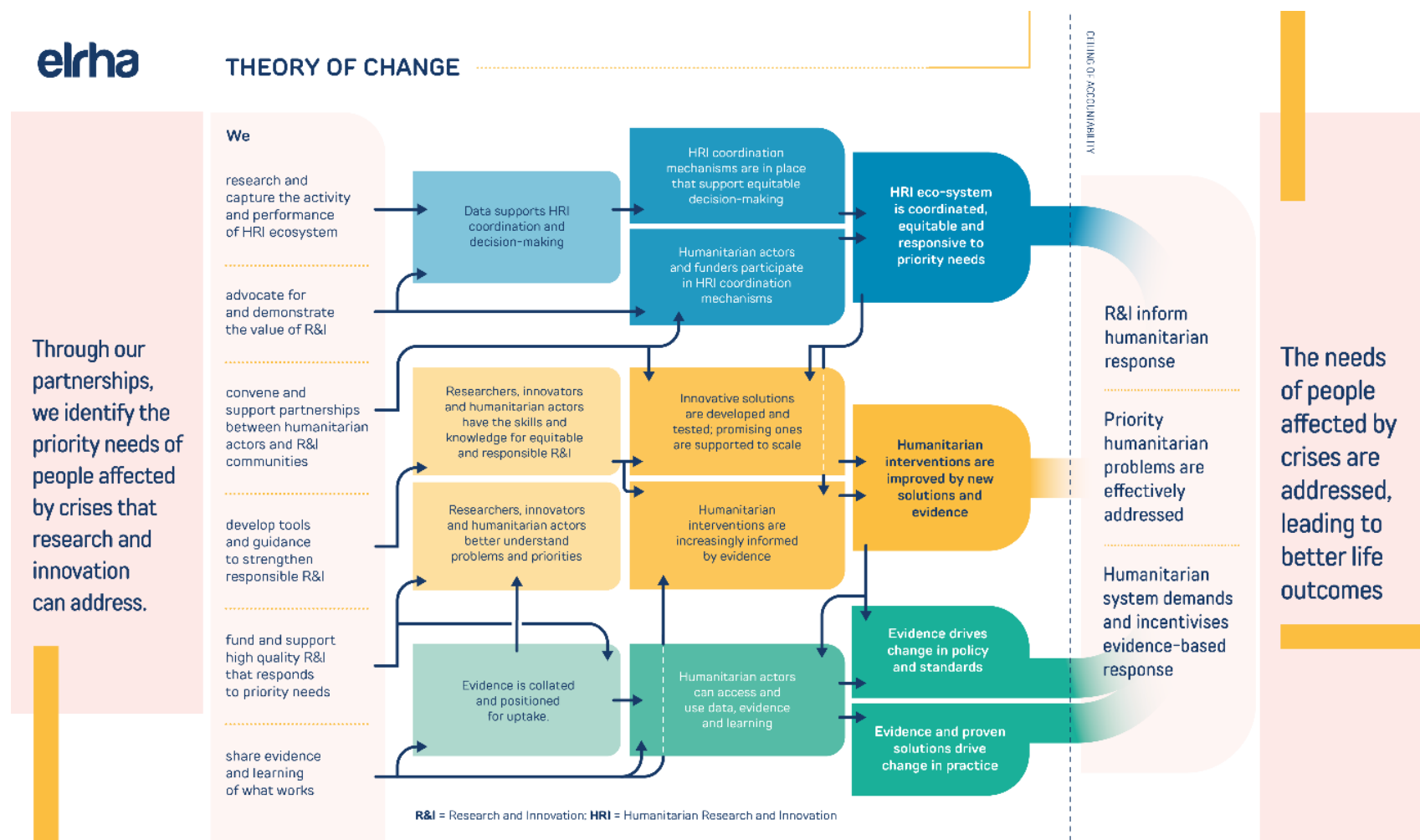
- We signed the Climate and Environment Charter for Humanitarian Organisations in June 2023, and we are developing targets to measure our progress in meeting the commitments made when signing the charter. These will be accompanied by an action plan that outlines how we will meet these targets.
- We began to form the vision for how Elrha will act, feel to its staff and be seen externally by 2040, in regard to being a climate and environmentally responsible organisation. This vision will be used as the basis for establishing the commitment's long-term goals and outcomes.

Commitment 3: Shift the Power to low- and middle-income countries

- We increased Global South leadership within our funded research. Since 2013, our research programme has been on a journey to increase low- and middle-income country (LMIC) participation and leadership. This year, an independent evaluation recognised that there has been considerable progress and learning, but many challenges remain.
- We promoted and modelled locally-led innovation through dedicated funding opportunities and through our membership of the Community Led Innovation Partnership (CLIP). However, we noted that the approach has not yet been mainstreamed across our innovation funding work, where the majority of grantees continue to be from high income countries (HIC) – we will continue to strive towards achieving greater balance of local and international partnerships.

THEORY OF CHANGE

As part of our new long-term Strategy, we developed our new Theory of Change (TOC) which articulates how we aim to achieve our objectives, our strategy, and the changes we'd like to see in the sector. The remainder of this report sets out our progress and achievements against the first year of our new strategy.



1.2. OUR PROGRAMMES

Our combined focus on research and innovation is central to our belief that the humanitarian system urgently requires robust evidence-based solutions. This allows us to invest in both with confidence, knowledge, and expertise.

HUMANITARIAN INNOVATION FUND

The Humanitarian Innovation Fund (HIF) aims to improve outcomes for communities affected by humanitarian crises by identifying, nurturing, and sharing more effective and scalable solutions. The HIF is a leading actor in the development and testing of innovation in the humanitarian system. Through the HIF, we fund, support, and manage innovation at every stage of the innovation process.

- We identify high quality innovation projects.
- We provide flexible and responsible grant management for those projects.
- We develop new tools and guidance to build the skills of our grantees and promote responsible innovation in the humanitarian system.
- We explore and actively build pathways to scale for funded projects.

2023 Highlights

The last 12 months have been busy for our innovation programme as it designed and launched 11 funding calls in addition to supporting 28 grants across its focus areas. We also continued to support five national organisations to facilitate locally-led innovation work (**p31**).

The funding calls, while greatly varied, all focused on meeting emerging and present needs throughout the humanitarian sector. A set of adoption challenges (**p18**) piloted innovations in a range of new contexts, including high severity settings, while the Advancing Innovation grants (**p26**) provided financial support to previously HIF-funded grantees to further support the progression of their innovations. A Data-Driven Inclusion challenge (**p25**) is supporting projects that could change and improve the way we collect and use data for disability and older age inclusion in humanitarian action, and our Gender-based Violence (GBV) Tech Innovation Challenge (**p27**) sought proposals for forward-thinking interventions using technology to address violence against women and girls in humanitarian settings.

In early 2023, the programme rolled out a flagship toolkit and background paper on participation in humanitarian innovation (**p22**). Developed in partnership with MIT D-Lab, the toolkit offers a robust approach to improving participation within HRI projects for, with, and by people affected by crisis.

It was also a year of appraisal and improvement for the programme it underwent an evaluation to assess its impact and effectiveness (**p16**).

RESEARCH FOR HEALTH IN HUMANITARIAN CRISES (R2HC)

Our Research for Health in Humanitarian Crises (R2HC) programme aims to improve health outcomes for people affected by humanitarian crises by strengthening the evidence base for public health intervention and to bring about positive change in humanitarian response. It achieves this by:

- Delivering world class research through collaboration between operational humanitarian agencies and research institutions.
- Bridging the gap between research and practice for public health interventions in humanitarian crises.
- Promoting equitable partnerships and ethical research practice.

The R2HC programme has built a unique community across humanitarian public health practice and research. This community represents a wealth of expertise and experience. We work hard to maximise the potential of research for the humanitarian system by commissioning studies and facilitating critical conversations for the sharing of knowledge and experience.

2023 Highlights

2023 was a landmark year for the R2HC as it celebrated ten years of funding humanitarian health research (**p17**). Recognising the milestone, the team turned an analytical lens on the programme, writing a series of articles on the evolution of their thinking, from how they fund to who they fund.

In keeping with our commitment to bridge the gap between research and practice, 2023 saw the launch of not one, but two new priority research agendas (**p21**) focused on mental health and psychosocial support (MHPSS) and water, sanitation and hygiene (WASH). Directly informed by humanitarian practitioners, these agendas will guide future research questions to improve public health interventions.

Demonstrating the value of research in humanitarian policy and practice is another core element of our work. This year we published 20 case studies focused on the impact of our funded research (**p15**). Insights from these studies laid the foundation for our guidance tool, the Research Impact Framework (**p22**), which illustrates the strategies and enabling factors for research to instigate change in humanitarian action.

To further support sector engagement with evidence, we launched a round of funding specifically aimed at research dissemination and uptake (**p24**). Existing and former grantees were invited to apply for dedicated funding to support the delivery of activities such as media outreach, practitioner and policymaker engagement and public dissemination.

To support our new research programme aimed at preventing undernutrition in regions affected by food insecurity, this year we funded a study identifying linkages between undernutrition and other health conditions in the Horn of Africa (**p24**).

Our new long-term Strategy includes our core commitment to creating a more equitable HRI system with greater accountability to people affected by crisis. Understanding that a large part of this relates to not just *what* but *who* we fund, analysis of the outcome of our 2022 research call showed us that adaptations in the application process resulted in more grants awarded to successful research teams based in LMICs than in the past. (**p29**).

GLOBAL PRIORITISATION EXERCISE (GPE) FOR HUMANITARIAN RESEARCH AND INNOVATION (HRI)

Our flagship initiative, the Global Prioritisation Exercise (GPE) for Humanitarian Research and Innovation (HRI) is the first of its kind in the research and innovation space. The GPE aims to improve outcomes for people affected by crisis and address gaps in knowledge about how HRI operates. Through understanding the landscape and highlighting changes that could improve things further it is hoped to amplify the impact of investments in HRI.

Through a programme of global research, mapping, and consultations across the humanitarian system we aim to reveal investment trends and activities in HRI, to highlight successful examples, identify what humanitarians and communities affected by crisis believe are the most pressing areas for investment, and support the development of an inclusive coordinating mechanism that enable actors to target activity to the most pressing needs.

2023 Highlights

This year we were able to share results from three of six regional consultations: South and Central Asia, Latin American and the Caribbean, and West Asia and North Africa (**p14**). The consultations examined the perspectives of HRI actors on how the ecosystem functions, and occasionally dysfunctions, identifying priority topics and attention areas.

The initial findings were presented as part of an event at UNOCHA's Humanitarian Networks and Partnerships Weeks (HNPW) where we explored a broader range of issues and challenges currently facing the sector (**p18**).

As part of our commitment to strengthening the humanitarian system, we also published a research report outlining a set of indicators to assess return on investment (ROI) and value-for-money (VfM) for innovation-focused investments (**p29**), and a case study on Ukraine (**p15**) which captured how the humanitarian community used and engaged with research, evidence and innovation in the first year of the response to the crisis in Ukraine.

1.3 WE RESEARCH AND CAPTURE THE PERFORMANCE OF THE HUMANITARIAN RESEARCH AND INNOVATION ECOSYSTEM

GLOBAL PRIORITISATION EXERCISE FOR HRI: REGIONAL CONSULTATIONS

The role of research and innovation at global, regional and national levels is crucial to ensuring a constant commitment to humanitarian work achieving the best possible outcomes for people affected by crisis. In 2023, we continued our work on a global, multi-level consultation to build an improved understanding of the strengths and weaknesses of the global HRI system and deepen our knowledge of priorities at all levels.

Through key informant interviews, the consultations gathered invaluable insights from stakeholders across six geographic regions (South and Central Asia, Latin American and the Caribbean, West Asia and North Africa; South and East Africa; West and Central Africa; Oceania, East Asia and Southeast Asia) and three national settings (Indonesia, Kenya, and Lebanon). These consultations shared the perceptions of regional and national humanitarian actors, and shed light on priority topics and areas that need HRI attention. This exercise extended further, delving into how the HRI system functions (and occasionally dysfunctions) in complex environments, as well as how exploring how the system can be improved.

We presented our initial findings at the 2023 Humanitarian Networks and Partnerships Week (HNPW) (**p18**), and later in the year, hosted a series of events to launch three regional reports. Here we shared takeaways with humanitarian practitioners and R&I actors from the participating regions (**p19**) – [Latin America and the Caribbean](#), [West Asia and North Africa](#) and South and Central Asia, as well as publishing the first national report, [Lebanon](#).

Beyond the geographical consultations, we also delved into systemic and thematic areas, publishing 'A Return on Investment and Value for Money Assessment Methodology for the Humanitarian Innovation Ecosystem' (**p29**) which explores a model to assess ROI and VFM for innovation-focused investments to help increase alignment of methods that could be adopted by actors currently investing in humanitarian innovation. Our summary paper, [A Systematic Review of the Humanitarian Research and Innovation System](#) captures key HRI actors, where they are geographically located and geographic and thematic outputs of HRI. And our case study 'Adaptive Innovation in the Ukraine Humanitarian Response: How Context, Leadership and Partnerships Matter' (**p15**), painted a picture of how the humanitarian community has used and engaged with research, evidence and innovation in the first year of the response to the crisis in Ukraine.

Our further regional and national reports will be published in 2024, alongside our flagship Global Insights Report which will be the culmination of all the research and consultation activity and provide the most comprehensive overview of the HRI landscape to date.

1.4 WE ADVOCATE FOR AND DEMONSTRATE THE VALUE OF RESEARCH AND INNOVATION

We have been at the forefront of HRI for more than 15 years, contributing to the improvement and advancement of humanitarian response. More than ever, researchers, innovators, and their funders – including us – are increasingly called upon to demonstrate the impact and value of their work so that evidence can reach humanitarian stakeholders who can use it to enhance programmes, policy and practice for people affected by crisis.

CASE STUDIES

As well as a tool to inspire and guide our grantees, case studies are central to how we assess and illustrate our impacts and that of the wider R&I community. Over the last year, we have produced 29 case studies and showcase videos that offer both best practice for researchers and innovators, and evidence for how R&I can continue to support and improve humanitarian response.

Ukraine Report

Our [Ukraine Case Study](#), published in April, paints a picture of how the humanitarian community has used and engaged with research, evidence and innovation in the first year of the response to the crisis in Ukraine.

Russia's re-invasion of Ukraine in February 2022 caused a humanitarian emergency with an estimated 17.7 million people in urgent need of aid. Ukraine was a new country of operation for most agencies, and for Ukrainian organisations the crisis presented a new context. This led to significant scaling up and uncertainty in the humanitarian response to the crisis.

The case study found that innovation played a crucial role in the humanitarian response, albeit internal rules and procedures acted as brakes on innovation by limiting risk-taking in many cases. New technology, particularly in the health sector, was used at a scale never seen before in humanitarian action. Finally, flexible funding was a key enabler and the lack of this was deemed to be a major barrier.

Research Impact

Our aim is for the research we fund to influence humanitarian policy and practice. This is often challenging in reality, and little evidence has been developed on how research **impact** happens in humanitarian contexts. To address this, the [R2HC launched 20 case studies](#) capturing the footprint of their funded research. The case studies detail impacts delivered, effective outreach and communication strategies used to engage stakeholders, and lessons learned about the contextual factors and enablers that aid the influence of research.

The studies encompass a huge variety of countries, contexts and focus areas, from improving menstrual hygiene management in Lebanon, Myanmar and Tanzania, to prioritising the public health needs of Venezuelan migrants in Colombia and examining the role of radio in tackling COVID-19 misinformation in Burkina Faso – to name just a few.

Alongside highlighting the value of research to influence humanitarian policy and practice, our case study collection helped form the foundations of our Research Impact Framework (**p22**). A subsequent webinar brought together experts to examine the lessons learned from the case studies and share their own experiences on the research-to-practice pathway (**p30**).

Innovation Impact

To mark the end of our second Journey to Scale (J2S) funding round, which closed in 2023, the HIF produced [a set of pitch videos](#), intended to showcase the innovations to prospective applicants and donors. The videos have also served to demonstrate the value of investing in evidence-based innovation and strategy-driven approaches to scaling to the broader humanitarian community. Collectively the videos have been viewed nearly 2,000 times and have been widely shared and engaged with.

Innovation Snapshot

MediCapt: Technology in service of justice for sexual and gender-based violence

Physicians for Human Rights

Every year, tens of thousands of adults and children experience sexual and gender-based violence (SGBV) in conflict zones worldwide. Too often, survivors of SGBV are unable to access justice because of lack of evidence – perpetuating a culture of impunity for crimes of sexual violence.

MediCapt is a mobile application that converts a standardized medical intake form for forensic documentation of SGBV to a digital platform and combines it with a secure mobile camera to facilitate forensic photography. It enables clinicians to securely transmit data to police, lawyers, and judges involved in prosecuting SGBV crimes.

Following the end of their grant with Elrha, MediCapt has continued to scale. As of the end of 2023, 4,180 cases of SGBV have been documented using MediCapt. In the DRC, of 55 judgments delivered in court cases where MediCapt was used, 49 cases resulted in convictions of perpetrators, bringing justice to survivors.

The HIF also commissioned [a set of in-depth case studies](#) exploring the relevance, effectiveness and impact of innovations in Uganda. The innovations under examination were the [Safe Water Optimization Tool \(SWOT\)](#) and [Self-Help Plus \(SH+\)](#).

EVALUATIONS

It's important to consider the impact we have already had on the humanitarian community, and how we adapt our thinking and approaches to ensure we continue to add value. Independent evaluations have been an objective and insightful way to highlight the successes and challenges of our programmes, and their contribution to the humanitarian sector.

HIF Evaluation

In February, we published the independent evaluation of our HIF programme. The findings underlined how our funding had delivered significant impact for the humanitarian community, spotlighting three projects in particular, [Field Ready](#), [Make Music Matter](#) and the [SWOT](#). The report found that the HIF's hands-on approach to funding was a crucial success factor for grantees, who benefit from flexible grant-management and non-financial support, such as training, mentorship and partnership brokering.

The evaluation also surfaced seven areas for added attention, with recommendations for improvements and changes the HIF could make to strengthen its impact. These areas included more focus on end-to-end funding, the programme's role as a convener for innovation actors, and the interconnection of their locally-led work through the CLIP. We welcomed these insights and learnings, and set out how we plan to address them in our [management response](#).

R2HC Evaluation

The first independent evaluation of our R2HC Programme was also undertaken this year. The evaluation, due to be published in 2024, highlights the critical role the programme plays as one of the only funders of rigorous research specifically addressing public health in humanitarian settings. It describes its evolution from a largely grant-making initiative to a programme that now supports research teams to achieve impact through influencing and collaborating with evidence users. The evaluation will be used to fine-tune and improve the focus and activities of our research programme in the years to come.

10 Years of R2HC

2023 marked an important milestone for our R2HC programme as we celebrated its tenth birthday. The programme was set up in 2013 when the Department for International Development (DFID) – now the FCDO – and Wellcome partnered with Elrha to establish a new initiative to help increase the evidence base for public health response in humanitarian crises.

Since then, it has funded more than 100 pieces of world-class research, providing grants for high quality, rigorous evidence, and offering specialised support and resources for partnering and impact. Our contribution helps equip the humanitarian community with evidence to reduce the impact of crises wherever and whenever they happen.

The anniversary was an opportunity for us to reflect on how the programme has developed, as well as its contribution to improving humanitarian public health over the last decade. The story of the R2HC is captured in a [reflective article series](#) documenting the evolution of the programme across funding calls, convening opportunities and promoting equitable partnerships.

1.5 WE CONVENE AND SUPPORT PARTNERSHIPS BETWEEN HUMANITARIAN ACTORS AND RESEARCH AND INNOVATION COMMUNITIES

Engaging and collaborating with the humanitarian community is key to understanding the role HRI can play in crisis contexts, for embedding it into response programming and for driving conversations around change and improvements to the ecosystem.

ADOPTION CHALLENGES

Since 2020, our Adoption Challenges have aimed to tackle barriers around the uptake of innovations by humanitarian organisations. The ambition of these challenges is to incentivise and support humanitarian response agencies to adopt promising solutions, adapt them to new settings and evaluate their effectiveness.

Through our WASH Adoption Challenge, three projects began implementation in February 2023. Action Against Hunger are in the process of adopting [Faircap Open Water Filter](#) in Niger and Somalia, and [WaterScope](#) in Ethiopia and Kenya. In Bangladesh, the Village Education Resource Center are adopting [User-centred Community Engagement](#) for child-friendly sanitation design in emergencies.

In June, we launched our High Severity Adoption Challenge. Three mature innovations from our funded portfolio were selected for use in high severity crises including Haiti, Yemen, and Somalia. The chosen innovations are a standardised [mid upper arm circumference \(MUAC\) bracelet](#), [Reemi zero waste menstrual products](#), and MHPSS intervention [Problem Management Plus \(PM+\)](#).

EVENTS AND WEBINARS

Events, both on and offline, are another way we convene and support collaboration between the humanitarian actors and R&I communities.

Humanitarian Networks and Partnerships Weeks

In April, we hosted an event at UNOCHA's [Humanitarian Networks and Partnerships Weeks](#) (HNPW). It was a chance to share the initial findings from our GPE consultations (**p14**), and the event explored issues and challenges confronting the humanitarian sector, including:

- Consideration of who has a seat at the decision-making table.
- Factors influencing priority-setting decisions.
- Why some issues and crises receive disproportionately more R&I attention than others.

Alongside the main presentation, we also convened a round table event between donors (USAID, FCDO, Norway MFA) and humanitarian directors and heads of innovation from Oxfam, World Health Organization (WHO), International Organization of Migration (IOM), and International Committee of the Red Cross (ICRC).

GPE Regional Launches

Following further analysis of our GPE consultation insights, we hosted a [series of events](#) to share key takeaways with humanitarian practitioners and R&I actors from the participating regions.

Throughout November, we hosted three events with over 200 people from the humanitarian community in attendance either in person or online.

South and Central Asia

This was a roundtable event at the 7th IHSA Conference on Humanitarian Studies led by the All India Disaster Mitigation Institute (AIDMI). The panel featured representatives from UN Women, START Fund, the Alfred Deakin Institute, and the Institute of Disaster Management and Vulnerability Studies at the University of Dhaka, and was chaired by our Director of Impact and Engagement, Colette Fearon.

Latin America and the Caribbean

This event was led by the research team from the University of São Paulo and a panel made up of professionals from the UN Office for Disaster Risk Reduction, Oxfam International, Erasmus University Rotterdam's International Institute of Social Studies, Save the Children International and our own CEO, Jess Camburn.

West Asia and North Africa

Led by the Eastern Mediterranean Public Health Network (EMPHNET), this event featured our largest panel where humanitarian actors from EMPHNET and the Asfari Foundation were brought into conversation with academics and researchers from across epidemiology, preventative medicine and citizenship, and globalisation.

GBV Webinars

Our [recent webinar series](#) showcased pioneering projects tackling GBV in humanitarian settings.

The webinar series was an opportunity to showcase past grantees and provide a platform to reach new audiences and discuss future aims. We hosted four webinars focused on a range of themes:

1. New approaches that target the knowledge-attitude-behaviour of GBV programme and clinical staff
2. Using monitoring and evaluation to improve GBV work
3. Applying cross-cutting methods to GBV
4. Using technology to drive change in GBV programming

The series was attended by more than 800 people, and good participation in the live webinars made for rich discussions during each Q&A session. In a [blog capturing the highlights](#), we called on the wider humanitarian community to provide greater investment in, and adoption of, innovations and research aimed at improving humanitarian responses to GBV.

Alongside our own grantees, we also showcased a non-HIF funded project – Virtual Reality Exposure Therapy in Iraq – a Norwegian Church Aid project funded by Norway's Humanitarian Innovation Programme. In doing this, we wanted to set a base for further work to foster connections across the humanitarian innovation community.

Research Snapshot

Measuring independence after injury in humanitarian settings

Humanity & Inclusion, Médecins Sans Frontières and the Karolinska Institute

Trauma care in humanitarian settings is usually focused on saving life and limbs, and less on how patients are living their daily life after injury, a critical aspect of their recovery. Assessing patients' independence in daily life activities is therefore crucial to document. However, tools to measure this, tailored to humanitarian contexts, are lacking.

This study developed The Activity Independence Measure-Trauma (AIM-T), a tool to measure independence in mobility activities of patients after injury, going beyond only understanding mortality and morbidity. Healthcare professionals observe and rate patients while performing 12 daily life activities and assess difficulties experienced, as well as any need for human or material assistance.

This study demonstrated AIM-T is valid, reliable and could be applied in humanitarian contexts. The design and validation of the AIM-T is one component of broader research which is 1) assessing recovery of functioning up to six months after injury in humanitarian settings, and 2) identifying which patients recover best and their personal and care characteristics, including early physiotherapy.

1.6 WE DEVELOP TOOLS AND GUIDANCE TO STRENGTHEN RESPONSIBLE RESEARCH AND INNOVATION

For R&I to play a central role in improving humanitarian action, knowledge of best practice and a shared understanding of priorities is important for effective coordination. Over the year we've produced evidence-based tools to help researchers and innovators make their work more targeted, inclusive and impactful.

RESEARCH PRIORITY SETTINGS

Since 2019, our R2HC programme has supported research priority settings (RPS) to provide more nuanced understanding of the knowledge gaps and areas for expansion in selected thematic areas. Contributions for each RPS are sought via survey and in-person interviews from humanitarian practitioners, academics and stakeholders at all levels, to identify the most important questions in need of answering.

The resulting research agendas are intended to guide humanitarian practitioners and academics who want to improve humanitarian interventions through research. We also use them – alongside priority research agendas generated by others in different thematic areas – to help define the focus of future research calls.

In 2023 we progressed research agendas in the following areas:

Mental Health and Psychosocial Support

In January, the MHPSS research priorities agenda was launched in collaboration with [mhpss.net](#) at an [online event](#) attended by almost 200 people. We commissioned this work in 2020 under the guidance of the [IASC Reference Group for MHPSS](#), and the findings have since been collated into an interactive [data-visualisation tool](#), alongside a [methodology report](#) and documented in a [peer-reviewed article](#).

Water, Sanitation and Hygiene

The [WASH research priority setting](#) was conducted by researchers from the London School of Hygiene & Tropical Medicine (LSHTM) and Tufts University in collaboration with the Global WASH cluster. It was launched in July at an online event attended by over 120 people. The work was informed by the [Humanitarian WASH Roadmap \(2020-25\)](#) which called for an initiative focusing on R&I, highlighting the need for a more evidence-informed humanitarian WASH response.

Non-Communicable Diseases

In 2022, the International Rescue Committee and the American University in Beirut were commissioned to generate a consensus on priorities for non-communicable disease (NCD) research in humanitarian settings. The consultations took place throughout 2023, and the results will be ready for sharing in Spring 2024. The focus is on cardio-metabolic syndrome, which was determined by a group of technical experts to be the most common cluster of NCDs experienced by people affected by crises.

IMPROVING RESEARCH IMPACT

While humanitarian research and the evidence base has grown over the past decade the impact of that research on humanitarian policy and practice has not kept pace. There are multiple barriers for humanitarian researchers and their partners in translating evidence into

use. Practical guidance to produce research with greater impact is sought after by researchers and their partners.

Expansion of Research Impact Toolkit

Another key activity was expanding our learning materials. Our Research Impact Toolkit is a set of resources available to R2HC grantees. In response to identified gaps and based on grantee demand, two new courses were added:

1. Social Media for Research Communications
2. Community Engagement for Research Uptake.

These were soft launched in summer 2023 and will be revised in response to user feedback along with a review of the entire course library to inform future plans. A project to translate the resources into French is also underway, with four courses already available in French and shared with our French-speaking study teams.

Tool Snapshot

The Research Impact Framework

Based on what we have learned from our Impact Case Studies (**p15**) and relevant literature, we developed the [Research Impact Framework](#). This tool outlines a set of strategies and enablers that are characteristics of high-impact studies in humanitarian health. The Framework is designed to aid those looking to improve the impact of their research, and to prompt further dialogue around improvements to the Framework itself and the development of further useful tools for the humanitarian health research community. The framework and its accompanying briefing note were downloaded nearly 90 times between its launch in September and the end of the reporting period.

Tool Snapshot

Participation Toolkit for Humanitarian Innovation

In early 2023, we rolled out our flagship toolkit and background paper on [Participation for Humanitarian Innovation](#). Developed in partnership with MIT D-Lab, the toolkit sets out a robust approach to setting expectations for and monitoring the degree of participation within research and innovation projects for, with, and by people affected by crisis. The background paper presents the vast evidence and approaches underpinning the toolkit, laying out the strong case for participatory processes to make humanitarian innovation more ethical and impactful. The two resources [were downloaded almost 500 times between March and December](#).

The toolkit has been shared directly with key external stakeholders, and we received helpful feedback on how it can be practically applied. For example, we ran a participation training session for Lebanese researchers working with PositiveNegatives, War Child and Goal on co-developing better approaches to consent in MHPSS-related research in collaboration with communities affected by crisis. The group found the toolkit so helpful that they are planning to translate it to Arabic. UNICEF have also adopted the toolkit, using it for the training of staff and partners across its work with young refugees in the Czech Republic. This has resulted in the participation of over 18,000 refugees in local programme design. UNICEF shared their hope to expand the use of the tool to other countries and responses.

1.7 WE FUND AND SUPPORT HIGH QUALITY RESEARCH AND INNOVATION THAT RESPONDS TO PRIORITY NEEDS

As global conflicts and the increasing effects of the climate crisis continue to drive humanitarian need, our funding must remain reactive to emerging crises, as well as to the existing priorities of practitioners and communities in affected regions.

PREVENTION OF UNDERNUTRITION

The Prevention of Undernutrition programme was developed by our R2HC programme in response to the hunger crisis in the Horn of Africa. In 2023, almost 50 million people in Eastern Africa were affected, a number that has increased year-on-year since 2019, with women and children under five being among the most vulnerable to malnutrition, subsequent illness, and death.

A responsive research call was not appropriate, as the short-term nature of such a call would not address the cyclical and compounded nature of the crisis – whose drivers include extreme weather, conflict, economic shocks and the ongoing impacts of COVID-19. After consultation with stakeholders across humanitarian public health, we identified the need for a multi-year programme of research to compile a package of interventions aimed at preventing food insecurity and malnutrition, rather than once the crisis is underway.

NutritionWorks is developing the core deliverable from this programme – to develop and test of a package of interventions aimed at preventing undernutrition in pregnant and lactating women and children under five. For the first phase of the work (2023-2025) the consultants will be identifying the most effective interventions for preventing undernutrition in humanitarian settings for future testing.

Focused on addressing the impacts of undernutrition on other aspects of health, we also funded a [scoping review](#). Completed in spring 2023, it explored the links between food insecurity, undernutrition, ill health and mortality among pregnant and lactating women and children under five. Highlighting the need for a more collaborative approach between nutrition and health, the review put forward recommendations for developing preventative solutions to food insecurity drivers and their impact on health and nutrition.

RESEARCH UPTAKE

We want the research we fund to have real-world impact – to improve the lives of people affected by crisis. Research uptake, the process of ensuring that research users engage with research findings, is critical to achieving this impact. In humanitarian contexts there is a significant funding gap hindering effective research uptake activities, such as media outreach, practitioner and policymaker engagement and public dissemination. To address this gap, our R2HC programme invited existing and former grantees to apply for dedicated funding to support the delivery of these activities.

We funded seven study teams to undertake activities for one year, starting in 2023. These projects aim to engage a diverse range of stakeholders, including journalists, local authorities, elected representatives, refugee communities, national policymakers, and NGOs. (Read more in our Funding Snapshot on the next page).

Funding Snapshot

R2HC Uptake and Impact Small Grants

In 2023, we invited existing and previous R2HC-funded study teams to apply for dedicated funding to deliver new research uptake activities. Following a competitive process, seven projects were selected. They will deliver a range of uptake activities to disseminate the findings of their research with the goal of informing policy and practice. Specific activities include:

- Training journalists in the Central African Republic to generate simplified messages for national print and radio audiences on contraception, abortion care and safe abortion.
- Creating videos, TikToks, radio shows and success stories to document the lived experiences of people who have benefitted from a combined mental health and substance misuse intervention in Uganda.
- Hosting a user-centred design workshop to create campaign materials and develop local expertise on self-managed abortion in Kakuma Refugee Camp, Kenya.
- Creating a short video to educate adults living in urban areas of Pakistan on heat-related illness.
- Producing short videos on pneumococcal infection, its transmission dynamics, and the benefits of vaccination to drive behaviour change among implementing organisation staff.
- Engaging key government and humanitarian stakeholders in Kenya through workshops, a presentation, video, and policy brief to raise awareness of the new National Adolescent Health Policy and encourage adoption of components of the multisectoral cash intervention, found to be effective in reducing adolescent childbearing and early marriage.
- Hosting an event with the Government of Niger to encourage uptake of simplified nutrition protocols and creating policy briefs to share with stakeholders regionally.

DATA DRIVEN INCLUSION

Our Data Driven Inclusion Challenge was devised to fund projects that could change and improve the way we collect and use data for disability and older age inclusion (DOAI) in humanitarian action.

Humanitarian settings are some of the most challenging contexts for inclusive and responsible data collection – our [2020 DOAI Gap Analysis](#) noted that common qualitative data collection methods can actually create barriers to inclusion for older people and people living with disabilities. It also found little evidence of consideration for how older age and disability intersect with each other and other identity characteristics (eg, gender, ethnicity, religion), and many cases where older people are absent from important datasets altogether.

In 2023 we [supported six innovations](#), and in November, the three teams demonstrating the most promising and impactful approach were awarded additional funding to further develop and pilot their work. In response to feedback from the grantees, each team was matched

with mentors with specific skills in research, data collection and MEAL, and we hosted two workshops focused on our Participation and Ethics toolkits.

Our DOAI grantees – both within this cohort and other funding rounds – offer leading examples in considering equitable partnership, diverse representation, and participatory innovation processes.

FOLLOW-ON FUNDING

Throughout the year, we continued to support the development and scaling of previously funded innovations and were able to offer four dissemination grants for this purpose. One was awarded to the previous cohort of incontinence grantees to pool together the learnings from their initial grants to design a training on incontinence management for practitioners. This is now being scaled through our DOAI Advancing Innovation Challenge (see below). Three further grants were awarded to our former [Evidence Innovation Challenge](#) grantees ([WaterScope](#), [Safe Water Optimization Tool](#), [Filter Selection Manual/Evaluation](#)).

Innovation Snapshot

Evaluating Household Water Filters in Emergency Contexts

University of Applied Sciences and Arts Northwestern Switzerland (FHNW)

In many humanitarian responses, poor household water quality poses a significant public health risk. And yet, often water quality testing can be a politically sensitive issue and response plans often focus on water quantity over quality. To tackle this issue, FHNW recently convened a workshop in the West Bank with 30 actors from the WASH Cluster and local authorities to explain the findings of a HIF funded filter evaluation, which documents solid evidence of water quality issues and importance of household water treatment, as well as another study examining the health impacts of different types of water treatment. As a result of this workshop, the cluster has added water quality and household water treatment into consideration for the Humanitarian Needs Overview and Response Plan for 2024.

Advancing Innovation

We launched two Advancing Innovation challenges across our DOAI and GBV focus areas.

Two project teams received further funding through the DOAI stream. One team was awarded for their innovation delivering tailored disability data solutions for shelter professionals to better meet the needs of older people and people with disabilities during their response. The other was aimed at prioritising the input of older people and their caregivers in managing incontinence during humanitarian crises.

Two grantees were also selected for our GBV cohort, including a project seeking to [advance data interpretation to provide better outcomes for GBV survivors](#), and an intervention to [address intimate partner violence and support reproductive autonomy](#) in refugee settings.

GBV TECH CHALLENGE

The GBV Tech challenge attracted significant attention, with over 250 expressions of interest and was one of the most visited pages on our website during 2023. We received over 50 proposals and our HIF Funding Committee selected projects that stood out for empowering frontline workers, addressing critical gaps from our [2021 GBV Gap Analysis](#), offering improvement on existing alternatives, and having strong potential for replication and scale. Full details of the chosen projects will be announced in 2024.

FAECAL SLUDGE MANAGEMENT

Throughout 2023, we continued to support a new technical area for innovation grants – faecal sludge management (FSM). In this area, we are funding two projects (2022–24), one on the optimisation of lime treatment of sludge and the other on solar-powered sludge treatment, both in Bangladesh.

ARTIFICIAL INTELLIGENCE (AI)

In October 2023, the HIF developed the [AI for Humanitarians: Shaping Future Innovation](#) funding call, which was launched in December. This call will support a cohort of up to ten grantees to take a problem-led approach and explore the opportunities and risks associated with AI to identify future areas of impact for further investigation and potential investment.

RAPID RESPONSE CHALLENGE

This year we wanted to further explore the feasibility of developing a responsive funding mechanism to support impact at scale in a complex and acute crisis. In late 2023, we gathered the learnings from the High Severity Adoption Challenge (**p18**) and a previous unsuccessful attempt to respond to the Pakistan Flood in 2022 to develop our Rapid Response Challenge.

Our objective for this is to break new ground in the humanitarian sector and explore, test and map pathways for adoption and scale of innovation in responding to humanitarian problems in rapid onset and acute crisis settings. We will incentivise adoption by large, multinational organisations, and their local or national partners, to support the integration of innovations at scale into response plans in these contexts.

In November 2023 we reached out to well-evidenced innovations in our network to invite them to be part of a shortlisting process. Three teams submitted an initial proposal which went through a technical review process. The comments from the technical review were relayed to applicants to support the development of a final proposal due in January 2024.

CROSS-PROGRAMME WASH ANALYSIS

Since our inception, we have championed R&I that aims to break down barriers to water, sanitation and hygiene (WASH), from identifying key gaps in humanitarian WASH programming, to supporting innovations to reach communities affected by crisis.

This year we embarked on a key piece of joint R&I work, bringing the HIF's [2019 WASH Gap Analysis](#) into dialogue with R2HC's 2023 WASH Research Priority Setting (**p21**). We

commissioned an analysis of these publications to identify and document synergies and commonly identified areas of WASH for further exploration.

In May we hosted a side event at the Emergency Environmental Health Forum to discuss how to advance the WASH research agenda, which also included presentation of the findings.

In 2024 we hope to undertake further analysis and more in-depth consultation that digs deeper into the identified areas and will help to inform a joint funding call.

1.8 WE SHARE EVIDENCE AND LEARNING OF WHAT WORKS

For our work to have impact, we can't keep it to ourselves. Sharing updates and insights from both funded projects and our own research is a big part of what we do at Elrha, from promoting high-level reports aimed at strengthening the humanitarian system, to highlighting the most useful guidance for our grantees and their partners.

SYSTEM STRENGTHENING

Access to evidence is a critical aspect of system strengthening. With rising needs and stretched resources, there is an increasing demand to demonstrate that innovation investments are bringing about high returns. However, the practicalities of the humanitarian system make calculations of the return on investment (ROI) and judgements on value for money (VFM) complex.

In June, we published the '[A Return on Investment and Value for Money Assessment Methodology for the Humanitarian Innovation Ecosystem](#)'. This report outlines a set of indicators to assess ROI and VfM for innovation-focused investments to help improve the alignment of methods that could be adopted by actors currently investing in humanitarian innovation.

PROMOTING INCLUSIVE AND EQUITABLE PARTNERSHIPS

Lessons learnt about how we increased LMIC grant leadership in our R2HC funding call in 2022 were published this year in a two-part blog series.

[In the first blog](#), co-authored with Gloria Seruwagi, a member of our R2HC Funding Committee, we outlined the need for greater equity in grant-making and why it felt like an imperative for the programme. [Our second blog](#) captured our experiences of adapting our processes to better facilitate and increase the instances of LMIC leadership within the grants we fund.

Research Snapshot

[The impact of attacks on Syrian health systems](#)

University of California Berkeley, Johns Hopkins University, Syrian American Medical Association Foundation, and Assistance Coordination Unit, Turkey

Violent attacks on the Syrian healthcare system have been a characteristic of a decade of conflict. This mixed-methods study aimed to describe their impacts, addressing a global evidence gap.

The findings demonstrate that long-lasting, cumulative impacts result from attacks. These are found at every level of the health system including the health workforce, and health service utilisation by communities. Stronger support for health workers and hospitals and protection from future attacks is critical to mitigate these impacts, and increased international resources should be targeted at this issue. Local stakeholders should be consulted on resource allocation within health systems.

ENGAGING FOR UPTAKE

Our research impact case studies (**p15**) provide evidence and learning of best practice, but key to embedding that knowledge is bringing it to an audience who can use it.

In September we hosted an [online event](#) to discuss the lessons drawn from the 20 published case studies and share our new Research Impact Framework. Nearly 200 people from 26 countries attended, with many representing donor organisations, INGOs, think tanks, UN agencies and international academia. The panellists, most of who have worked on one or more the case studies, shared their experiences of influencing policy and practice with evidence. [Key takeaways were captured](#) and shared with attendees after the event.

Similarly, our [Innovation Catalogue for Disability and Older Age Inclusion in Humanitarian Action](#) profiles the range of innovations generated through this area of work. Many focused on gaining a deeper understanding of the problem to underpin further innovation and provide evidence of the experiences and barriers to inclusion that older people and people with disabilities face, across a range of humanitarian themes and contexts. In 2023, we were able to share it through our networks and at events, including presenting it as part of the Disability Reference Group's side event at HNPW – 'Disability inclusion: translating guidance into action' – and at the UNDESA Expert Group Meeting, 'Knowledge and capacities on disability inclusion in situations of risk'.

One of our scale grantees, HealthRight International, who scaled up MHPSS intervention Self-Help Plus (SH+), received a small HIF grant to help with uptake of the evidence produced during their Journey to Scale grant. They published two academic publications summarising the learnings and produced two videos documenting their experience of scaling the innovation with a range of stakeholders in Uganda. They also shared their findings at a webinar with over 100 attendees and at a mental health summit in Nairobi.

GUIDING GRANTEES

Sharing evidence of best practice with grantees is one of our main areas of non-financial support. Over the last year we've collated and conveyed guidance through a number of different channels and formats, such as our Research Impact and Participation toolkits (**p22**), blogs, case studies, workshops and events.

Of note were R2HC's [Participation Case Studies](#). As noted in our [R2HC Research Ethics Toolkit](#), we want researchers to consider the extent of community consultation, the importance of community collaboration in data collection and the extent of risks and potential benefits to people and their communities following their participation in research. Eight case studies were produced on the theme of community participation in research and published as a resource to support grantees. They have also been utilised in the development of the online learning materials.

Research Snapshot

The impacts of providing cooking fuel in refugee camps

Stanford University; International Centre for Diarrhoeal Disease Research, Bangladesh (icddr,b); International Organization for Migration (IOM); United Nations High Commission for Refugees (UNHCR); and the Energy and Environment Technical Working Group in Cox's Bazar

Refugees often harvest firewood to meet their needs for cooking fuel. This mixed methods study in Cox's Bazar, Bangladesh found a range of social, health, and environmental benefits were achieved by providing cooking fuel to refugees.

The study showed that provision of free liquified petroleum gas (LPG) to Rohingya refugees, to replace firewood for cooking, was associated with reduced deaths and disease due to indoor air pollution, increased carbon storage, improved food security and mental health, and reduced inter-group and domestic conflict.

Long-term provision of LPG could be a feasible and cost-effective strategy to support the food security, nutrition, health, and safety of refugees while protecting the environment, reducing tension with host communities, and advancing sustainable development goals on clean energy.

1.9 OUR APPROACH TO LOCALLY-LED INNOVATION

As part of our long-term commitment to shifting the power and promoting a more equitable humanitarian system, we have supported locally-led innovation projects around the world.

As a member of the [Community-Led Innovation Partnership \(CLIP\)](#), we work with partners in Indonesia, the Philippines, Guatemala and, as of 2023, South Sudan, to develop locally-rooted networks and hubs that support the development of locally-driven solutions to humanitarian problems, identified by people affected by crises.

The consortium is made up of eight organisations who share the same vision of supporting community-led innovation. These organisations are: [Elrha](#), [Start Network](#), [Asia Disaster Reduction and Response Network](#) (ADRRN), [Yakkum Emergency Unit](#) (YEU) in Indonesia, the [Center for Disaster Preparedness](#) (CDP) in the Philippines, [Asociación de Servicios Comunitarios de Salud](#) (ASECSA) in Guatemala, and the [Titi Foundation](#) and the [CAFOD-Trocaire](#) in partnership in South Sudan.

Find out more about the projects below and explore the CLIP's [collection of case studies](#).

Indonesia / YEU

YEU's IDEASKI innovation lab is focused on disability and the inclusion of older people in humanitarian response. From an initial cohort of 15 projects, nine innovation teams have continued to receive funding and/or non-financial support through their growth phase, which began in April 2022.

Philippines / CDP

This year, CDP completed Phase 1 of their initiative, the [Pinnovation Academy](#), supporting 15 teams across nutrition, food security and water scarcity to early warning systems and flood mitigation. A total of 1,801 people are reported to have directly benefited from these innovations during the project period, with a total of 25,510 people indirectly benefiting.

Guatemala / Start Network Hub Guatemala, hosted by ASECSA

In the past year, ASECSA has continued to work with 21 local teams across three regions. Their approach centres community dynamics and the indigenous cosmovision in the process, using art installations and other creative approaches to engage communities in the exploration of problems and solutions.

South Sudan / Start Network Hub South Sudan, hosted by the Titi Foundation and CAFOD-Trocaire

The Start Network Hub in South Sudan began developing a new CLIP programme in March 2023, and officially joined the partnership in June. The initiative will be implemented by the Titi Foundation and the CAFOD-Trocaire partnership, and the programme will focus on supporting the emergence and development of community-led innovations of food security, women's empowerment, and access to safe water.

EVENTS

In January, we joined our CLIP colleagues for the first in-person meeting of all the partner organisations in the project's history. Hosted by YEU in Yogyakarta, Indonesia, the five-day workshop was an opportunity to exchange learning experiences and ideas, reflect on the first three years of the project and plan for the next two years. The partner organisations were also joined by colleagues from the Sustainable Environment and Ecological Development Society of India (SEEDS India).

We co-hosted a session as part of the 2023 [Regional Humanitarian Partnership Week](#) in Bangkok which focused on showcasing best practices for promoting local adaptation. The session was attended by more than 300 people, and featured discussions on how local innovators and communities have come to combine their existing assets and new technology, and how we could better support innovators in articulating and leveraging local, indigenous and traditional knowledge, and communicating with local and national governments in future. In particular, the event highlighted work being carried out by our partners in Indonesia and the Philippines.

INNOVATION CATALOGUE

The consortium developed an [Innovation Catalogue](#) showcasing 45 projects from locally-led teams focused on early warning and emergency response, and disaster risk reduction in humanitarian settings. These innovators have been part of Phase 1 of the CLIP (2020–2023) in Guatemala, Indonesia, and the Philippines. We'll be updating this catalogue as we move into Phase 2, expanding our work to include innovators from South Sudan and supporting existing grantees in their next phase of growth.

EVALUATION

In 2023, the CLIP commissioned an [independent evaluation](#), led by Start Network. Conducted by Catalystas Consulting, the evaluation reviewed Phase 1 of the CLIP, providing insights into the successes and challenges faced during its first three years. The evaluation found a range of areas in which the CLIP effectively combined humanitarian innovation with localised approaches and laid a strong foundation of collaboration – both between CLIP organisations, and between country partners, local innovators and national stakeholders. This enabled each country partner to approach innovation in the way that was most appropriate and effective for their own unique contexts, needs and realities. These insights and further recommendations have been used as an evidence base to develop the second phase of its work (2023-2025).

SUSTAINABLE ENVIRONMENT AND ECOLOGICAL DEVELOPMENT SOCIETY (SEEDS)

Outside of the CLIP, we also work with SEEDS, an NGO based in India that enables community resilience through practical solutions in the areas of disaster readiness, response and rehabilitation.

In February, the SEEDS Scaling Phase was launched in collaboration with the ADRRN Tokyo Innovation Hub. Two teams were selected to receive funding to scale their innovations: **Urmul**, for their project establishing privately managed Common Facility Centres along traditional pastoral routes to provide basic support services for transhumant pastoralists

during extreme climate events; and **Words, Rhythms, Images** for their participatory mobile video making method which enables people living in slums to create impactful advocacy videos raising awareness of water stress issues. The **Leh Nutrition Project** was also awarded a research grant for their work on artificial glacier construction to mitigate the impacts of glacial melt and water shortages in the Himalayan cold desert region of Leh-Ladakh.

1.10 UK HUMANITARIAN INNOVATION HUB

Since 2020, Elrha has hosted the UK Humanitarian Innovation Hub (UKHIH), an FCDO-funded mechanism which aims to harness UK and international capabilities to support problem-led, systems innovation in the humanitarian sector.

In 2023 the UKHIH conducted its work through three main modalities: Accelerated Innovation Collaborations, the Humanitarian Rapid Research initiative, and ecosystem research.

ACCELERATED INNOVATION COLLABORATIONS

The UKHIH funds and facilitates Accelerated Innovation Collaborations (AICs), convening research, operational, and innovation partners, to explore and develop solutions for key humanitarian innovation challenges. AICs focus on thematic topics where there is real potential for change but where progress has been slow, learning has been siloed or innovation has been led by technical experts rather than humanitarians and the real-world challenges they face.

Over the course of 2023 the UKHIH continued to provide support to three existing AICs:

1. Beyond Borders: Satellite technology for humanitarian decision-making:

Partners: *Caribou Space, Satellite Applications Catapult, and the United Nations Institute for Training and Research (UNITAR).*

2023 Achievements:

- The partners published a landscape analysis which mapped satellite applications in humanitarian settings, and explored barriers and opportunities to expand access and use to earth observational data.
- Built a library of case studies, developed guidance for humanitarians and a policy brief.
- Facilitated several in person and virtual workshops to identify what actions are needed to create a supportive ecosystem that would allow satellite data to be used as part of standard humanitarian practice. Through this collaborative ideation process they developed a set of co-designed prioritised ideas.

What's next: In the next phase of work, the partners will be supporting diverse stakeholders to take these ideas forward. Ideas include everything from AI chatbots to direct people to existing resources, to data sharing mechanisms and organisational capacity strengthening.

2. Collective crisis intelligence for frontline responders:

Partners: *Nesta, the International Federation of the Red Cross, Solferino Academy, and the Nepal and Cameroon Red Cross National Societies.*

2023 Achievements:

- Explored the potential for collective crisis intelligence tools (CCI) to inform the programmatic decision-making of frontline humanitarian staff. CCI tools combine crowdsourced community data with AI analysis to allow for informed decision-making in real time. Initial outputs of this work included a landscaping report demonstrating potential use cases across the humanitarian programme cycle and describing challenges and opportunities for adoption. It also led to the piloting of novel CCI applications in Nepal and Cameroon.
- Led a process to better understand barriers to tech-based innovation adoption within the humanitarian sector. They used interviews, creative CCI tools and in-person events, to

learn from and convene humanitarian stakeholders. This resulted in a set of prioritised ideas for future CCI applications including a community-developed AI safety label, a tool for crowdsourcing imagery of infrastructural damage in the wake of a conflict or disaster, and a CCI needs assessment tool.

3. The Humanitarian Surgery Initiative (HSI):

Partners: *The Royal College of Surgeons of England, Médecins Sans Frontières, the Centre for Innovation in Global Health, Stanford University and the Global Surgery Policy Unit.*

2023 Achievements

- Continued to explore opportunities to map and align resources to support surgical training and delivery in war zones, crisis prone regions and low-resource settings. They used a Delphi process to develop a definition of humanitarian surgery, conducted qualitative interviews with surgeons in conflict zones to understand their experiences, mapped training resources, identified technologies that could support capacity strengthening in these contexts and developed a webinar series highlighting global surgical voices.
- In the most recent phase of work, the partners collaborated with the Humanitarian Conflict and Response Institute at the University of Manchester to review literature on humanitarian surgery, bring together findings across the project so far and conduct an ideation process to build consensus around what is needed to support an aligned strategy related to global humanitarian surgery.

The UKHIH also initiated two new AICs in 2023:

4. The Pulse Project: Strengthening community engagement around vaccine delivery in humanitarian contexts

Partners: *The Geneva Centre of Humanitarian Studies, the London School of Hygiene and Tropical Medicine, Addis Ababa University School of Public Health (Ethiopia), Childcare and Wellness Clinics (Nigeria), the International Federation of the Red Cross and the Nigerian and Ethiopian Red Cross National Societies.*

Aim: to explore the opportunity for doing community engagement more systematically around vaccine deployment in humanitarian settings. In 2023 the partners commenced a literature review, a process for mapping current tools used for community engagement, and set up methodologies to do real-time and retrospective learning from vaccine roll outs in crisis-affected regions of Nigeria and Ethiopia. Learning from these components will be used to build a sustainable community of practice.

5. Estimating Mortality in Humanitarian Crises

2023 saw the UKHIH lay the groundwork for a new AIC on mortality estimation which will launch in early 2024. This work will explore the opportunity for a sustainable mechanism to support systematic mortality estimation in humanitarian settings. Many humanitarians consider mortality estimation to be one of the most significant metrics to define the severity and magnitude of a crisis and a critical measure for tracking the impact of humanitarian responses. However, in practice mortality estimation is rarely accurate or comprehensive, if attempted at all. Commonly, mortality estimates are met with methodological critiques of validity and there is little consensus on how credible estimates are. Consequently, mortality evidence is frequently

contested and viewed as lacking sufficient rigour and credibility to reliably guide if, when and how to respond to a crisis.

The development of the scope of work was, as always, consultative, with 30 in-depth interviews with academics and humanitarians working on this topic. The UKHIH also sought to align this work to a complementary initiative being undertaken by USAID's Bureau of Humanitarian Assistance and the Centres for Disease Control.

HUMANITARIAN RAPID RESPONSE INITIATIVE

The Humanitarian Rapid Research Initiative (HRRRI) facilitates real-time research and convening around emerging crises. The UKHIH works in partnership with [Humanitarian Outcomes](#) to develop a collaborative process of research and learning to strengthen humanitarian policy and operational responses. Typically, this process involves analysis of available data and documentation, interviews with humanitarian actors and polling of affected populations. The last year was a busy one for this initiative with the following four reports being published.

1. **Slipping Away? A review of Humanitarian Capabilities in cholera response:**

The report looks at [the complex causes behind the increase in cholera deaths](#), and areas where the humanitarian sector can better coordinate and invest to prevent and respond to outbreaks.

2. **Solidarity at Scale: Local responder perspectives and learning from the first week of the earthquake response in Syria and Türkiye:**

This was a 'mini-report' which provided a snapshot of [issues and challenges humanitarian responders faced](#) during the first ten days of the response to the devastating 7.8 magnitude earthquake that affected southern Turkey and northwest Syria in February 2023.

3. **Navigating Ethical Dilemmas for Humanitarian Action in Afghanistan:**

The international aid sector faced a wrenching decision in Afghanistan: uphold universal human rights values by refusing to comply with the Taliban's edicts against employing women, or prioritise the humanitarian imperative to continue providing what aid they can to millions in need. The report explored the [ethical challenges faced by humanitarians and populations](#) in navigating this situation. The findings of this report highlighted there was no tool to help humanitarian actors navigate ethical dilemmas or situations where humanitarian principles may be in conflict. Based on this, the UKHIH began work with Humanitarian Outcomes to co-design a tool to fit this purpose and pilot it across a range of crises settings.

4. **Somali Capacities to Respond to Crisis are Changing**

In the decade since the 2011 famine, Somali capacities to respond to crisis have grown, and international aid needs to support those capacities more effectively. This report focused on the [resilience of the country's citizens and systems](#), and how the humanitarian sector has engaged with these. It offers a forward-looking perspective on how humanitarian aid might better engage with the changing Somali context to do better and cause less harm in the face of accelerating climate change and ongoing conflict. One outcome was a series of roundtables with humanitarian stakeholders to take forward the conversation around specific aspects of the findings.

HUMANITARIAN ECOSYSTEM RESEARCH

The UKHIIH's ecosystem research is designed to explore thematic areas where future investment and collaboration may be strategically useful for the humanitarian sector. Three new ecosystem research commissions were initiated in 2023:

AI Solutions for Humanitarian Challenges: foundational research and technical expertise

For the first time, UKHIIH is collaborating directly with our Humanitarian Innovation Fund on AI (p27). This work leverages the respective roles, experience, networks, and capacities of both partners. The UKHIIH is leading on the foundational research to understand the opportunities and challenges related to the use of AI technologies by the humanitarian sector, and will be mapping existing AI initiatives and expertise. This work is being undertaken by a consortium led by University College London and including representatives from the International Artificial Intelligence Research Centre (IRCAI), the University of Cape Coast (Ghana), the Data Scientists Network Foundation (Nigeria), Kathmandu University (Nepal) and UNOCHA.

Using findings from the first stage of this work, these partners will then be facilitating a learning journey for a cohort of our grantees who will explore a particular humanitarian challenge and the potential for this to be addressed through AI applications.

UKHIIH Foresight Initiative: Emerging Technologies

In the humanitarian sector, there has been much promise of improvements in efficiency and reach, through the utilisation of new technologies. However, there are numerous challenges related to emerging technologies including around ethics, the process of adoption, equitable access, governance and capacity strengthening. There is also often a mismatch between those developing technologies or holding technological expertise and humanitarians and the issues they face.

The UKHIIH is aiming to help bridge this gap with this initiative which will use a problems-led approach to understand the types of challenge the humanitarian sector is likely to face in the coming ten years and conduct a systems-level review of potential emerging technologies that could contribute to addressing these issues. The UKHIIH is supporting a consortium of partners to undertake this work including RAND Europe, glass.ai and Athena Infonomics. They are using a mix of traditional and AI-enabled foresight methodologies to undertake this landscaping and mapping work, as well as consultations with humanitarian stakeholders.

Strengthening collaboration and leveraging UK and global expertise to support humanitarian research, innovation and practice

The UKHIIH is working with Science Practice to understand how and why humanitarian problem-owners might connect with, or seek support from, UK and global expertise. Currently there is often a disconnect between the way that innovators or academics operate and the way that the humanitarian sector operates – this creates challenges for collaboration. At present, most collaborations arise as a result of trusted existing relationships, and grant-funded partnerships. However, this marginalises those without these connections and prevents other types of collaboration or knowledge-sharing that might more effectively meet humanitarian needs. Science Practice are exploring a set of possible ideas that could make collaboration more transparent, equitable and suitable for the kinds of challenges humanitarians face, such as a collaboration platform and a directory to map relevant expertise.

1.11 PLANS FOR FUTURE PERIODS

Heading into 2024, we will continue to make progress against our long-term Strategy, building on our position as the leading actor in HRI, and using our learning, expertise, and global networks to address critical humanitarian challenges and drive for a more effective, inclusive, and impactful system.

We will continue our work as a responsible funder in the humanitarian sector, and use our available funding, expertise, and convening abilities to identify and support pioneering R&I solutions to ongoing and emerging crises. Next year, we will embark on our exploration of the potential of AI, both through our funded learning journey, and its subsequent outputs. We will also progress our Rapid Response work, to better understand the pathways for innovation adoption and scale in rapid onset and acute crisis settings. Through the GPE we will also publish our Global Insights report, the most comprehensive overview of the HRI landscape to date. Culminating from two years of research and consultation at regional, country-level, and thematic activities, it takes a deep dive into the humanitarian research and innovation ecosystem, capturing the principal findings and recommendations.

We will create new tools and guidance to support effective and responsible HRI. A new study will highlight the evidence needed to improve future policy and practice around sexual and reproductive health and rights, while the public launch of our Humanitarian Innovation Support Library will offer an inventory of guidance and resources for individuals and organisations developing innovative solutions to the challenges facing people affected by crisis.

We will identify more opportunities for collaboration between researchers, innovators and humanitarian actors, starting by exploring what a joint R&I WASH funding call might look like, through consultation with WASH experts. Moreover, we will bring these groups together through events and conferences, including our Innovation Forum which will take place towards the end of 2024, and plan for our humanitarian health research Forum in early 2025.

2. FINANCIAL REPORT

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and the second edition of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), published in October 2019.

The financial overview for 2023 is set out in the Statement of Financial Activities on **page 60**.

2.1 FINANCIAL ACTIVITIES

INCOME

When compared to the previous year, total income in 2023 increased by 32% to £12.7m (2022: £9.6m), of which over 99.99% was restricted (2022: 99.99%). Income received in the form of grants from institutional donors includes, the UK Foreign, Commonwealth and Development Office (FCDO), the Netherlands Ministry of Foreign Affairs (NL MFA), the Department for Health and Social care (DHSC) and the Norwegian Ministry of Foreign Affairs. Elrha also received income from Wellcome, in the form of a grant.

As all restricted income is recognised on a performance basis, the amount recognised in the financial statements is determined by expenditure on the relevant charitable activities.

Three unrestricted donations totalling £24 were received during the year (2022: £5). No gifts in kind were received during 2023 (2022: £0).

EXPENDITURE

Total expenditure also increased in 2023 by an equivalent level to the rise in income, to £12.5m (2022: £9.4m). Within the main cost categories of Elrha's activities, the level of grant disbursements made in 2023 rose by £2.5m to £8.6m (2022: £6.1m) representing 69% of the total spent (2022: 65%). This is due to new grant commitments made in 2023, primarily within the Research for Health in Humanitarian Crises (R2HC) programme. Direct activity costs in 2023 also increased from the amount spent in the previous year, reaching £2.5m (2022: £2.1m), representing 20% of the total expenditure (2022: 22%).

Humanitarian Innovation Fund (HIF) expenditure

Expenditure by the HIF programme constituted 42% of Elrha's total spend in 2023 and was at an overall level 4% lower than that incurred in 2022, at £5.2m (2022: £5.4m). This reduction is primarily due to the amount expended in grants disbursements during 2023 being 5% lower at £3.6m (2022: £3.8m). Whilst a number of new cohorts were launched during the year, most of the current active grantees are moving towards the latter stages of their project timelines, thus requiring lower value disbursements.

Programme support costs fell by 6% to £725k (2022: £775k), however the costs associated with directly implemented activity rose by 6% to £879k (2022: £830k) consistent with an increase in the work undertaken to offer non-financial support to active grantees and to demonstrate the impact of their work.

Research for Health in Humanitarian Crises (R2HC) expenditure

Total spend by the R2HC programme rose significantly during 2023 to £5.1m (2022: £2.5m) and represents 41% of the total Elrha spend for the year. The main factors contributing to this increase are:

- a) Grant disbursements totalled £4.0m (2022: £1.7m), i.e. 135% higher than 2022 levels, due to a significant new cohort being launched, and first disbursements made (which cover the highest value tranche payments), in early 2023. This funding round had been postponed from previous years due to delays in donor funding decisions.
- b) Direct implemented activity costs increased by 34% to £768k (2022: £574k), with expenditure including costs associated with initiatives in child and nutrition health research and food insecurity, and producing the R2HC impact evaluation report.
- c) Support costs increased by £94k (33%) to £378k (2022: £284k) reflecting the additional resource required to support higher levels of programme activity.

Global Prioritisation Exercise (GPE) and the UK Humanitarian Innovation Hub (UKHIH) expenditure

Spend on the GPE totalled £626k, a 28% increase from last year (2022: £490k) driven by the completion of several research studies that constitute the core activities of this programme. Subsequently, support costs have also increased during this period. Further details on the GPE activities are provided on **page 13** and throughout the report.

The UKHIH spent a total of £1.5m (2022: £1.0m) during 2023, an increase of 54% from 2022. Grants to other organisations increased to £1.0m (2022: £0.6m), and in 2023, the UKHIH increased its level of non-grant making activities, by 21% to £322k (2022: £267k), as explained in more detail on **page 34**.

Operational support costs

Across all programmes, Elrha's operational support costs, totalled £1.42m (2022: £1.25m), and include spending on items that are related to:

- organisation-wide management, facilitating the smooth running of day-to-day activities and ensuring the decision-making is based on accurate information and the efficient and charitable use of our resources
- essential infrastructure, including management of premises and facilities, information technology (IT) services, and corporate communication
- governance and ensuring internal and external compliance with policies and regulations
- employment costs not directly attributable to our programmes

Whilst the total value spent on operational support has risen during 2023, this is reflective of the additional support required to meet the increased programme activity for the year. In percentage terms, spending on operational support has fallen to 11% of the overall organisational spend (2022: 13%) demonstrating achievement of economies of scale.

2.2 RESERVES AND FINANCIAL POSITION

Our total reserves as of 31 December 2023 were £693k (2022: £471k), of which £454k relates to restricted funds (2022: £232k), which means Elrha's restricted reserves increased by £222k in 2023. There were no designated reserves.

In order to commit the maximum possible resource to further our charitable objectives, it is Elrha's policy to retain sufficient reserves to safeguard the continuity of operations, when there is a temporary loss of income or to achieve an orderly wind-down if continuation is not possible. As per the Delegation of Authority, any use of Elrha's reserves must be approved by the Chair of the Board of Trustees or the Board Treasurer.

The Trustees are confident that future incoming resources to the charity will be adequate to support the continuation of existing projects and activities, as well as to meet other needs that may arise under reasonably possible downside scenarios, for at least 12 months following the approval of this report. Accordingly, Elrha continues to adopt the 'going concern' basis in preparing the financial statements.

The Trustees are also taking steps to seek and secure additional funding, from both current and new sources of income, with a view to protect Elrha's sustainability in the longer-term future.

Investments

Elrha held no investments during the period.

2.3 PRINCIPAL RISKS AND UNCERTAINTIES

The major risks to which Elrha is exposed have been identified by the Directors Group and reviewed by the Board of Trustees as part of the annual risk review process. Appropriate systems and procedures are in place to manage these risks and provide reasonable but not absolute assurance against occurrence.

FUNDING RISKS

Programme Funding

One of the highest risks identified in 2023 was not having secured, by the end of the year, sufficient funding to cover Elrha programme activities and associated costs in 2024. This risk

has only partially materialised as additional funding secured by the end of 2023 allowed us to fully cover costs for planned and additional innovation activities (HIF, CLIP and UKHIH) in 2024. However, there is a funding gap from mid-2024 in implementing the System Strengthening component of our strategy, which is critical for our ambition. R2HC activities are fully funded for 2024.

To manage the ongoing sustainability of our System Strengthening work we are exploring ways to integrate these objectives into the ongoing programmes, so that we can progress on the goals and objectives set in the Three-Year Plan and Strategy. At the same time, there are ongoing fundraising activities for this critical pillar of our Strategy, as reflected in our business development priorities, including early conversations with current donors to identify common areas of interest.

There is also a continuing risk in not securing funding for innovation activities after mid-2025, when the current awards funding these programmes finalise. This is a high-level risk for 2024, as the impact of not having secured follow-up grants beyond current donor commitments will involve pausing these programmes, with consequences not only for the relevant teams and Elrha's operational capacity, but also for our contribution to the sector. Furthermore, if additional funding for R2HC in 2025 and beyond is not secured, level of activities and expenditure are likely to be significantly reduced from 2024, affecting our capacity to meet overhead costs.

Nonetheless, our long-term and positive relationship with current funders leads us to consider that the likelihood for innovation activities to continue after March 2025 remains high. To this end, we are in early conversations with our funders to understand their expectations and timelines for the next phase of funding. Seeking new funding is an organisational priority, and we are implementing business development activities to achieve results in more effective ways.

Additionally, during 2024 we will carry out business planning against likely future funding scenarios for 2025 onwards.

Funding diversification

Elrha's dependency on a few donors (more than 80% of 2024 budget is funded by one donor) makes Elrha extensively vulnerable to donor policy changes and budget reductions, with limited resilience to offset funding shocks from one donor with other sources of income.

Identified as a high-level risk for 2023, Elrha still had the same donors as in 2022, as of December 2023. Nonetheless, the 2023-finalised Business Development Strategy has provided a clear framework and tools to concentrate our fundraising efforts. The donor prioritisation exercise and engagement of new donors are central pieces in the Business Development Strategy. Work has been in place during 2023 to engage new institutional donors and non-institutional donors. Attendance of networking and engagement events have been prioritised, and a more targeted approach is in place, with core assets to support donor outreach under development.

PEOPLE MANAGEMENT RISKS

While most teams remain stable during 2023, one of the programme teams was affected by a high staff turnover. This had been a high-level risk identified at the start of 2023, and mitigation actions were put in place, particularly around reviewing the job descriptions and

working on the team culture. Nonetheless, resourcing of this team in 2024 continues to be an organisational risk that needs monitoring.

Workplans will thus be regularly reviewed in order to identify critical activities and minimum requirements, so that workload across the team can be prioritised and kept at acceptable levels. And we will strive for quick recruitment processes and induction programmes.

ORGANISATIONAL CULTURE

Lastly, a high organisational risk identified at the start of 2023 was related to the establishment of the Staff Representation Group, and the possibility of tensions among the staff and/or with management resulting in the initiative not being implemented.

This risk was not materialised, and engagement was sufficient for the staff body approving the final terms of reference for the group, with three members of staff volunteering to constitute the SRG. By early 2024, the SRG is well established and with a clear mandate, so identified risks did not materialise and no further risk has been identified in this area.

3. STRUCTURE, GOVERNANCE AND MANAGEMENT

3.1 LEGAL AND ADMINISTRATIVE INFORMATION

Elrha is registered at 1 St. John's Lane, London EC1M 4AR under the laws of England and Wales as both a private limited company by guarantee (11142219) and a charity (1177110). A second office is located at 8 Cathedral Road, Cardiff, CF11 9LJ.

The charity was incorporated on 10 January 2018, although its activities had commenced in 2009, hosted by Save the Children Fund. At time of incorporation, the related assets were transferred to the separate legal entity on 1 May 2018 for nil consideration. The sole member of Elrha is the Save the Children Fund, of which Elrha therefore acts as a wholly owned subsidiary.

Under Elrha's Articles of Association, dated at incorporation, certain decisions are reserved for the Member. These include, but are not limited to:

- i) any changes to the Articles of Association,
- ii) any alteration to the Charity name or registered office,
- iii) any structural change to the organisation e.g., setting up of subsidiaries mergers, sales, disposals, and liquidations, and
- iv) the appointment and removal of all Trustees.

TRUSTEES

The following individuals were members of the [Board of Trustees](#) (and also Directors of Elrha for company law purposes), at the date on which the financial statements were approved and during the year:

- Margie Buchanan-Smith (end of tenure as Chair on 31 December 2023)
- Dr. Jane Cocking OBE (appointed as Trustee on 24 February 2023, and as Chair from 1 January 2024)
- Andrew Toby Smith (Deputy Chair, appointed on 6 March 2023)
- Andrew Shellard (Treasurer, tenure as Trustee ended on 12 February 2024)
- Andy Katz (tenure as trustee ended on 18 April 2024)
- Ebrima Saidy
- Genevieve Kiff (appointed as Trustee on 5 March 2024, and as Treasurer on 11 March 2024)
- Karen Twining Fooks
- Dr. Marta Tufet Bayona
- Rhea Tariq (appointed as Trustee on 24 February 2023)
- SORCHA O'Callaghan (appointed as Trustee on 5 March 2024)
- Wendy Fenton (tenure as Trustee and Deputy Chair ended on 6 March 2023)

DIRECTORS GROUP

Day-to-day management of the charity is delegated by the Trustees to Elrha's Directors Group. As at the date of approval of this report and during the year, the members of the Directors Group were:

- Jessica Camburn – Chief Executive Officer
- Colette Fearon – Director of Impact and Engagement
- Thaïs Méndez de Andés Aldama – Director of Finance and Operations

EXTERNAL AUDITOR

Auditor: KPMG LLP, 15 Canada Square, London E14 5GL

Bankers: National Westminster Bank, PO Box 83, Tavistock House, Tavistock Square, London WC1H 9NA

3.2 GOVERNANCE

Elrha's governance structure is formed by three categories of governing bodies:

(a) Elrha Board of Trustees: its main purpose is providing strategic direction to the organisation, holding overall responsibility for how Elrha implements its strategy, safeguarding, the responsible use of its resources, and ensuring governance standards are upheld.

(b) Programme-based advisory groups and committees: depending on the scope of work defined in their terms of references, this category of governance bodies would (a) advise the Board of Trustees on the strategic direction of their programmes; and/or (b) provide technical advice to the programme teams and make recommendations regarding programmatic priorities; and/or (c) provide independent assessment and recommendation of funding decisions.

(c) Directors Group: they are responsible for day-to-day management of Elrha's business, as delegated by the Board. The Director Group is formed by Elrha's CEO, the Director of Impact and Engagement, and the Director of Finance & Operations.

As mentioned above (**p34**), the UK Humanitarian Innovation Hub (UKHIH) is a hosted initiative within Elrha. Whilst subject to oversight from the Elrha Board of Trustees, UKHIH has a distinct governance structure, the UKHIH Steering Committee (SC), comprised of Elrha, donor representatives and Chair of the UKHIH Advisory Group.

UKHIH functions with an autonomous strategy, annual workplans and annual budgets from those of Elrha., which are approved -in first instance- by their Steering Committee. UKHIH's Governance paper clearly captures roles and responsibilities of the different stakeholders (SC, UKHIH Director, Advisory Group, Elrha Board of Trustees and staff) and their different scope and level of authority in regard to UKHIH's activities and operations.

The UKHIH is, however, legally part of Elrha and, as set in the Memorandum of Understanding (MoU) describing the hosting arrangement, UKHIH follows Elrha's operating policies and procedures, unless otherwise agreed.

As part of Elrha, UKHIIH is under the mandate of Elrha Board of Trustees, who has the final authority to ratify UKHIIH governance structure and annual budgets (approved as part of Elrha overall annual budget), and in overseeing risks and potential liabilities of UKHIIH activities that could significantly impact Elrha. Progress on UKHIIH activities and budget execution is regularly reported to the Board of Trustees.

BOARD OF TRUSTEES

As indicated above, Elrha is a limited company, and all Trustees are also full Directors of Elrha for company law purposes.

Trustees, all of whom are non-executive, have been drawn from diverse backgrounds in business and professional life, and bring a broad range of experience and skills to Board deliberations. The Trustees have been appointed in accordance with the provisions of the Articles of Association for Elrha. Trustees are recruited through open and competitive processes (except for one trustee appointed by Save the Children), against relevant skills and experience identified by the existing Trustees as needed for the Board to perform their duties.

All Trustees have received a full induction, including meeting with members of the Directors Group, aiming at getting familiar with their statutory responsibilities, their role as Board members, the governance framework within Elrha, Elrha's work, and the risk environment. Ongoing training is arranged as and when a need is identified.

There are clear distinctions between the role of the Board and the Directors Group, to which day-to-day management is delegated. The principles of 'management proposes' / 'Board decides'; 'management implements' / 'Board monitors' form the basis of the Board and executive management team interaction. Items such as Elrha's policies, strategic annual plan, budget and risk assessments are prepared by the Directors Group for consideration and approved by the Trustees. The members of the Board cannot, under the governance regulations of the charity, receive remuneration for services to Elrha and may only be reimbursed for incidental expenses claimed.

As part of Elrha's governance review, it undertook an analysis of Elrha's governance practices against the Charity Governance Code in 2021 and developed an action plan for strengthening governance, which it has implemented over the following two years. The Board also carries out an informal annual self-assessment, wherein the Chair of the Board meets with each individual Trustee and writes up a report identifying areas of strength and improvement in the functioning of the Board.

As per the Board's terms of reference, Trustees met four times in 2023 and held an extraordinary meeting in April to approve Elrha's new Strategy 2023-2040.

Board attendance was as follows:

Name	Meetings
Margie Buchanan-Smith (Chair)	5/5
Andrew Toby Smith (Deputy Chair)	5/5
Andrew Shellard (Treasurer)	4/5
Andy Katz	3/5
Ebrima Saidy	3/5
Dr. Jane Cocking OBE	4/5
Karen Twining Fooks	5/5
Dr. Marta Tufet Bayona	4/5
Rhea Tariq	4/5
Wendy Fenton	1/1*

*Tenure ended 6 March 2023.

BOARD COMMITTEES

Risk & Audit Committee

In March 2022, the Board agreed to set up the Risk & Audit Committee (RAC) as a permanent committee to strengthen and provide advice to the Board on its oversight of risk and audit review. The committee comprises, the Treasurer to the Board, the Deputy Chair and Elrha’s Director of Finance and Operations. A meeting of the RAC took place in early September 2023 to consider a new risk management framework, including a new template for Elrha’s risk register, before recommending approval to the Board. The Board approved the new approach to risk management at its meeting in September. Additionally, the RAC, after review and consideration, recommends to the Board whether to approve the Annual Report and Accounts.

Strategy Development Committee

Since March 2022, the Strategy Development Committee (SDC), an ad hoc committee of the Board, had provided strategic support to Elrha’s management with the development of Elrha’s new Strategy (2023-2040). The SDC met once in January this year and, following Board approval of the new Strategy and 3-Year Plan in May, the SDC was dissolved as its purpose had been achieved.

Business Development Committee

The Business Development Committee (BDC) was created in June, being responsible for providing advice to the Board on fundraising in support of the implementation of the Strategy and the ongoing effective and sustainable resourcing of the organisation. The Business Development Committee (BDC) does not hold any delegated authority from the Board, but provides advice and assurance to the Board and Elrha’s management in three key areas:

- Developing a strategy for business development and plans for its implementation
- Fundraising, donor engagement and income generation
- Organisational profiling and marketing

The BDC held its first meeting in August to consider an outline draft of the new BD Strategy and met again in early December to consider a final version and plans for its implementation before a final draft was approved by the Board at its meeting on 12 December.

OTHER BODIES IN GOVERNANCE FRAMEWORK

Each governing body described below has a clear term of reference that sets out their roles and responsibilities. It also sets out the process to avoid and manage potential conflict of interests, ensuring that the bodies uphold the highest standards of transparency and accountability.

Programme Advisory Groups

The HIF and R2HC Advisory Groups advise Elrha on the strategic direction of our grant-making programmes. These groups provide advice to the programme teams and make recommendations regarding programmatic priorities, set the direction and framework for grant-making, and are involved in the selection of Funding Committee members. The Chairs of the Advisory Groups report to the Elrha Board on an annual basis.

Programme Funding Committees

The function of our two Funding Committees, one for HIF and one for R2HC, is to provide independent assessment and recommendation of funding decisions. The Chairs of the Funding Committees report to their respective Advisory Group.

Technical Working Groups

The Technical Working Groups provide a greater depth of technical expertise for the focus areas on our HIF programme. The Chairs of the Technical Working Groups report to the HIF Advisory Group.

Our HIF Technical Working Groups for 2023 were in WASH, GBV, and DOAI.

Our Funders

Our programme funders retain the ability to veto the funding of a particular proposal before a final decision is made to grant restricted funds to a third party. However, programme funders cannot require that a third party receive a grant, and any final decision on whether a grant should be made remains with Elrha.

In addition, Elrha's funders may have observer status on the advisory groups and/or funding committees. This may be an ad-hoc or a regular arrangement and is agreed on a case-by-case basis.

THE CHARITY GOVERNANCE CODE

Elrha seeks to apply the Charity Governance Code as its standard for good governance. Following the completion of a review of governance practices against the code at the end of 2021, the Board approved an action plan to address key areas identified for improvement. The areas of improvement for planned action in 2023 were as follows:

- Work on a new Risk Management Framework started in 2022 and the RAC met in September 2023 to consider a more developed version of the framework. Following some suggested improvements to the framework, the RAC recommended approval of the new framework and a more robust template for monitoring risk to the Board. The new framework and register will facilitate the assessment and monitoring of organisational risks, under the Board and Elrha's management remits, on an ongoing basis. The DFO will be responsible for socialising the new framework into Elrha's daily working practices in 2024.
- Strengthening key policies, specifically Delegations of Authority (DOA) and staff rewards:
 - A new DOA was approved by the Board in March 2023 and budget-holders and relevant staff trained.
 - A new organisation salary structure was developed and published in 2022 and new salary progression principles were approved by the Board in March 2023 and applied to the annual salary increase for April 2023.

The Board also strengthened its own oversight and expertise by:

- The establishment of a new committee in June to develop a Business Development Strategy in support of Elrha's new Strategy and plans for its implementation and to provide guidance and assurance to the Board on Elrha's plans for fundraising, donor engagement, income generation and Elrha's positioning in the sector.
- Reviewing skills/expertise gaps on the Board and recruiting two additional trustees to replace the Treasurer and strengthen expertise on aspects of humanitarian policy. Recruitment took place between September and November 2023 through an open and competitive process. Two new trustees joined part of the December Board meeting proceedings as observers and joined the March 2024 as fully appointed trustees. A further recruitment is planned in early 2024 to strengthen fundraising/philanthropic expertise on the Board.

3.3 TRUSTEES' RESPONSIBILITIES

Statement of Trustees' responsibilities in respect of the Trustees' Annual Report and the financial statements

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations or have no realistic alternative but to do so.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

3.4 EXTERNAL AUDITOR

KPMG LLP have expressed their willingness to continue to act as auditors. A resolution to reappoint them, under section 485 of the Companies Act 2006, is pending shareholder approval.

3.5 PUBLIC BENEFIT

Trustees have a duty to develop strategic plans to ensure that Elrha provide public benefit and achieve the charitable objectives as set out in our governing document. These objectives include the relief of hardship in cases of war, natural disaster, or catastrophe anywhere in the world; the promotion of education and training, and of research for the public benefit concerning these matters; and making publicly available the results of such research. These objectives fall under the purposes defined by the Charities Act 2011. We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

3.6 POLITICAL DONATIONS

No political donations were made during the period.

3.7 FUNDRAISING ACTIVITIES

Elrha's fundraising activities are currently limited to institutional donors and trusts, as well as occasional consultancy work for peer organisations. Elrha does not engage in fundraising from members of the public.

3.8 GRANT MAKING PROCESS

Elrha designs its grant-making funding calls to ensure maximum contribution from any funded project to its strategic aims. Any registered legal entity may apply for grant funding from one of Elrha's programmes, although particular funding calls may have additional eligibility requirements, depending on the nature of the challenge being set or other needs.

Proposals submitted to Elrha go through the following process:

- 1) Elrha staff screen the proposal to ensure it is eligible for funding. In addition, for some funding calls, expressions of interest are short-listed by the Funding Committee, with successful applicants being asked to submit a full proposal.
- 2) Proposals that pass the screening/short-listing stage are reviewed technically by:
 - a. At least two independent technical reviewers with subject area expertise
 - b. Elrha staff, who will review the proposal budget

Comments from these reviews are passed to the Funding Committee for consideration alongside the proposal.

The Funding Committee has the authority to make funding recommendations up to the amounts agreed in the budget. For the R2HC programme, these recommendations are then agreed by the donors.

Once the Funding Committee has made a decision on the quality of a project, the applicant organisation is subjected to Elrha's due diligence process, which is an integral part of Elrha's risk management and part of our established Mandatory Operating Procedures. As part of our due diligence process, implementing organisations and key staff members for the project or study are vetted against sanctions, anti-terrorism, and other international risk monitoring lists. The policies of the lead organisation are checked against our safeguarding and financial control principles to ensure they are of sufficient quality. Elrha then weighs the risk of granting to the lead organisation, and only when Elrha is comfortable that risks are within its appetite, or that sufficient mitigations have been put in place to achieve this, will a grant be confirmed.

3.9 SAFEGUARDING AND ETHICAL BEHAVIOUR

Maintaining the safety and protection of those we work with and our staff is highly important across Elrha. This includes staff, governance groups, grantees, and the people our grantees work with. We have a zero-tolerance approach towards all forms of unethical behaviour, including bribery, facilitation payments, tax evasion and money laundering.

Criminal record checks are completed for all staff and trustees, and more enhanced checks are performed following a risk-based approach. As part of our due diligence process for grantees, we review their safeguarding policies to make sure they are in line with our policies.

We have an Incident Prevention and Management Policy – with a wide definition of vulnerable groups – and clear organisational values. These policies set out the standards of behaviour expected from all staff, trustees, grantees, and all others that we work with, particularly in relation to safeguarding. R2HC research studies are subject to review by an Institutional Review Board (IRB) to ensure they achieve recognised ethical approval before research is funded.

We have an incident reporting mechanism and are committed to investigating any potential breaches of our policies, whether within Elrha or the projects and studies we fund. All complaints are investigated, following established investigation guidelines, and should internal breaches be substantiated, disciplinary action would be taken, up to and including dismissal. With our grantees, substantiated breaches may result in us withdrawing funding and any other support.

We are committed to openness, and to keeping our donors informed of any complaints and the progress of any investigations. We are also committed to inform and work with our regulators and any relevant law enforcement agency where the complaint warrants this.

While we believe that our systems are effective, we are committed to their ongoing review and development. We will continue to identify and implement measures that will enhance policy and practice to ensure our standards meet or exceed best practice in the sector.

3.10 STAFF ENGAGEMENT AND WELLBEING

Our 2023 staff engagement survey once again demonstrated that our staff are inspired by our vision and purpose and can clearly see the positive impact they are making through their roles.

Our staff experience good relationships with their line managers, are clear about their expectations and how they contribute to wider aims, and feel that achievements are recognised.

Our staff enjoy positive working relationships with team members across the organisation and feel respected and comfortable voicing their opinions and concerns. We have supported strong connection and belonging through intentional opportunities to meet in person.

Our staff feel their wellbeing is positively supported at Elrha, in particular through our commitment to offering flexibility with a good balance between working from home and the office. We continue to offer internal activities and resources to support good mental health,

resilience and connection with colleagues, and our staff can access wellbeing support through an established Employee Assistance Programme (EAP).

EQUALITY, DIVERSITY AND INCLUSION

Elrha is an equal opportunities employer, as reflected in our HR policies and practices, which are underpinned by the Equity, Diversity & Inclusion (EDI) principles approved by our Board in 2021 and the provisions of the Equality Act 2010.

We see our inclusion principles as interdependent with staff engagement and wellbeing. Kindness and fairness are embedded into our culture and values. We champion employee wellbeing, recognition and appreciation, and make sure our supportive and flexible working environment keeps staff connected, motivated and well informed.

We are committed to creating an inclusive and supportive working environment, free from discrimination, harassment, and victimisation. We promote and provide equal opportunities and respect diversity. These commitments are formally captured in our EDI principles, which are reflected in our policies and procedures.

With recruitment, our ambition continues to be increasing the diversity of our staff to better represent and reflect the people and communities we support. Positive steps have been taken in achieving this goal, including using a wide range of recruitment websites and platforms to ensure a broad pool of candidates, as well as reinforcing a notice on our job advertisements to encourage applicants from a wider range of backgrounds. We recruit and promote staff on merit and continue to seek more internal routes to staff progression and succession planning.

PAY AND REWARD

We want our staff to feel valued and appropriately rewarded and recognised for the work they do, and put ourselves in the best position to attract, retain and inspire exceptional individuals to help us achieve our purpose. We aim to reward our staff fairly and consistently relative to their level of work and to ensure our processes to manage pay are simple and easy to understand.

In 2023, we introduced new Annual Salary Increase Principles to allow for pay progression for staff who remain in the same role over time, rewarding their increasing proficiency and expertise in that role. In addition, the increase will seek to mitigate any impact of cost-of-living increases when and if relevant. The new approach has provided Elrha with a clear framework to set salary levels for new positions, and to consistently establish the salary offer made to new staff starting with our organisation.

Our salary structure ensures that our staff are paid competitively according to the role that they do. Our salary bands are benchmarked externally against those of similar sized charities. We are fully transparent about pay when we advertise for any role, sharing the starting salary in all instances. We are proud to continue to support the charity sector's call for salary transparency.

We also aim to offer an attractive benefits package including pension, life cover, organisational sick pay and family friendly pay and leave schemes; incremental increase in annual leave depending on length of service; opportunities for learning and development; a comprehensive EAP and a strong ethos of flexible working.

RECRUITMENT AND RETENTION

Like many other organisations we have been through a period of staff turnover at a higher rate than usual. Having reviewed the data available, the reasons for this do not seem to point conclusively to any one particular issue and are reflective of the situation across the wider job market. However, the impact has been felt keenly in terms of loss of knowledge within teams and needing to postpone certain activities and deliverables. We are committed to listening to staff to understand where improvements can be made to improve retention rates.

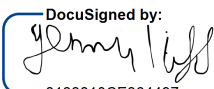
This issue has led to increased recruitment activity and costs as we have needed to replace our leavers, alongside creating new roles to support growing organisational needs. Fortunately, we have attracted excellent candidates through our recruitment campaigns with all vacancies filled promptly. Our new starters benefit from a comprehensive induction programme to support the start of a successful journey with Elrha.

APPROVAL OF THE TRUSTEES’ REPORT

The Trustee’s Report (**pp7-54**) was approved by the Board of Trustees on 24 June 2024 and signed on its behalf by:

DocuSigned by:

40C58A2724EA414...
Dr Jane Cocking
Chair of the Board of Trustees

DocuSigned by:

8133810CE364497...
Genny Kiff
Treasurer

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ELRHA

OPINION

We have audited the financial statements of Elrha ("the charitable company") for the year ended 31 December 2023 which comprise the Balance Sheet, the Statement of Financial Activities, and the Cash Flow Statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the charitable company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the charitable company or to cease its operations, and as they have concluded that the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the trustees' conclusions, we considered the inherent risks to the charitable company's business model and analysed how those risks might affect the charitable company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may

cast significant doubt on the charitable company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the charitable company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of Trustees and management, and inspection of policy documentation as to the Charitable Company's high-level policies and procedures to prevent and detect fraud, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Trustees Board minutes
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that charitable income is recorded in the incorrect accounting period, and the risk that management may be in a position to make inappropriate accounting entries.

We also performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included journals posted by individuals that do not post frequently, and unusual journal pairings for cash and borrowing.
- Inspecting grant agreements to determine if income has been recognised in line with accounting policy.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with management as required by auditing standards. Additionally, we discussed with management the relevant policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

The charitable company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies' legislation) and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Whilst the charitable company is subject to many other laws and regulations, we did not identify any others where the consequences of non-compliance alone could have a material effect on amounts or disclosures in the financial statements.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

OTHER INFORMATION

The trustees are responsible for the other information, which comprises the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' Annual Report, which constitutes [the strategic report for the financial year, is consistent with the financial statements; and
- in our opinion that report has been prepared in accordance with the Companies Act 2006.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a strategic report

We have nothing to report in these respects.

TRUSTEES' RESPONSIBILITIES

As explained more fully in their statement set out on **page 49**, the trustees are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES

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

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the

charitable company and the charitable company’s members, as a body, for our audit work, for this report, or for the opinions we have formed.

JH Lees

Joanne Lees
for and on behalf of KPMG LLP, Statutory Auditor
Chartered Accountants
15 Canada Square, London, E14 5GL

Date: 01 July 2024

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2023

	Notes	Unrestricted funds £	Restricted funds £	Total funds for the year to 31/12/2023 £	Total funds for the year to 31/12/2022 £
Donations	3	24	-	24	5
Charitable Activities	4	-	12,717,716	12,717,716	9,608,532
Total Income		24	12,717,716	12,717,740	9,608,537
Charitable Activities	5	-	(12,495,974)	(12,495,974)	(9,413,082)
Total Expenditure		-	(12,495,974)	(12,495,974)	(9,413,082)
Net Income and net movement in funds		24	221,742	221,766	195,455
Reconciliation of Funds:					
Total Funds Brought Forward		239,519	231,962	471,481	276,026
Movement in Funds		24	221,742	221,766	195,455
Total Funds Carried Forward		239,543	453,704	693,247	471,481

The statement of financial activities includes all gains and losses recognised in the period

BALANCE SHEET
As at 31 December 2023

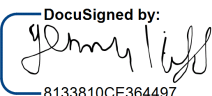
	Notes	31/12/2023 £	31/12/2022 £
Current Assets			
Debtors: amounts falling due within one year	11	2,327,607	1,409,218
Cash at bank and in hand	16	55,743	101,911
		2,383,350	1,511,129
Liabilities:			
Creditors: amounts falling due within one year	12	(1,690,103)	(1,039,647)
		(1,690,103)	(1,039,647)
Net assets		693,247	471,481
The funds of the charity:			
Restricted income funds	15,16	453,704	231,962
Unrestricted funds	16	239,543	239,519
Total Funds		693,247	471,481

The notes on **pages 63-83** form part of the financial statements.

Approved by the Board on 24 June 2024 and signed on its behalf by:

DocuSigned by:

40C58A2724EA414...
Dr Jane Cocking
Chair of the Board of Trustees

DocuSigned by:

8133810CE364497...
Genny Kiff
Treasurer

CASH FLOW STATEMENT

For the year ended 31 December 2023

	Notes	Year to 31/12/2023 £	Year to 31/12/2022 £
Cash flows from operating activities			
<i>Net cash provided by operating activities</i>	a)	(46,168)	3,162
Change in cash and cash equivalents in the reporting period		(46,168)	3,162
Cash and cash equivalents at the beginning of the reporting period		101,911	98,749
Cash and cash equivalents at the end of the reporting period	b)	55,743	101,911

NOTES TO THE CASH FLOW STATEMENT

(a) Reconciliation of net income to net cash flow from operating activities	Year to 31/12/2023 £	Year to 31/12/2022 £
Net income	221,766	195,455
Adjustments for:		
Decrease/(increase) in debtors	(918,389)	1,458,146
Increase in creditors	650,456	(1,650,440)
Net cash provided by operating activities	(46,168)	3,162
(b) Analysis of cash and cash equivalents	Year to 31/12/2023 £	Year to 31/12/2022 £
Cash at bank and in hand	55,743	101,911
Total cash and cash equivalents	55,743	101,911

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

General Information and Basis of Accounting

Elrha is a charitable company incorporated in England and Wales and domiciled in the United Kingdom under the Companies Act 2006. The address of the registered office is:
1 St. John's Lane
London
EC1M 4AR

Elrha is a public benefit entity. The nature of Elrha's operations and its principal activities are set out in the trustees' report (including the strategic report) on **pages 7–54**.

Save the Children UK (company number 00178159; charity numbers 213890 (England and Wales) and SC039570 (Scotland)) is the sole member of Elrha. Save the Children UK's principal purpose is to save children's lives and tackle global child poverty. Elrha's results will be consolidated with those of Save the Children UK and the consolidated accounts can be obtained by the public at the registered office address given above.

Basis of Preparation

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The functional currency of Elrha is pounds sterling because that is the currency of the primary economic environment in which Elrha operates.

Going Concern

The financial statements have been prepared on a going concern basis, which the Trustees consider to be appropriate for the following reasons.

The Trustees have prepared financial forecasts for a period of 12 months from the date of approval of these financial statements, and these indicate that the Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

With funding being secured until March 2026, Elrha will be able to continue its activities in the medium-term, although at a much-reduced scale, should new funding not be committed by March 2025, when the main award for the Humanitarian Innovation Fund (HIF) and UK Humanitarian Innovation Hub (UKHIH) programmes end.

Fundraising efforts are on-going, particularly aiming at diversifying the donor portfolio, and current donors have showed their interest to continue their support to Elrha however, the main risk to our going concern status, as at the reporting date, is our ability to maintain

sufficient operational capacity to support programmes and activities that are funded beyond March 2025, as well as to meet reporting and award closure for those ending at this time.

For the purposes of assessing Elrha's going concern status under alternative scenarios, the Trustees have considered a worse-case scenario in which no new income is made available until June 2025, in order to test whether current funds during this time are sufficient to cover necessary operational costs. The going concern assessment demonstrated that existing funding commitments by donors and the use of reserves will be sufficient to cover forecast expenditure until that date.

Should this scenario materialise careful workforce planning and renewal of recurrent fixed costs (such as subscriptions and license fees) will be required, in order to maximise the available financial resources. This will be possible due to Elrha's operating model, which allows the organisation to scale up or down in response to the availability of funding. The ability to meet liabilities as they fall due rests upon ensuring that funding from Elrha's donors is sufficient to cover the costs of running the programmes. As such, Elrha does not make commitments to third parties unless donor funding is secured, and ensuring fixed operational costs are covered as a priority over the flexible operational and programme costs.

With respect to cash liquidity, Elrha receives incoming cash through claims submitted to each of its donors on an agreed schedule, and it also has access to a flexible credit facility provided by Save the Children UK (SCUK). This interest free credit facility is available up to a value of £2.5 million. Furthermore, most of our donors provide funding in advance of expenditure being incurred, as a result, Elrha has typically remained in a positive cash position and has not needed to draw upon the credit facility for the last two years (2022 and 2023).

Consequently, the Trustees are confident that the Charitable Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

Fund Accounting

Unrestricted funds are those which are available for the general purposes of Elrha at the discretion of the trustees. The trustees may elect to dedicate some funds for specific purposes. No funds have been dedicated in this way during the period.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the charity for particular purposes. Costs are charged against the specific fund in line with donor wishes. An analysis of each restricted fund is set out in note 15.

In case of a deficit or surplus in restricted funds, the following approach is applied:

- if there is a deficit in restricted funds at the end of the year, the likelihood of future income being received which could cover this shortfall is assessed. A deficit is considered acceptable to the extent there is a realistic expectation of future income to cover the shortfall. If this condition does not apply, any shortfall must be immediately made up through a transfer from unrestricted funds.

- the restricted funds balance will be assessed at the end of each funding arrangement with a donor. If the balance is in deficit and the end of the funding arrangement means the prospect of future income to make up the shortfall is now unlikely, a transfer from unrestricted funds will be made. If the balance is a surplus, the implications will be assessed in light of donor restrictions, which may require that surplus income is repaid to the relevant donor.

Income

Income is recognised in the statement of financial activities when Elrha is legally entitled to the income, receipt is probable, and it can be effectively measured.

Grant income

Most of Elrha's income is donor funding, which is granted either directly from donors, or via Save the Children UK. In general, grants represent restricted income from governments, agencies and foundations, corporates and trusts and have been included as 'Incoming resources from charitable activities' where these grants specifically outline the goods and services to be provided to beneficiaries. For these performance related grants, in the absence of specific milestones to determine entitlement, income is recognised to the extent that resources have been committed to the agreed outcomes and outputs as this is deemed to be a reliable estimate of the right to receive payment for the work performed. In this case cash received in excess of expenditure is included as a creditor (as deferred income) and expenditure in excess of cash included as a debtor (as accrued income). Unless otherwise specified by donors, restricted funds are not held in separate bank accounts.

Consulting income

Consulting income is income arising from services provided by Elrha to other humanitarian organisations. Such services are closely aligned with Elrha's charitable objectives and expertise and include activities such as training and research to support other organisations with which Elrha shares common goals. Income from these contracts is unrestricted and any profits generated are used to fund Elrha's other charitable activities. As with grant income, consulting income is recognised either upon the achievement of specific milestones, or in the absence of such milestones, income is recognised to the extent that resources have been committed to the agreed outcomes and outputs, until contract completion allows for a final and accurate accounting of profit or loss.

Gifts in Kind income (GIK)

GIK (Gifts in Kind) include goods for project distributions or resale, pro-bono services and supplies. GIK must be included in the accounts as income and expenditure and valued at market value by management and/or the donor. No monetary value is attributed to volunteer work.

Expenditure

All expenses are recognised on an accruals basis.

Expenditure on charitable activities is any that relates directly to fulfilling the charitable objects of Elrha.

Grant funding expenditure comprises the direct value of sub-grants made by Elrha to partner organisations during the year, as detailed in note 7. Grants funding costs are reported against the programme to which they relate.

Expenditure on 'activities undertaken directly' includes all costs of activities directly attributable to specific programmes or projects.

Support costs represent core activities and services, such as general management, governance, human resources, communications, financial management and premises costs, and are allocated across the categories of charitable activities in proportion to the services provided.

Staff costs are analysed and apportioned on the basis of management's estimation of the time spent on each activity and are allocated to activities undertaken directly or support costs according to the role of the staff concerned.

Termination Benefits

Termination benefits are payable when employment is terminated, or whenever an employee accepts voluntary redundancy in exchange for these benefits. Termination costs are recognised at the point at which Elrha is committed to incur these costs.

Provisions

Provisions for liabilities are recognised when there is a legal or constructive obligation for which a measurable future outflow of funds is probable. Elrha held no provisions at the balance sheet date. (2022: nil)

Financial Instruments

Financial assets and financial liabilities are recognised when Elrha becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Elrha only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid, net of any trade discounts due. Creditors and provisions are recognised where Elrha has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Defined Pension Contribution Scheme

Save the Children UK operates a defined contribution retirement benefit scheme for all qualifying employees of group entities, including Elrha. For all schemes the amount charged to the statement of financial activities is in respect of the pension contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of Elrha's accounting policies, which are described in note 1, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure, with the exception of income recognition. In light of the guidance set out in the Charities SORP (FRS 102) all awards have been reviewed to determine their performance related conditions, see Accounting Policies (Grant income).

3. INCOME FROM DONATIONS

Year ended 31 December 2023

	Unrestricted	Restricted	Year to 31/12/2022
	£	£	£
Gift in kind income	-	-	-
Other	24	-	24
Total	24	-	24

Year ended 31 December 2022

	Unrestricted	Restricted	Year to 31/12/2021
	£	£	£
Gift in kind income	-	-	-
Other	5	-	5
Total	5	-	5

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	Year to 31/12/2023 £	Year to 31/12/2022 £
Humanitarian Innovation Fund (HIF)	-	5,671,817	5,671,817	6,691,453
Research for Health in Humanitarian Crises (R2HC)	-	5,143,093	5,143,093	2,520,442
Global Prioritisation Exercise (GPE)	-	280,156	280,156	128,215
UK Humanitarian Innovation Hub (UKHIH)	-	1,622,650	1,622,650	268,422
Other Charitable Activities	-	-	-	-
Total	-	12,717,716	12,717,716	9,608,532

5. EXPENDITURE

	Grant funding £	Activities undertaken directly £	Support Costs £	Year to 31/12/2023 £	Year to 31/12/2022 £
Raising funds					
Charitable activities					
Humanitarian Innovation Fund (HIF)	3,583,833	879,011	724,937	5,187,781	5,405,648
Research for Health in Humanitarian Crises (R2HC)	3,996,848	768,057	378,188	5,143,093	2,520,442
Global Prioritisation Exercise (GPE)	-	501,008	125,142	626,150	489,899
UK Humanitarian Innovation Hub (UKHIH)	1,025,695	321,780	191,475	1,538,950	997,093
Other Charitable Activities	-	587	(587)	-	-
	8,606,376	2,470,443	1,419,155	12,495,974	9,413,082

Total resources expended include the following:

Fees payable to the auditor

	Year to 31/12/2023 £	Year to 31/12/2022 £
Audit of financial statements	28,200	23,500
Total audit fees	28,200	23,500

6. ANALYSIS OF SUPPORT COSTS

	Year to 31/12/2023 £	Year to 31/12/2022 £
Governance	60,215	44,536
General Management	530,258	422,827
Financial Management	226,727	252,576
Communications Support	269,603	224,346
Human Resources	90,592	78,970
Information Technology	122,401	128,577
Premises and Facilities	119,359	99,740
	1,419,155	1,251,572

7. ANALYSIS OF GRANT EXPENDITURE

	HIF £	R2HC £	UKHIH £	2023 Total £	2022 Total £
ACTION AGAINST HUNGER	155,033	-	-	155,033	105,109
ALLIANCE FOR INTERNATIONAL MEDICAL ACTION (ALIMA)	-	407,821	-	407,821	-
AMERICAN UNIVERSITY OF BEIRUT (AUB) - (GBP)	-	97,850	-	97,850	-
AMREF HEALTH AFRICA	44,953	151,629	-	196,582	-
ARBEITER-SAMARITER-BUND DEUTSCHLAND E.V.	45,000	-	-	45,000	75,000
BRANDEIS UNIVERSITY	-	49,729	-	49,729	1,664
BUSARA CENTER FOR BEHAVIORAL ECONOMICS INC	-	-	-	-	8,278
CARIBOU DIGITAL (UK) LTD	-	-	79,159	79,159	124,710
CENTER FOR GLOBAL DEVELOPMENT	-	-	-	-	30,609
CHATHAM HOUSE	-	-	-	-	15,931
COLUMBIA UNIVERSITY	-	153,591	-	153,591	309,095
COMMUNITY PARTNERS INTERNATIONAL	-	139,945	-	139,945	-
CONSILIENT LIMITED	66,603	-	-	66,603	-
CWS JAPAN	733,976	-	-	733,976	656,325

	HIF £	R2HC £	UKHIH £	2023 Total £	2022 Total £
DANIELE LANTAGNE	-	-	-	-	2,141
EAWAG	-	-	-	-	2,863
ECOLE D'ECONOMIE DE PARIS (GBP)	37,498	-	-	37,498	62,497
EPICENTRE	-	162,578	-	162,578	-
ETHIOPIAN PUBLIC HEALTH ASSOCIATION	-	134,550	-	134,550	-
GONDAR UNIVERSITY HOSPITAL	-	250	-	250	-
GUJARAT MAHILA HOUSING SEWA TRUST	3,837	-	-	3,837	6,104
HANDICAP INTERNATIONAL	-	-	-	-	70,077
HEALTHRIGHT INTERNATIONAL	57,143	9,498	-	66,641	396,118
HEARTLAND ALLIANCE INTERNATIONAL	-	-	-	-	493
HUMANITARIAN OUTCOMES LTD	-	-	498,646	498,646	124,230
IBIS REPRODUCTIVE HEALTH INC	-	19,250	-	19,250	242,103
IDINSIGHT INC	-	-	-	-	3,012
IMPACT INITIATIVES	-	-	-	-	8,160
INDO GLOBAL SOCIAL SERVICE SOCIETY	1,863	-	-	1,863	5,923

	HIF £	R2HC £	UKHIH £	2023 Total £	2022 Total £
INNOVATIONS FOR POVERTY ACTION	-	283,210	-	283,210	-
INSTITUTE OF DEVELOPMENT STUDIES	-	-	-	-	29,876
INTERNATIONAL CENTRE FOR DIARRHOEAL DISEASE RESEARCH BANGLADESH (ICDDR,B)	89,999	-	-	89,999	-
INTERNATIONAL ORGANISATION FOR MIGRATION (GENEVA)	102,000	-	-	102,000	-
INTERNATIONAL RESCUE COMMITTEE UK	50,000	196,629	-	246,629	(5,476)
IPAS	55,154	74,123	-	129,277	92,453
ISLAMIC RELIEF WORLDWIDE	44,250	-	-	44,250	-
JOHN HOPKINS UNIVERSITY (US BANK)	-	2,247	-	2,247	2,955
JOHNS HOPKINS UNIVERSITY	-	87,757	-	87,757	-
KAROLINSKA INSTITUTET, INSTITUTION OF PUBLIC HEALTH SCIENCES	-	197,099	-	197,099	-
KHI BUSINESS DEVELOPMENTS LTD	-	-	-	-	22,619
LEH NUTRITION PROJECT	6,790	-	-	6,790	20,192
LEONARD CHESHIRE DISABILITY	-	-	-	-	36,534
LIGHT FOR THE WORLD INTERNATIONAL	65,046	-	-	65,046	7,699
LONDON SCHOOL OF HYGIENE & TROPICAL	36,447	50,761	-	87,208	62,137

	HIF £	R2HC £	UKHIH £	2023 Total £	2022 Total £
MCGILL UNIVERSITY	-	2,258	-	2,258	-
MONASH UNIVERSITY	-	53,438	-	53,438	-
MUSLIM AID UK	-	-	-	-	59,409
NESTA	-	-	26,436	26,436	112,000
NORWEGIAN REFUGEE COUNCIL	-	-	-	-	7,653
NOSAL INSTITUTE LIMITED	121,547	-	-	121,547	6,131
ODI	-	-	-	-	69,259
ON OUR RADAR LTD	-	-	-	-	12,000
Orebro University	-	-	-	-	(2,120)
OXFAM (OXFORD)	2,448	-	-	2,448	-
OXFAM GB	261,131	-	-	261,131	168,478
PESITHO HOLDING ApS	57,718	-	-	57,718	202,014
PHILIPPINE GEOGRAPHICAL SOCIETY	3,269	-	-	3,269	10,146
PHYSICIANS FOR HUMAN RIGHTS	43,411	-	-	43,411	192,500
PLAN INTERNATIONAL UK	67,500	-	-	67,500	-

	HIF £	R2HC £	UKHIH £	2023 Total £	2022 Total £
PRAGYA	85,768	-	-	85,768	200,125
QUEEN MARGARET UNIVERSITY EDINBURGH	-	2,568	-	2,568	-
QUEENS UNIVERSITY AT KINGSTON	28,872	-	-	28,872	67,368
REACH OUT CAMEROON	-	-	-	-	39,961
REEMI CHARITABLE TRUST	-	-	-	-	20,212
RESEARCH AND GRANT INSTITUTE OF GHANA	-	-	-	-	17,156
ROYAL COLLEGE OF SURGEONS ENGLAND	-	-	88,200	88,200	139,999
SAVE THE CHILDREN (UK)	-	180,659	-	180,659	-
SAVE THE CHILDREN DENMARK GBP (RED BARNET)	-	-	-	-	1,713
SOS CHILDREN S VILLAGES UK	89,792	-	-	89,792	-
STANFORD UNIVERSITY	-	-	-	-	100,723
START NETWORK	740,160	-	-	740,160	464,008
STONEWALL EQUALITY LTD	89,100	-	-	89,100	-
SWISS TROPICAL AND PUBLIC HEALTH INSTITUTE (SWISS TPH)	-	79,597	-	79,597	-
TEARFUND	19,808	-	-	19,808	120,455

	HIF £	R2HC £	UKHIH £	2023 Total £	2022 Total £
TERRE DES HOMMES FOUNDATION	86,987	-	-	86,987	290,000
THE AGA KHAN UNIVERSITY	-	12,936	-	12,936	-
THE GEORGE WASHINGTON UNIVERSITY	34,479	-	-	34,479	62,411
THE LONDON SCHOOL OF ECONOMICS	-	174,713	-	174,713	-
THE INTERNATIONAL FEDERATION OF RED CROS	-	-	-	-	77,352
Trustees of Boston College	-	208,790	-	208,790	-
THE POPULATION COUNCIL (KENYA)	-	-	-	-	325,444
THE UNIVERSITY OF SYDNEY	-	-	-	-	49,922
UNIVERSITY NEW SOUTH WALES	-	143,982	-	143,982	-
UNIVERSITY OF APPLIED SCIENCES AND ARTS NORTHWESTERN SWITZERLAND	13,488	-	-	13,488	29,998
University of Brighton Academies Trust	151,986	-	-	151,986	-
UNIVERSITY OF CALIFORNIA REGENTS	-	-	-	-	40,000
UNIVERSITY OF COPENHAGEN	-	5,186	-	5,186	-
UNIVERSITY OF GENEVA, FACULTY OF MEDICINE	-	-	333,254	333,254	-
UNIVERSITY OF LEEDS	3,772	-	-	3,772	18,532

	HIF £	R2HC £	UKHIH £	2023 Total £	2022 Total £
UNIVERSITY OF SHEFFIELD	-	-	-	-	5,186
UNIVERSITY OF WASHINGTON	-	130,867	-	130,867	35,134
UNIVERSITY OF WESTERN ONTARIO	-	-	-	-	2,761
URMUL SEEMANT SAMITI	4,056	-	-	4,056	6,084
USTTB- FMOS-R2CH PROGRAMM	-	152,943	-	152,943	-
WATERSCOPE	27,118	-	-	27,118	61,651
WOMEN'S REFUGEE COMMISSION	-	-	-	-	114,477
WORDS RHYTHMS IMAGES	9,769	-	-	9,769	19,539
WORLD ALLIANCE FOR LUNG AND INTENSIVE CARE MEDICINE IN UGANDA (WALIMU)	-	139,710	-	139,710	-
WORLD HEALTH ORGANIZATION	-	490,684	-	490,684	-
WORLD VISION INTERNATIONAL	-	-	-	-	90,000
WORLD VISION UK	-	-	-	-	44,918
WORLD VISION VANUATU	-	-	-	-	138,968
YALE UNIVERSITY (0050296726)	-	-	-	-	2,988
YORK UNIVERSITY	46,063	-	-	46,063	158,774

YOUTH DEVELOPMENT LABS INC

HIF £	R2HC £	UKHIH £	2023 Total £	2022 Total £
-	-	-	-	6,638
3,583,833	3,996,848	1,025,695	8,606,376	6,109,398

8. TRUSTEES

The trustees received no remuneration during the year.

During the year £658 (2022: £25) was expended on travel and accommodation expenses for 3 trustees (2022: 1) to attend and participate in meetings of the Board of Trustees.

No donations were received from trustees during the year (2022: nil).

9. EMPLOYEES

Payroll costs were as follows:

	Year to 31/12/2023	Year to 31/12/2022
	£	£
Wages and salaries	1,857,201	1,682,550
Social security costs	197,346	184,303
Pension costs	108,028	93,441
Other staff costs	32,234	10,202
	2,194,809	1,970,496

Payroll costs are included under Expenditure as 'Activities undertaken directly' in Note 5 to these financial statements. No redundancy costs were incurred in 2023 (2022: nil).

The average monthly number of employees during the year was:

	Average headcount ¹		Average FTE headcount ²	
	2023	2022	2023	2022
Elrha	44	38	43	37
	44	38	43	37

¹ Headcount is defined as the number of roles filled by employees.

² FTE headcount is defined as headcount adjusted to take into account hours worked, where employees do not work on a full-time basis.

During the year the following number of employees received employee benefits (excluding employer pensions costs) within the bands shown below.

	Year to 31/12/2023	Year to 31/12/2022
£60,001-£70,000	1	1
£70,001-£80,000	2	-
£80,001-£90,000	1	1

£90,001-£100,000	-	1
	4	3

The total amount of employee benefits received by key management personnel during the year was £316,773 (2022: £361,531).

10. TAXATION

Elrha is a registered charity and as such is not liable to United Kingdom income or corporation tax on charitable activities or primary purpose trading activities.

11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/12/2023	31/12/2022
	£	£
Trade debtors	89,844	4,232
Amounts due from parent company	1,791,327	907,815
Grant debtors	434,223	489,475
Prepayments and accrued income	2,908	3,095
Other debtors	9,305	4,601
	2,327,607	1,409,218

There are no debtors expected to pay after a period of longer than one year.

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/12/2023	31/12/2022
	£	£
Trade creditors	358,304	128,771
Taxes and social security costs	50,258	45,022
Accruals	436,418	387,819
Deferred income	845,113	478,026
Other creditors	10	10
	1,690,103	1,039,647

13. FINANCIAL COMMITMENTS

The table below shows the charity's commitment to donors in delivering projects on their behalf, which are expected to be completed over a number of years. Elrha's obligation to deliver on these projects is conditional upon donor funding being received in accordance with grants agreements.

	31/12/2023	31/12/2022
	£	£
Within one year	15,696,996	16,968,973
In years two to five	3,916,266	12,234,348
After five years	-	-
	19,613,262	29,203,321

Sub Grant Commitments

The table below shows the charity's commitment to donors in delivering projects on their behalf, which are expected to be completed over a number of years.

A proportion of the funds needed for these programmes has already been received and is included within deferred income in note 12. For those not yet received, there are legal agreements with donors to ensure that Elrha will be reimbursed for completion of those projects. As described in note 1 (Going concern), Elrha retains the right to withdraw from these commitments in the event that donor funding is cut unexpectedly.

	HIF	R2HC	UKHIH	31/12/2023	31/12/2022
	£	£	£	£	£
Within one year	3,632,255	4,186,546	1,167,849	8,986,650	5,296,897
In years two to five	316,311	1,636,548	120,386	2,073,245	2,810,507
After five years	-	-	-	-	-
	3,948,566	5,823,094	1,288,235	11,059,895	8,107,404

14.ANALYSIS OF CHARITABLE FUNDS

Year ended 31 December 2023

	Opening balance	Income	Expenditure	At 31/12/2023
	£	£	£	£
Unrestricted funds	239,519	24		239,543
Restricted funds	231,962	12,717,716	(12,495,974)	453,704
	471,481	12,717,740	(12,495,974)	693,247

Year ended 31 December 2022

	Opening balance	Income	Expenditure	At 31/12/2022
	£	£	£	£
Unrestricted funds	239,514	5		239,519
Restricted funds	36,512	9,608,532	(9,413,082)	231,962
	276,026	9,608,537	(9,413,082)	471,481

15. RESTRICTED FUNDS

	Opening balance £	Income £	Expenditure £	Transfers £	At 31/12/2023 £
HIF					
FCDO - UK Foreign Commonwealth and Development Office	(67,936)	3,613,389	(3,595,631)	(77,028)	(127,206)
MFA Netherlands	(705,068)	1,671,716	(1,205,438)	(62,688)	(301,478)
Government of Norway	-	386,106	(386,106)	-	0
Swiss Agency for Development and Cooperation	-	606	(606)	-	-
	(773,004)	5,671,817	(5,187,781)	(139,716)	(428,684)
R2HC					
Wellcome Trust	-	990,951	(990,951)	-	0
Department of Health (UK)	-	1,062,220	(1,062,220)	-	(0)
FCDO - UK Foreign Commonwealth and Development Office	-	3,089,922	(3,089,922)	-	(0)
	-	5,143,093	(5,143,093)	-	(0)
Global Prioritisation Exercise (GPE)					
FCDO - UK Foreign Commonwealth and Development Office	(7,887)	280,156	(243,911)	(13,310)	15,048
MFA Netherlands	705,068	-	(382,239)	(21,351)	301,478
	697,181	280,156	(626,150)	(34,661)	316,526
UK Humanitarian Innovation Hub (UKHIH)					

FCDO - UK Foreign Commonwealth and Development Office

75,823 1,622,650 (1,538,951) (47,365) **112,157**

Other

75,823 1,622,650 (1,538,951) (47,365) **112,157**

Other movements in restricted funds

231,962 - - 221,742 **453,704**

Total restricted funds

231,962 12,717,716 (12,495,974) - 453,704

Effective on 2 September 2020, the Department for International Development (DFID) merged with the Foreign and Commonwealth Office to create the Foreign, Commonwealth and Development Office (FCDO).

All arrangements previously entered into with DFID transferred to the FCDO as of the date of the merger.

Since Elrha's establishment in 2018, funding arrangements have been in a process of transition, going via SCUK subgrants, to funding agreements directly between Elrha and external donors. In 2023, all Elrha's funding was received directly from donors with the exception of funding from Wellcome, which continues to be provided via SCUK.

16.ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	At 31/12/2023 £
Debtors: amounts falling due within one year	238,476	2,089,131	2,327,607
Cash at bank and in hand	1,067	54,676	55,743
Creditors: amounts falling due within one year	-	(1,690,103)	(1,690,103)
	239,543	453,704	693,247

17. EMPLOYEE BENEFITS

Save the Children UK operates a defined contribution retirement benefit scheme for all qualifying employees of group companies, including Elrha. The total expense charged to the statement of financial activities in the year ended 31 December 2023 was £108,028 (2022: £93,441). Pension contributions are included under Expenditure as 'Activities undertaken directly' in Note 5 to these financial statements.

The contributions outstanding at 31 December 2023 were £0 (2022: £0).

18.RELATED PARTY TRANSACTIONS

Save the Children UK (company number 00178159; charity numbers 213890 (England and Wales) and SC039570 (Scotland)), registered address; 1 St John's Lane, London, EC1M 4AR is the sole member of Elrha.

During 2023 Elrha received sub-grant income from Save the Children UK (SCUK) of £990,951 in relation to awards where SCUK maintain the relationship with the donor. SCUK received sub-grant income from Elrha of £180,659 in relation to an award for deliverables under the R2HC programme, as shown in Note 7. Under the shared services agreement Elrha paid SCUK £342,272 for the support services provided during the year, including use of office space. In addition, SCUK paid £41,187 for one staff position within Elrha. As at the 31 December 2023 the amount due from the parent company, SCUK, to Elrha was £1,791,327 as shown in Note 11.

19.POST BALANCE SHEET EVENTS

There are no post balance sheet events to report.

ELRHA

England & Wales - Charity number 1177110

Accounts



ELRHA
ANNUAL REPORT 2022

Elrha is registered in England and Wales as a Charity (charity number 1177110) and as a private company limited by guarantee (company number 11142219).

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MESSAGE FROM THE CHAIR

2022 has been a devastating year for humanity.

On the one hand the lifting of the last remaining Covid-19 restrictions in most of the world was a momentous achievement, made possible through determined global co-operation and the deployment of science and innovation on a scale never seen before. And the global response to the pandemic, while by no means perfect, showed how quickly systems can move to protect the lives of billions when the conditions are right, and there is political will. But on the other hand, those affected by humanitarian crisis in many parts of the world did not receive the urgency of attention they needed and deserved.

The scale of need was deeply shocking: over 400 million people were affected by humanitarian crises, an increase of a third compared to 2021 figures.¹ Hundreds of millions of people faced extreme food insecurity driven by drought and conflict, often combined, and widespread flooding devastated the lives of millions. Climate driven crises continued to wreak havoc across countries and communities. In addition, cholera spread at a scale and speed we thought we would not see again. Humanitarian funding has not kept pace with these rising needs. As a result, the extent of unmet needs and the depth of suffering has further increased.

If the humanitarian response community cannot meet such a magnitude of need, we must ask ourselves, what we do about those millions of people that year on year cannot be reached? How do we begin to reverse these trends? How does the humanitarian response community need to adapt? The response to Covid-19 points to one of the more promising routes forwards: global cooperation on the deployment of science and innovation to address humanitarian challenges. That holds truly transformative potential.

At Elrha we have always strived to find, invest in and champion robust research and innovative solutions that have the potential to address critical and complex humanitarian problems. This year we continued to support our many grantees to achieve results through our research for health in humanitarian crises (R2HC) programme and our humanitarian innovation fund (HIF), launching four new funding calls targeting some of the most challenging issues, from health systems to anticipating crises. Within our work we focus on under-represented issues and inclusion of vulnerable groups, including women and girls,

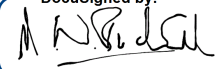
¹ Global Humanitarian Assistance Report 2023, *Development Initiatives*

people with disabilities and older-age people. We are proud that through our unique networks and partnerships we can use the very best of research and innovation to address their priority needs as they see them.

This was also a year where we began to think more deeply about our role in the wider humanitarian system as we started to develop our new long-term Strategy. This Strategy will shape our work from 2023 onwards. Our ongoing programme of research and consultation through our Global Prioritisation Exercise for Humanitarian Research and Innovation (GPE) provided insight into challenges that we will need to address in the future if we are to see research and innovation achieve widespread impact on humanitarian needs. This research, combined with the input and perspectives of our wider stakeholder community and the learning from our programmes, have led us to conclude that we must radically raise our ambition for research and innovation in the humanitarian system. We must commit ourselves to push for reform if we want to see an equitable and ethical research and innovation community. We are looking forward to launching our new Strategy in 2023 and collaborating with the wider humanitarian community and with our key stakeholders.

We remain continually grateful to the commitment, passion and drive of our exceptional team of staff, governing bodies, grantees, partners and funders. We are proud of the work we have achieved together in 2022 and are looking ahead to 2023 and beyond, as we move into a new chapter for Elrha.

Margie Buchanan-Smith, Chair
Elrha Board of Trustees

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ABOUT ELRHA

We are a global charity that finds solutions to complex humanitarian problems through research and innovation.

OUR VISION FOR CHANGE: A world equipped to mitigate the impact of humanitarian crises.

OUR MISSION: To improve humanitarian outcomes through partnership, research, and innovation.

OUR PURPOSE: To empower the humanitarian community to improve humanitarian response. We make this happen by supporting and championing the outcomes of robust research and proven innovations.

HOW WE ACHIEVE THIS: We work in partnership with humanitarian organisations, researchers, innovators, and the private sector to tackle some of the most difficult challenges facing people all over the world. We equip humanitarian responders with knowledge of what works, so that people affected by crises get the right help when they need it most.

Our combined focus on research and innovation is central to our belief that the humanitarian system urgently requires robust evidence-based solutions. This allows us to invest in both with confidence, knowledge, and expertise.

We carry out our work primarily through two funding programmes:

The Humanitarian Innovation Fund (HIF) aims to improve outcomes for communities affected by humanitarian crises by identifying, nurturing, and sharing more effective and scalable solutions. The HIF is a leading actor in the development and testing of innovation in the humanitarian system. Through the HIF, we fund, support, and manage innovation at every stage of the innovation process. Our portfolio of projects informs a detailed understanding of what successful innovation looks like, and what it can achieve for the humanitarian community. This work is driving a global conversation on innovation in humanitarian response.

Research for Health in Humanitarian Crises (R2HC) aims to improve health outcomes for people affected by humanitarian crises by strengthening the evidence base for public health interventions. Our globally recognised research programme focuses on maximising the potential for public health research to bring about positive change in humanitarian response. Since 2013, we have funded 95 research studies across a range of public health fields.

As part of our ambition to drive investment towards the world's most urgent humanitarian needs, we have also recently embarked on a new initiative which aims to develop and test food security and nutrition packages for multi-sectoral preventive interventions to address food insecurity.

Alongside our work through our two funding programmes, we also have our flagship initiative, the **Global Prioritisation Exercise (GPE)**, the first of its kind in the research and innovation space. The GPE aims to improve outcomes for people affected by crisis by amplifying the impact of investments in research and innovation and understanding the priorities at all levels.

Through a programme of global research, mapping, and consultations across the humanitarian system we aim to reveal investment trends and activities in humanitarian research and innovation, to highlight successful examples, identify what humanitarians and communities affected by crisis believe are the most pressing areas for investment, and support the development of an inclusive coordinating mechanism that enables multiple actors to target activity to the most pressing needs.

We are also proud to host the **UK Humanitarian Innovation Hub (UKHIH)**, a Foreign, Commonwealth and Development Office (FCDO)-funded initiative. The UKHIH aims to bolster collaboration between science, innovation, government, and private actors to find solutions to humanitarian challenges caused by disasters and conflict.

OUR GUIDING PRINCIPLES

In pursuing our mission and vision, we want to make sure that our work is undertaken in an ethical and robust way. We are led by six guiding principles:

- 1) Improving outcomes for people affected by crisis is at the heart of our work.

- 2) People have a right to quality humanitarian response that is informed by robust evidence.
- 3) Research and innovation should always be undertaken within a responsible and ethical framework.
- 4) Evidence must be made widely available and accessible to achieve the greatest possible impact.
- 5) Collaboration and partnership, including with people affected by crisis, improves the quality, impact and uptake of research and innovation.
- 6) Creativity, exploration and informed risk-taking is crucial to learning and bringing about change.

DONORS

Our work is funded by:

The UK Foreign, Commonwealth and Development Office (FCDO), The Netherlands Ministry of Foreign Affairs (MFA), the Norwegian Ministry of Foreign Affairs, Wellcome Trust, Swiss Agency for Cooperation and Development (SDC) and the National Institute for Health Research (NIHR).

ACKNOWLEDGEMENTS

For their guidance, dedication, and support throughout the year, we would like to acknowledge and thank Elrha's Board of Trustees. We would also like to thank the members of our Funding Committees, Advisory Groups, our Technical Working Groups and GPE Reference Group, for continuing to provide invaluable expertise to our work.

Finally, we would like to acknowledge all our incredible partners and grantees, and all the organisations we have worked with in 2022 for their collaboration and partnership.

TRUSTEES' REPORT

The Trustees (who are also Directors of Elrha for company law purposes), have pleasure in submitting their Annual Report and audited financial statements of the company for the year ended 31 December 2022.

1. STRATEGIC REPORT

1.1 2022 STRATEGIC OBJECTIVES

Underpinning our work is a drive to improve outcomes for people affected by crises. We are committed to supporting research and innovation that targets pressing humanitarian needs. Our approach is to identify those needs, find the right groups of people to analyse and address them, and support their efforts. By leveraging evidence and solutions, we aim to contribute to creating a more effective humanitarian system.

2022 has been a significant year for all of us in Elrha. As we, and the world, began to emerge from COVID-19 restrictions we were thrilled to be able to return to full programme delivery. While we had been able to push forward significant work in 2021, the impact of the global pandemic combined with the UK Official Development Assistance (ODA) funding cuts had meant that we needed to put several of our planned research and innovation grant calls on hold. It was a priority for us to re-establish these as soon as conditions allowed. We are grateful to our team, advisory bodies and grantees for their patience and resilience during 2021, all of which have meant we have been able to re-establish our work quickly.

2022 also represented the final year of delivering against our current strategy. Across the organisation we embarked on a process of reflection, consultation, and forward planning as we began the work to take stock of our achievements and learning and to develop our new long-term strategy. To prepare the ground for the transition between our current and our new strategic periods we set out six strategic priorities for the organisation in 2022. We have made strong progress against all.

Inclusion – We will increase the inclusion of actors and voices from low- and middle-income countries (LMIC) across our work: Under this priority we have focused efforts to increase the inclusion of LMIC actors across all areas of our work and decision-making. This commitment will deliver improvements to the relevance and ultimate impact of our work, aligning with our guiding principles, and supporting our anti-racism agenda and

work on Equality, Diversity, and Inclusion. In 2022, we made good progress on this objective, noting substantial increases in eligible applications from actors based in LMICs across both our HIF and R2HC funding calls. Moreover, the number of applicants from LMIC contexts who were successful in the first stage of the evaluation process also grew. In 2023 we will take forward work to increase representation of LMIC actors in our governance structures (funding committees and advisory groups), among technical reviewers, and at our events.

Systems – We will improve our operational systems to ensure they are fit for

purpose: Our operational systems require updating to ensure they continue to be fit for purpose for our current programme and ready for future work. In the last year we have focused on improving our grant management system, undertaking a mapping exercise to establish where there are gaps and how to prioritise them. In 2023 we will conduct a solutions analysis exercise and move on to implement the best fit solutions. We also made significant progress in implementing improvements in other areas, including procurement, risk management, incident management and fundraising protocols. These improvements are due to be finalised in 2023.

Funding – We will achieve sustainable funding and increase the diversity and

flexibility of our funding sources: We have continued to work with our donors as we develop our new strategy, combining our collective learning on what works and developing shared priorities to deliver greatest impact. To ensure that we continue to evolve our business model to be sustainable and resilient to shocks, we have focused on developing new funding partnerships with a greater diversity of donors. We took some forward steps with this objective over the year, securing FCDO funding for the HIF until 2025, and submitting proposals to two new donors. We also completed an assessment of the donor landscape at the end of year, as part of the ongoing evolution of our business development strategy.

Impact – We will improve the way we measure, understand, and communicate

our impact: We continue to make progress in measuring and capturing the impact of our programmes and the work we fund. During 2022 we produced a number of impact case studies and completed an external evaluation of the HIF. In 2023, we will be increasing our resource for MEAL, aiming to introduce a range of improvements to support our organisational understanding of, and how to communicate, impact.

Identity – We will articulate a clear and coherent ‘Elrha’ identity that aligns our organisation and amplifies our influence in the sector:

Elrha has a strong and credible reputation and clear principles that guide our work. As we move towards our new strategic period, we want to distil this further to articulate a strong unifying identity and a core set of values held across every aspect of our work. This will help us to increase the recognition and influence of our work, drive our new strategy development process and support more ambitious fundraising. In 2022 we set out to ensure that Elrha’s purpose, values and our added value to the sector are clearly defined. We put particular focus on developing our values with input from staff, these have been developed and form the foundation of our new long-term strategy for the organisation. Follow on plans are in place to convene workshops and discussions to further engage employees with these values over the next year.

Transition – We will engage the whole organisation in the development of a compelling new strategy:

Elrha will be entering a new strategic period in 2023. The challenges and needs in the humanitarian system have evolved and increased since the creation of our current strategy, and the wider ecosystem for humanitarian research and innovation has further matured and diversified. Our own work has also significantly expanded and matured and provides us with opportunities to explore new ways of working across Elrha. This year we established plans to engage staff and trustees in the development of our new strategy, which will enable us to be even more ambitious and impactful on the issues we care about. We engaged colleagues and stakeholders at all levels of the organisation in the process through workshops and regular consultations. The final strategy will be finalised and launched in summer of 2023.

The remainder of this report sets out our delivery and achievements against our current strategic document. This is organised around four strategic objectives, which are:

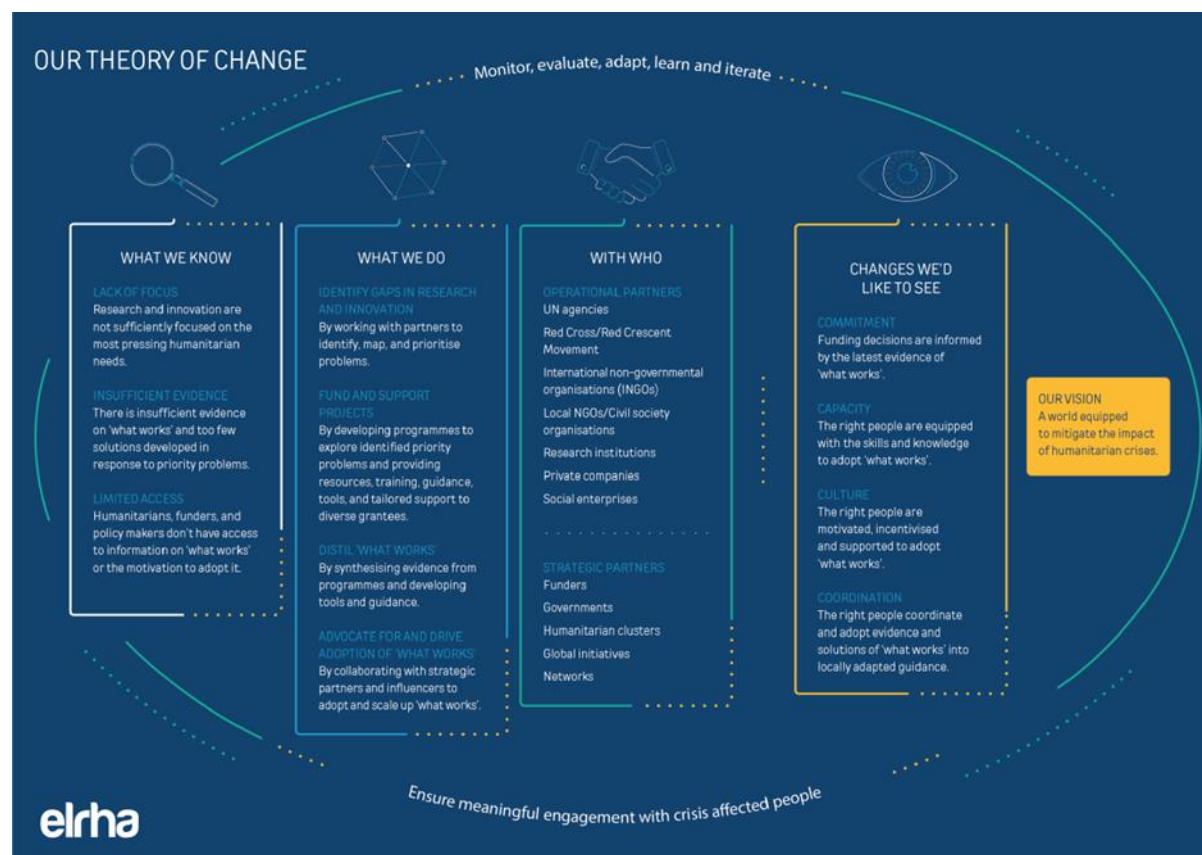
Define: We identify and prioritise the most pressing problems within humanitarian response and plan the research and innovation approaches needed to tackle them.

Develop: We invest in the right people to research, explore, develop, and test the solutions to these problems.

Distil: We create and share practical tools and guidance based on the evidence of what works.

Drive: We empower the humanitarian community to adopt what works.

Our objectives, how we aim to achieve them and the changes we'd like to see as a result, are articulated in our theory of change:



1.2 2022 ORGANISATIONAL HIGHLIGHTS

Continuing to fund, support and progress research and innovation in

humanitarian settings: We launched four funding opportunities across our HIF and R2HC programmes and will be announcing the successful grantees in 2023. R2HC launched two parallel funding calls for research concerned with Strengthening Health Systems and Current and Anticipated Crises, with a particular focus given to proposals emphasising the needs of women and girls. The HIF's Advancing Innovations funding challenge sought proposals from teams who had previously received HIF funding to further support the progression of their innovations, while a further funding challenge sought new study innovations centred around Data-Driven Inclusion for older people and people with disabilities. We also undertook research into the tactics that humanitarian innovators have successfully used to scale their innovations. Our paper, '[How to Scale: Tactics to Adopt Humanitarian Innovations](#)', identified six methods that innovation teams had used to increase the uptake and visibility of their innovations.

Launching our Global Prioritisation Exercise: We officially launched our flagship initiative, the Global Prioritisation Exercise (GPE) for humanitarian research and innovation in March. We [hosted a panel discussion](#) at the UN Office for the Coordination of Humanitarian Affairs' (UN OCHA) Humanitarian Networks and Partnerships Week (HNPW) in May to discuss how well research and innovation is currently financed across the humanitarian system and explored ways in which their contributions to the humanitarian community could be strengthened. In November, we published a [funding flows analysis report](#) examining investment in research and innovation to identify needs and priorities for the humanitarian ecosystem.

Increasing engagement and funding for international partners: As part of our continued commitment to shifting the power from INGOs to those living and working in proximity to humanitarian crises, our Community-Led Innovation Partnership (CLIP) published a discussion paper, '[The Meanings of Humanitarian Innovation: Reflections from the Community-Led Innovation Partnership using a postcolonial lens](#)', which explores questions of decoloniality and knowledge production in humanitarian innovation.

R2HC's 2022 dual funding call was also designed to better generate equitable international partnerships, with ownership and input from partners with local or contextual expertise. 13 studies were recommended for funding, with a strong representation from research teams led by partners from LMICs.

Funding real-time research in response to major new crises: the UKHIIH funded three studies in response to new major humanitarian crises. The rapid response initiative commissions real-time research to identify challenges and solutions in areas of emerging humanitarian need, this year providing support for studies in [Ukraine, Afghanistan](#) and [Pakistan](#).

Joint programme work: In February, we published '[Innovation for Sexual and Reproductive Health in Humanitarian Crises](#)', a piece of research commissioned by both R2HC and HIF. The report assessed how innovation is currently utilised for sexual and reproductive health (SRH) in humanitarian crises, and provides best practice guidance for how to meaningfully innovate for SRH. In further joint programme initiatives, R2HC and HIF have now contributed 'end to end' funding and scaling support for Self Help+, a guided self-help intervention developed by WHO which aims to address the difficulties of providing evidence-based MHPSS interventions in hard-to-reach humanitarian settings with limited resources at a larger scale. R2HC provided the initial funding to WHO in 2015 to produce

[research that would help improve the evidence base](#) of such interventions, while the HIF funded local partner HealthRight International throughout 2022 to further translate, adapt and test the innovation in other humanitarian contexts (see Funding Snapshot on page 22 and Impact Snapshot on page 29 for further details).

1.3 HUMANITARIAN INNOVATION FUND

In 2022, our work on innovation centred on six areas of focus: [Water, sanitation and hygiene \(WASH\)](#); [Gender-based violence \(GBV\)](#); [inclusion of people with disabilities and older people \(DOAI\)](#); innovation skills and capabilities; [scale](#); and [locally-led innovation](#).

We continued to provide grant funding and non-financial support directly to over 30 innovation projects. Through our partners in the [Community-led Innovation Partnership \(CLIP\)](#), we also provided funding and support to a further 48 smaller, local innovations.

Revealing key priorities and gaps in humanitarian innovation

In 2022, we continued to research key gaps and priorities in humanitarian innovation. In our WASH area, we explored the key gaps highlighted in the 2021 WASH gap analysis, including researching one of the most mentioned – solid waste management (SWM) – in two humanitarian settings. The resulting report '[Innovation Opportunities in Solid Waste Management](#)' outlines five possible innovation opportunities in SWM in humanitarian settings, as well as looking at the factors underpinning the problem and what solutions have been tried already. The report was launched at a satellite event at the Global WASH Cluster meeting in October 2022.

In our scale focus area, we undertook a piece of research into the tactics that humanitarian innovators have used to successfully scale their innovations. Our paper 'How to Scale: Tactics to Adopt Humanitarian Innovations' outlines six tried and tested methods that innovation teams can use to increase the uptake of their innovations. In November 2022, the paper [was launched at a webinar](#) with a panel discussion followed by a Q&A session.

Inclusion of people with disabilities and older people (DOAI)

This year, the projects funded through the Measuring Effectiveness for Meaningful Participation and Inclusive Preparedness funding challenges were completed. In addition, we launched two new funding challenges, [Data Driven Inclusion](#) and Advancing Innovations.

The Data Driven Inclusion challenge will see the development of innovative data collection approaches that will generate action-oriented recommendations on how to make humanitarian programming more inclusive of older people and people with disabilities. The Advancing Innovation challenge was open to organisations who have already received grants through the HIF to progress their innovations further.

In December we launched the [Disability and Older Age Inclusion in Humanitarian Action – Innovation Catalogue](#). This catalogue brings together an overview of the 17 projects funded by the HIF and their contributions to addressing the gaps identified in our [2020 gap analysis](#) to inform future stages of innovation. Many of the innovators used inclusive research techniques to move beyond viewing people with disabilities and older people solely as research subjects. The catalogue consequently provides valuable learning on how to include people with disabilities and older people as active participants in research activities, and as researchers themselves.

FUNDING SNAPSHOT

Disability and older age inclusion (DOAI)

Inclusive Preparedness for People with Disabilities in Mozambique

Light for the World

Light for the World and partners have conducted an 'exploration lab' – a creative and participatory design research method to enable people with disabilities and older people in Mozambique to be researchers of their own lived experiences in a disaster-prone region. The findings from the exploration lab have been used to leverage a further two-million-euro funding from the Austrian Development Agency for a programme to reduce the impact of climate-related risks by strengthening community resilience in an inclusive and gender responsive way.

Gender-based violence (GBV)

Throughout 2022, we maintained our presence within the global community of research and innovation on GBV through support to three cohorts of grantees (continued from 2021), participation in global forums, and through online publications.

In February, together with R2HC, we published '[Innovation for Sexual and Reproductive Health in Humanitarian Crises](#)', which provides an analysis of where we are in terms of innovation for the humanitarian sexual and reproductive health (SRH) sector and offers a clear strategy and next steps on how to meaningfully innovate for SRH.

In terms of grant cohorts, we supported grantees under the following funding challenges, all of which began prior to 2022:

- Driving the adoption of GBV monitoring and evaluation (M&E) approaches
- Innovative responses to intimate partner violence in humanitarian settings
- Advancing GBV Innovations (providing follow-up funding to previously HIF-funded innovations).

We maintained our active engagement with our Technical Working Group (TWG) and the wider sector throughout the year, including:

- Sexual Violence Research Initiative's (SVRI) biennial forum
- Preventing Conflict-related Sexual Violence (PSVI), a global event hosted by the UK Government.

We produced two blogs in late 2022, drawing on topics raised by grantees and other thought-leaders at these events. One blog draws lessons on the [scaling of innovations in the GBV sector](#), while the other [explored technology-facilitated GBV](#) as an emerging area in possible need of attention when it comes to humanitarian research and innovation.

FUNDING SNAPSHOT

Gender-based violence (GBV)

Addressing Gender Bias within Humanitarian Organisations and Gender-based Violence in Emergencies Programming

Paris School of Economics with the Abdul Latif Jameel Poverty Action Lab (J-PAL)

This project identified and addressed gender biases among practitioners and organisations working to tackle GBV in humanitarian emergencies. The project worked with humanitarian GBV response actors in Ethiopia and Myanmar. Collaborating with focal points within the intervention group of organisations, the project examined organisational gender bias using an innovative seven-point analytical framework (identifying gender bias as manifesting within distinct areas such as organisational processes, field-based work, and interactions with affected populations). The project generated qualitative and quantitative examples of individuals' increased awareness of gender bias, and of humanitarian organisations making positive changes to improve their approach to gender equity. This innovative area of focus and approach to improving programme quality has generated significant interest within academia and among humanitarian donors, UN agencies and NGOs.

Water, sanitation, and hygiene (WASH)

Our WASH area of focus has continued to support the development, evidencing and scaling of innovations across several priority problem areas, including water treatment and water quality testing, handwashing, menstrual health management (MHM) and incontinence management.

Following the launch of our [WASH gap analysis](#) in 2021 we designed a [six-step methodology](#) for exploring problems to identify innovation opportunities. This methodology was piloted by researching the problem of solid waste disposal, one of the top gaps highlighted by the gap analysis. The research was conducted in Doolow internally displaced persons (IDP) camps in Somalia, and Rwamwanja Refugee Settlement in Uganda. It included consultations with people affected by crisis, humanitarian agencies, and local authorities to understand both problems and barriers, and the existing, trialled and emerging solutions. Based on this

analysis, [the report highlights five main opportunities for innovation](#) and a long list of specific innovation opportunities. The findings of the research were validated by an expert panel of 11 SWM experts, both practitioners and academics, and was launched at the Global WASH Cluster Satellite Events in October.

This year saw several of our grants across our MHM and incontinence cohorts finish their activities, so we have supported them to share their results and outputs with the sector. All three grantees working on incontinence presented their findings to the Global Hygiene Promotion TWG in March. Eight HIF grantees presented at the Emergency Environmental Health Forum in May, and a further three presented at the UNC Water and Health Conference in October.

We have continued to support grantees to evidence and scale their innovations through our non-financial support activities and through our networks. In early 2022 we convened two workshops with four grantees to refine their uptake strategies and use of the evidence they are collecting. We have continued to refine these strategies in our regular check-ins with grantees. Four grantees also presented their products to our WASH TWG. This resulted in the formation of new partnerships and the testing of one innovation within a new organisation.

In the latter half of the year, we worked to relaunch the [Faecal Sludge Management Challenge](#) and the [Adoption Challenge](#) that were put on hold in 2021 due to COVID-19. These challenges will launch in early 2023.

FUNDING SNAPSHOT

Water, sanitation, and hygiene (WASH)

Surprise Soap – Further Piloting

London School of Hygiene and Tropical Medicine (LSHTM) with Save the Children UK, ACF and CARE.

Surprise Soap aims to incentivise children to wash their hands by placing a toy in the centre of a transparent bar of soap. The project has undertaken a randomised controlled trial (RCT) to understand if the impact of Surprise Soap observed in [a previous study](#), (in which the intervention increased handwashing rates fourfold) can be sustained over a longer period (16 weeks), in more unstable settings (Somalia and Sudan) and when implemented with different organisations (ACF and Care). Preliminary results indicate that the area where Surprise Soap is most effective is in driving up rates further where existing facilities are not being utilised. Through a network of implementers, it is estimated that approximately 25,000 children have already received Surprise Soaps.

Innovation Skills and Capabilities Building

We are committed to advancing the knowledge and practice of innovation in humanitarian settings. This commitment is formalised through our work on innovation skills and capabilities building, which serves as a focal point for non-financial support to HIF grantees, as well as our efforts to improve innovation skills and capabilities across the sector.

During 2022 we continued to work with a multi-disciplinary group of subject matter experts to identify and respond to knowledge gaps among innovators, innovation enablers, and humanitarian practitioners working to improve the effectiveness of humanitarian action. We have placed particular emphasis on ethics and participation for humanitarian innovation in line with our commitment to responsible research and innovation.

In 2022 we presented our [Ethics for Humanitarian Innovation](#) (EHI) resource at the World Food Programme (WFP) Acceleration Week and continued to offer mentoring to participating teams as requested. This resource has also been incorporated by Massachusetts Institute of

Technology (MIT) D-Lab into undergraduate and graduate teaching on Humanitarian Evaluation with students from Harvard's Kennedy School, MIT, and Wellesley College.

Building on this work, we have further collaborated with MIT D-Lab to co-create a participation toolkit for humanitarian innovation, based on their expertise in this domain. Building and expanding on their prior work, we have produced the Participation for Humanitarian Innovation (PHI) resource, which has been further supported by two academic papers presented by MIT D-Lab at the International Conference for Education, Research and Innovation, which are being edited into a background paper to be published in 2023.

The PHI resource was presented during the MIT Migration 2000 Summit and tested with members of the London School of Hygiene and Tropical Medicine's GOAL refugee mental health research project. This includes the SOAS-based not-for-profit PositiveNegatives and their partners – War Child and others – working on informed consent in Lebanon. This partnership has also laid the foundations for an ongoing Arabic translation of the toolkit.

These resources are the continuation of the HIF's established presence in humanitarian innovation, building on the [Humanitarian Innovation Guide \(HIG\)](#) published in 2018. In 2023, we will launch the Humanitarian Innovation Support Library (HISL), consolidating and updating the lessons of the HIG, ensuring the HIF and its partners, grantees and communities are well-equipped to pursue responsible innovation in response to the world's most pressing crises.

Locally-led innovation

As part of the Community-Led Innovation Partnership (CLIP), alongside the Start Network and the Asia Disaster Reduction and Response Network (ADRRN), we're working with partners in Indonesia, the Philippines, Guatemala, and India to develop locally-rooted networks and hubs that support the development of locally-driven solutions to humanitarian problems, identified by people affected by crises.

Through each of the initiatives we provide financial and non-financial support for innovation, including the resourcing of time and space for reflective inquiry, access to appropriate finance for solution development and scaling, facilitation of partnerships and networking opportunities, and other forms of technical and non-technical assistance.

Indonesia: Yakkum Emergency Unit (YEU)

In Indonesia, YEU's IDEASKI innovation lab is focused on disability and the inclusion of older people in humanitarian response. From an initial cohort of 15 projects, four teams were selected for the Growth stage in April 2022 and have received further funding throughout the year, including mentorship and non-financial support by U-INSPIRE Alliance, the Social Innovation Acceleration Program (SIAP) and Suarise.

The Philippines: Center for Disaster Preparedness (CDP)

At a press conference in February, CDP's Pinnovation Academy announced the final 15 projects selected to take part in the programme. The projects are based in the regions of Luzon, Visayas and Mindanao, and address a variety of challenges including emergency transport, communications, soil erosion and flood mitigation, and access to water. Throughout 2022 the teams have been supported to prototype, iterate and test their innovations.

Start Network hub in Guatemala hosted by la Asociación de Servicios Comunitarios de Salud (ASECSA)

ASECSA completed three rapid innovation cycles in the regions of Petén, Alta Verapaz, Retalhuleu, and Baja Verapaz. Their approach carefully centres community dynamics and the indigenous cosmovision in the process, using art installations and other creative approaches to engage communities in the exploration of problems and solutions. In total, 38 projects were identified, with 18 selected for funding. All of them have received support through workshops, training, technical assistance, and capacity strengthening.

India: Sustainable Environment and Ecological Development Society (SEEDS)

Outside of the CLIP, our partnership with SEEDS is supporting five projects focused primarily on climate resilience and the effects of heat waves and cold waves. These projects are exploring both urban and rural challenges, with innovations focused on heat wave resistant housing structures, community-based climate action plans for the urban poor, water conservation through artificial glaciers, and facility centres for transhumant pastoralists.

Learning and events

Yakkum Emergency Unit (YEU) published several reports and papers including, 'Nine Inclusive Disaster Risk Reduction Innovations: Learning from Yogyakarta' and 'The Roles of

the Innovation Hub in Fostering Inclusion in the Community-Led DRR Innovation: Lessons from IDEAKSI'. The CLIP also published a collective discussion paper, '[The Meanings of Humanitarian Innovation: Reflections from the Community-Led Innovation Partnership using a postcolonial lens](#)', which explores questions of decoloniality and knowledge production in the context of humanitarian innovation.

The CLIP has also been represented at numerous national and international forums, including the Global Platform for Disaster Risk Reduction (YEU, May), the South-South Citizenry Based Development Academies (CDP, June), and the Asia-Pacific Ministerial Conference on Disaster Risk Reduction (CDP and YEU, September). In December, the partnership hosted two sessions at Asia Regional Humanitarian Partnerships Week. For ASECSA, the focus has been on working closely with their national network to spread knowledge gained through the innovation cycles with members.

Accelerating the Journey to Scale

Scaling humanitarian innovation remains a critical challenge for the global humanitarian community. Too often, promising innovations fail to gain traction and wider uptake. This means work and resources are wasted, and great ideas do not reach their full potential. With growing humanitarian need and a resource-constrained sector, there is an obligation to generate greater impact from investments in innovation.

Throughout 2022 we continued to support a cohort of five grantees as part of our Accelerating the Journey to Scale work. The innovations we supported included: a low water consumption handwashing station ([Gravit'eau](#)); a large-scale MHPSS intervention ([Self Help+360](#)); a secure and methodical system for forensic documentation of sexual and gender-based violence ([MediCapt](#)); a pay-as-you-cook distribution model of solar cookstove ([ECOCA](#)); and community-based disaster risk reduction system ([DMS-Himalaya](#)). These grantees implemented the scaling strategies and further explored their business models, evidence bases and value propositions as part of our non-financial support. We delivered three cross-cohort, structured non-financial support sessions: designing for deployment (February); marketing and value propositions (June); and scale factors (December). In the final workshop, we focused on facilitating peer-to-peer learning and seeking to draw generalisable lessons, reflecting back on the successes and challenges of each team near complete project. We also sought to connect grantees to opportunities to showcase their innovations through convening at events and engagement with a range of stakeholders where championed innovative solutions. In September we published the third learning paper

in our Scaling Series. '[How to Scale: Tactics to Enable the Adoption of Humanitarian Innovations](#)'. It provides a playbook of tactics for innovators who are aiming to scale through enabling other organisations to adopt their innovations. It is based on ten case studies of successfully scaled humanitarian innovations, with five in-depth case studies. In November, [we hosted a panel discussion webinar](#), contextualising the learning paper within broader scaling theory, and bringing the tactics to life with two presentations by representatives of innovations featured as deep-dive case studies.

FUNDING SNAPSHOT

Journey to scale

Self Help Plus 360: Reducing psychological distress with vulnerable conflict-affected populations

HealthRight International (HRI)

Self Help Plus (SH+) was developed to directly address the limitations of scaling MHPSS interventions, consisting of audio-recorded sessions and illustrated self-help books delivered in large workshops by a minimally trained provider. HRI are scaling SH+ through a consultancy service called SH+360 which supports humanitarian partners and governments to integrate SH+ into their programming. Through their existing scaling partnerships, they have trained more than 50 facilitators and will reach over 3,100 women with SH+ across health, livelihoods, and peacebuilding programming. The findings of this implementation journey to date are documented in [a peer reviewed article](#).

1.4 RESEARCH FOR HEALTH IN HUMANITARIAN CRISES (R2HC)

Our R2HC programme aims to improve health outcomes for people affected by humanitarian crises by strengthening the evidence base for public health interventions.

The R2HC programme has built a unique community across humanitarian public health practice and research. This community represents a wealth of expertise and experience. We work hard to maximise its potential for the humanitarian system by commissioning research and facilitating critical conversations that support the community as it shares knowledge and progresses practice.

Funding and supporting quality health research

A major focus for 2022 was the launch of our ninth annual funding call, which comprised two parallel funding calls for proposals on Strengthening Health Systems and Current and Anticipated Crises. We focused on identifying quality global partnerships with sufficient contextual expertise to enable research to impact on policy and practice. There were 13 studies recommended for funding with strong representation from LMIC-led research teams. The studies will commence in 2023 (see page 30 for further details).

Identifying research gaps and priorities for humanitarian health

The 2015 Humanitarian Health Evidence report was the first report to provide a comprehensive assessment of the evidence base for humanitarian health interventions in LMICs. It formed the baseline for research calls launched through Elrha's R2HC programme. Recognising that a significant body of relevant research has been published since the original analysis was undertaken in 2013, we commissioned the Johns Hopkins Center for Humanitarian Health to conduct a review to document new evidence contributing to the public health evidence base that informs humanitarian decision-making. As such, [the second HHER](#) was commissioned to take stock of changes in humanitarian health research outputs since the establishment of the R2HC, and was launched in 2022

HHER2 assessed evidence for interventions in humanitarian crises within nine thematic areas: communicable disease control; WASH; nutrition; SRH, including GBV; MHPSS; injury and physical rehabilitation; NCDs; health service delivery strategies; and health systems interventions.

The study found that the quantity of published research has increased:

- 269 studies between 2013-2021: crudely, 34 studies per year
- 387 studies between 1980-2013: crudely, 11 studies per year

However, the quality of published research remains variable:

- Half of published studies did not provide enough information to assess quality
- Just over a quarter of studies were considered to have a low risk of bias

Newly collected data reveals that 42% of studies have a lead or last author affiliated with an institution in a LMIC, which we hope signals a shift towards equitable research partnerships, and local leadership in humanitarian health research.

Variation is seen in published research by a) region, b) crisis type, c) affected population. However, more research is needed to understand if research outputs correlate with evidence gaps and are proportionate to the needs of humanitarian practitioners and people affected by crises. While the volume of evidence has grown, we recognise that many barriers remain in the translation of evidence into practice and there is a need for greater investment in implementation and translational research to maximise the benefit of new and existing evidence.

The R2HC has deepened its collaboration with the humanitarian coordination mechanisms and thematic communities of practice by funding research priority setting studies to identify critical questions that, when answered, will improve the humanitarian evidence base. Under the guidance of the IASC Reference Group on MHPSS, the results of a MHPSS research priority setting to cover the next ten years were finalised, with the research priorities documented in a [data visualisation tool](#) and a [report](#).

Responding to an activity included in the humanitarian sector WASH Road Map 2020–2025, a WASH research prioritisation exercise was commissioned in 2021, led by the London School of Hygiene and Tropical Medicine (LSHTM) and Tufts University, and in collaboration with the Global WASH Cluster (GWC). Data collection and preliminary analysis was completed in September 2022. Preliminary results were shared at a GWC event in early October, and the report will be launched in 2023. This work is embedded in our ambitions to increase the public health evidence base for WASH interventions.

Dialogue with the WHO technical lead on NCDs and the informal Technical Working Group on NCDs in humanitarian settings – chaired by United Nations High Commissioner for Refugees (UNHCR) – resulted in us commissioning an NCD research prioritisation exercise.

This seeks to address critical evidence gaps relating to care of people affected by cardio-metabolic syndrome in humanitarian settings. The International Rescue Committee and the American University of Beirut are leading on this project, which started in April 2022 and is due to be completed by the end of 2023.

Findings of our commissioned [Innovation for Sexual Reproductive Health Situation Analysis](#) were shared with the Steering Committee of the Inter-agency Working Group on SRH and with the donor group supporting SRH in emergencies. The study bridges our work in both research and innovation. A concept note for SRH cross-programme initiatives was developed, outlining an approach for a joint SRH research and innovation call once funding has been secured.

Influencing change in international research partnerships

Substantive inputs and a case study learning from R2HC's seed funding were contributed to UK Collaborative on Development Research (UKCDR) equitable partnership good practice guidance – '[Four approaches to supporting equitable research partnerships](#)' launched in September 2022. This was enabled by R2HC's membership of the UKCDR Equitable Partnerships/WHO ESSENCE task force, comprising funders of global health research.

Activities to boost research impact

Capacity strengthening support: We continue to provide tools, resources, and one-to-one support for grantees to deliver impact through research. Support focuses on enabling study teams to produce stakeholder engagement strategies outlining how they will engage policymakers, practitioners, and communities. In 2022, seven study teams participated in virtual impact workshops while three additional peer-learning webinars were provided for grantees. Our online Research Impact Learning Hub (short courses) remains available to study teams and in late 2022 we secured consultants to further develop two additional online courses for grantees, Social Media for Research Communications and Community Engagement in Research Uptake, to be launched in summer 2023.

Promoting evidence use: To enhance access to new evidence for humanitarian policymakers and practitioners, all study teams complete a Research Snapshot when their grant closes. This is a short accessible summary of findings and recommendations targeted at humanitarian audiences. In 2022, 11 new [Research Snapshots](#) were published and promoted widely.

A key focus this year was sharing learning from our COVID-19 cohort of responsive studies, to inform humanitarian policy and practice, moving into the new phase of the pandemic. A webinar, '[How can community needs inform outbreak response in humanitarian settings? Learning from new evidence](#)', saw attendees from a range of humanitarian and research organisations. Teams were also supported to present research at external events, such as those held by the UKCDR/Global Research Collaboration for Infectious Disease Preparedness (GloPID-R) COVID Circle.

Separately, two focused engagements with key stakeholders within the FCDO were convened to promote substantive engagement with our funded research; a briefing for the SRH Hub on two studies related to abortion, and a briefing for NCDs and sub-Saharan Africa health advisers on onchocerciasis-associated epilepsy research, leading to follow-up engagement with both study teams and commitments to utilise forthcoming findings.

RESEARCH SNAPSHOT

Older Syrian Refugees in Lebanon and the COVID-19 Vaccine

American University of Beirut and the Norwegian Refugee Council

This study was unique, capturing five waves of data collection on the needs and experiences of older Syrian refugees during the pandemic. The team found that over 85% of older refugee respondents in Lebanon adhered to COVID-19 preventive measures. Refusal and hesitancy were leading causes for not registering for vaccination. Factors affecting vaccine acceptance include older age, higher education, living outside informal tented settlements, female gender, not perceiving COVID-19 as a serious infection, using social media as a source of information on COVID-19, and perceiving vaccines as unsafe. Vaccination programmes that are culturally sensitive and meet the needs of older Syrian refugees are required.

RESEARCH SNAPSHOT

The Impacts of COVID-19 On Humanitarian Needs

IMPACT Initiatives (IMPACT) with The University of Manchester and Johns Hopkins Bloomberg School of Public Health

This study explored the impact of the pandemic on multi-sectoral humanitarian needs in seven countries: Afghanistan, Ukraine, Bangladesh, Central African Republic, Nigeria, Iraq, and Libya. Findings showed that crisis-affected populations remain at serious risk of exclusion from essential services. The COVID-19 pandemic has exacerbated inequalities in accessing services, as well as pre-existing barriers and underlying vulnerabilities. The secondary and indirect impacts of public health policies have further increased the severity of needs. Humanitarian actors must coordinate responses to increased needs at all levels. The indirect impacts of preventive public health policies on vulnerable groups must be considered in future responses.

RESEARCH SNAPSHOT

Effective pneumococcal vaccination campaigns in displaced populations

London School of Hygiene and Tropical Medicine with Save the Children and Murdoch Children's Research Institute

Pneumococcal pneumonia is a leading cause of child death globally, and routine vaccinations are difficult to deliver in humanitarian settings. This study aims to estimate the effectiveness of pneumococcal conjugate vaccine (PCV), if delivered in a single campaign, to improve child health before routine immunisation services can be restored. The findings indicate that pneumococcal vaccines delivered at high coverage in a single dose one-off campaign to children five-years-old and under can provide substantial protection against pneumococcal disease in displaced populations. Humanitarian actors should consider integrating PCV campaigns for children in this age group into their routine humanitarian response portfolio.

Demonstrating the impact of research and exploring how impact happens

We continue to invest in independent evaluations of research impact. In 2022 we commissioned the development of eight new impact case studies of closed R2HC grants. These are robust evaluation documents, drawing on key informant interviews and validation through external evidence, describing the impact of research on policy and practice, and strategies used to engage stakeholders in evidence use, as well as contextual factors which enabled uptake of research. Three selected highlights of R2HC's 2022 case studies are below and a full executive summary of a fourth is provided on page 29. We will be launching a selection of impact case studies in 2023.

1. **Strengthening urban disaster preparedness:** This R2HC study piloted and tested a tool in three cities across Nigeria, Pakistan, and Brazil, aiming to enable city leaders to improve health system response to disasters. As a direct result of this study, ICRC (the operational partner) has secured funding to pilot the evidence-based tool in three further cities, this time in Nigeria, Pakistan, and Lebanon. The study influenced strategic thinking, allowing "clear impactful linkages between purely humanitarian work with development-oriented and systems-oriented work" (ICRC senior programmes stakeholder).
2. **Cholera interventions:** A Tufts University-led study that conducted lab-testing and field-evaluations of commonly used interventions for reducing the spread of cholera was found to have influenced knowledge and understanding of actors in the WHO Global Task Force on Cholera Control. A Task Force spokesperson called the research "highly relevant and contribut[ing] to filling a critical knowledge gap for cholera control," and a spokesperson from the GWC stated the research was "timely and useful for our work".
3. **Combating COVID-19 misinformation:** This study directly informed the humanitarian response to COVID-19 in Burkina Faso, and improved knowledge and supported behavioural change for community members, humanitarian experts and policymakers including UNHCR and the Ministry of Health. Findings "directly informed the activities of humanitarian and other media actors in delivering information on containing the coronavirus" (UN OCHA stakeholder in Burkina Faso).

IMPACT SNAPSHOT

Addressing the 'access' and 'scale' challenge: effectiveness of a new WHO guided psychosocial self-help programme (SH+)

World Health Organisation with Johns Hopkins University,
Health Right International (HRI)

The evidence indicates that the research team and outputs from the study led to significant humanitarian policy and practice guidance with wide uptake reported in Uganda and globally. This study was a foundational building block for the globally recognised, WHO-endorsed and widely used manual, ['Doing what matters in times of stress: an illustrated guide'](#). Following study implementation, and now officially adopted as guidance by WHO, the SH+ manual has since been translated into more than 24 languages and adapted for use in global humanitarian crises, including the ongoing Ukrainian response.

In 2022 SH+ was listed as one the world's top three most used innovations by the [Mental Health Innovation Network](#). With significant attributable impacts in the study context and beyond, SH+ has been [recognised by external experts](#) as having "taken global mental health to a new and hopeful place." The study was a critical stepping-stone towards this impact for people and communities affected by crisis as one of the essential trials required for WHO adoption and promotion.

R2HC NINTH ANNUAL FUNDING CALL

13 new studies to address neglected health topics in high severity crisis settings

We launched a research funding call in February, with streams focusing on health system strengthening and current or anticipated crises in response to identified evidence gaps. We received our highest ever number of applications for an annual funding call. Uniquely, a majority (51%) of applicants were based in LMICs. Thirteen proposals were recommended for funding after our September Funding Committee meeting.

Funded studies will focus on:

- Neglected research topics in humanitarian settings, including cash programming, measles epidemics, onchocerciasis and epilepsy, and cardiovascular disease.
- Six of these will focus specifically on issues affecting women and girls, including on gender-based violence, abortion care services, and other aspects of SRH. A further four will focus particularly on conditions affecting children, including malnutrition and paediatric surgery.
- Settings in which research will be conducted include highly neglected settings (Chad, Central African Republic, Mali) and significant ongoing humanitarian emergencies (Afghanistan, Ethiopia, Myanmar).
- Studies will take place in Very High (69%) and High (31%) severity crisis settings according to the current ACAPS index.

Our framing of these two funding calls reflected two priorities: the need for research to have strong pathways to uptake and impact, and our commitment for ownership and input into research from experts with local/contextual expertise. The practical challenges of delivering quality, impactful research within a shorter timeframe of 18 months was also a critical consideration. Significant changes to the funding call design and application processes were made to reflect these priorities, influenced by work which investigated our portfolio diversity through a 'decolonisation lens' (see related [article](#)), and our learning paper on humanitarian evidence use in '[From knowing to doing: evidence use in the humanitarian sector](#)'. These efforts have delivered strong LMIC representation in the grants awarded and demonstrate demand for the research findings and outputs from policy and practice partners in the relevant settings.

1.5 THE GLOBAL PRIORITISATION EXERCISE (GPE) FOR HUMANITARIAN RESEARCH AND INNOVATION

Our vision is that outcomes for people affected by humanitarian crises are dramatically improved by transforming the humanitarian system's ability to target global research and innovation capabilities and resources at the most pressing problems.

We launched the GPE in March, with a digital-first communications strategy that sought to engage key stakeholders through media, newsletters, and social media. We laid out plans for our first phase of the initiative, which included a global mapping exercise to identify humanitarian research and innovation actors, as well as outputs and investments that have been undertaken in the last five years.

As part of our launch activities, we shared initial findings from this exercise at a panel discussion at the Humanitarian Networks and Partnerships Weeks (HNPW) in May, which was attended both virtually and in person by professionals from the academic, humanitarian and donor communities. The panel discussed how well research and innovation are currently financed, and they explored challenges and opportunities to strengthen the contributions of research and innovations to the humanitarian community.

We know research and innovation plays a crucial role in informing an impactful humanitarian response, however, our recent [funding flows analysis](#) revealed that global spending on research and innovation remains low, with a lack of coordination in aligning funding to the most pressing issues. To address these challenges, we launched a series of consultations with a diverse range of stakeholders, including humanitarian practitioners, and research and innovation actors and funders working at the global, regional, national and community levels. These consultations will identify challenges within the system and create opportunities for positive change.

In 2022, we supported the Netherlands Ministry of Foreign Affairs and the UK Foreign, Commonwealth & Development Office in convening a donor roundtable on *Understanding and measuring the impact of humanitarian innovation investments for crisis affected communities*. The group will continue meeting in 2023 to discuss sustainable coordination mechanisms, and solutions for humanitarian research and innovation issues and investments.

We also utilised strategic events and opportunities to raise our profile and network with key stakeholder communities. Examples of these opportunities included the Global Cluster Annual Meeting, and the Grand Challenges Meeting in Brussels in October.

In 2023, we will publish a case study on the role of research and innovation in the current humanitarian response to the Ukraine crisis, as well as a mapping of the existing approaches for measuring the value for money and return on investment of innovation spending with a proposed approach that the system can use.

We are planning for more engagement opportunities next year including hosting a panel discussion on consultation findings at HNPW in April 2023, and will work with regional partners to launch and support the uptake of the regional consultations.

GPE Reference Group

We continued to expand our GPE [Reference Group](#). The Reference Group is chaired by Mark Bowden, independent consultant and Senior Research Associate at the Humanitarian Policy Group, Overseas Development Institute (ODI).

Members of the Reference Group represent a wide variety of humanitarian organisations, such as UNHCR, UNICEF, World Vision International, ALNAP, NEAR, START Network, Action Aid, WFP, Save the Children, Grand Challenges Canada, and academic institutions. The Reference Group continue to meet regularly to provide expert advice and counsel to ensure the success of the GPE.

Synthesis exercise

Elrha will conduct a synthesis exercise that will critically analyse the findings from all the GPE consultations to identify and mainstream the challenges faced by the humanitarian research and innovation ecosystem. The synthesis report will reflect on the performance of the system in different regions globally. Elrha will also commission researchers to provide sets of regional priorities that require research and innovation funding and attention.

1.6 THE UK HUMANITARIAN INNOVATION HUB

Since 2020, Elrha has been the host organisation for the UK Humanitarian Innovation Hub (UKHIH). UKHIH is a FCDO-funded mechanism that aims to promote and support strategic and focused collaborations across government, science, private and humanitarian actors to drive urgently needed innovations and technologies in humanitarian responses to disasters and conflict.

Accelerated Innovation Collaboration

UKHIH funds and facilitates Accelerated Innovation Collaborations (AICs), convening research, operational, and innovation partners, to explore and develop solutions for key humanitarian innovation challenges.

Between 2021–2022, UKHIH focused on funding three thematic AICs:

1. Satellite technology for humanitarian decision-making

Beyond Borders aims to raise awareness of the gaps in the use of satellites and explore future opportunities for expanding access to and adoption of satellite technology in humanitarian responses. In 2022, Beyond Borders published a [map of the current landscape of humanitarian satellite applications](#) and the challenges to their further use in crisis situations.

2. Technology to strengthen humanitarian surgical capacity

The Humanitarian Surgery Initiative (HSI) aims to examine the [contribution of technology and data-driven evidence](#) in building humanitarian surgical capacity, resilience, and preparedness in low resource settings through the development of a sustainable model for the delivery of training, knowledge exchange, data management and evidence-based research.

3. Collective crisis intelligence for frontline responders

The collective crisis intelligence (CCI) project works with people and communities at a local level to [develop tools that combine Artificial Intelligence \(AI\) and data](#) from crisis-affected communities to find solutions to humanitarian challenges. The project, which ran from April 2021 until June 2022, prototyped tools in Nepal and Cameroon to generate new insights for frontline humanitarian response.

A fourth thematic area, **vaccine delivery in humanitarian settings**, has also been identified as a priority for developing an AIC. Work during 2022 was centred in building the most effective approach and partnership to address the challenges in this area, particularly learning from ongoing global events. Launching in 2023, this project aims to generate new evidence on the dynamics of community engagement and establish a global community of evidence and practice around community engagement for vaccination in humanitarian settings.

Each AIC supports research fellows from low- and middle-income (LMIC) countries. Across the three AICs funded in 2021–2022, there are nine LMIC research fellows, who provide key national and regional insight for the development of the projects, alongside pursuing their own research interests.

Rapid Response Initiative

In addition to supporting the implementation of AICs with long-term impact potential, UKHIH has launched a rapid response workstream, instigating and funding real-time research, convening and communications processes that respond to major new crises. In a similar manner to the AICs, responsive work also draws on cross-sector experts, convening workshops and facilitating discussions to identify key challenges and innovative solutions to emerging humanitarian issues.

Rapid response studies in 2022 have focused on the emerging humanitarian priorities in Ukraine, the humanitarian [response to the floods in Pakistan](#), and exploring the [adaptation of aid delivery in Afghanistan](#).

FUNDING SNAPSHOT

Enabling the local response: Emerging Humanitarian Priorities in Ukraine

Humanitarian Outcomes

Supported by UKHIIH, Humanitarian Outcomes conducted a rapid review on the humanitarian response to Ukraine in the initial stages of the crisis. Through interviews with national and international humanitarian aid groups and donor governments, the review produced a snapshot of the first three months of the crisis and emerging humanitarian challenges.

The published report identified urgent areas for action for how the global humanitarian system can better complement, support, and add value to the humanitarian response being led by the Ukrainian civil society.

The report raised global awareness of the need for governments and international aid agencies to focus their support on the rapidly mobilising Ukrainian civil society. The report evidenced that Ukrainian response organisations lacked enough resources to offer humanitarian aid for the millions of people internally displaced by the conflict. It also called on greater training and equipment for Ukrainian humanitarian responders working in high-risk conflict areas, while drawing attention to the need for Ukrainian civil society to maintain a neutral stance and to find principled ways to reach people in need in Russian-controlled areas.

1.7 OUR PLANS FOR FUTURE PERIODS

In 2023 we will launch our new long-term strategy which will set the direction of travel for Elrha until 2040. This strategy brings a new ambition for Elrha, building on our position as a leading actor in humanitarian research and innovation, and uses our learning, expertise, and our global networks to address critical humanitarian challenges and drive for a more effective, inclusive, and impactful system. It also includes our newly defined Values that have been carefully developed by staff to define how we will work – the culture, attitudes, and behaviours of the organisation we want to be.

Our new long-term strategy will see us continue to work collaboratively with humanitarian actors, governments, the research, and innovation communities, alongside people affected by crises, to support the emergence of a collective vision for humanitarian research and innovation, and to contribute to the development of new systems and approaches that can increase the impact of our collective actions. We will continue our work as a responsible funder in the humanitarian system, and use our available funding, our expertise, and collaboration with our unique networks to create long-term research and innovation collaborations that bring about lasting solutions to critical humanitarian challenges.

We will continue to invest in our learning and communications around our impact, better telling the story of the change we make in the sector and for people affected by crises.

We will further develop our work to diversify our funding partnerships and ensure the sustainability and broader reach of our work.

Our long-term strategy will be supported by a three-year plan, beginning in 2023, that will set out how we will progress our work across the organisation to deliver on the first phase of our 2040 ambition.

In 2023, as well as launching the new strategy, we will work to embed our new Values in the organisation, and we share our three long-term commitments that will define the way we want to work with others and the culture we want to support as a place of work. These commitments include: further developing our actions to becoming an anti-racist organisation; signing up to the Climate Charter and committing to taking actions to becoming a climate and environmentally responsible organisation; and taking actions across our work to 'shift the power' and address inequities and exclusion within the international humanitarian research and innovation system.

2. FINANCIAL REVIEW

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and the second edition of *Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)*, published in October 2019.

The financial overview for 2022 is set out in the Statement of Financial Activities on page 62.

2.1 FINANCIAL ACTIVITIES

2.1.1 INCOME

Total income in the year was stable when compared to the prior year, increasing marginally by 2.5% to £9.6m (2021: £9.4m), of which over 99.99% was restricted (2020: 99.7%).

Income received in the form of grants from institutional donors includes the UK Foreign, Commonwealth and Development Office (FCDO), the Netherlands Ministry of Foreign Affairs (NL MFA), the National Institute for Health Research (NIHR) and the Norwegian Ministry of Foreign Affairs. Elrha also received income from the Wellcome Trust, in the form of a grant.

As all restricted income is recognised on a performance basis, the specific amount recognised is determined by expenditure on the relevant charitable activities.

One unrestricted donation of £5 was received during the year (2021: £22), no other unrestricted income was generated during the year (2021: £4k). No gifts in kind were received during 2022 (2021: £28k).

2.1.2 EXPENDITURE

Total expenditure remained consistent with the previous year at £9.4m (2021: £9.5m), as did the main cost category in Elrha's activities – grant disbursement (65% of total spent), which stands at £6.1m (2021: £6.1m). Direct activity costs in 2022 also remained at consistent levels to 2021 (2022: £2.1m; 2021: £2.0m), representing a percentage of the total expenditure of 22% (2021: 22%).

The overall level of expenditure was affected by delays in funding decisions by our donors against specific activities, particularly grant-making, which resulted in no new grant commitments during 2022, which were postponed to early 2023.

Humanitarian Innovation Fund (HIF) expenditure

Total spend by the HIF programme constituted 57% of Elrha's total spend in 2022, with expenditure in 2022 higher than the previous year, increasing by 50% to £5.4m (2021: £3.6m). There are two main factors for this significant overall increase in the HIF programme:

1. Low level of activity and expenditure in 2021 due to the uncertainty surrounding the reduction in the 2021/22 annual budget from FCDO. The funding from FCDO was confirmed with activity planning starting in late 2021, with expenditure materialising in 2022, particularly in grant-making activities.
2. Increased level of activity in 2022 after FCDO confirmed a higher budget (an additional £1.5m) for their 2022/23 financial year.

These two factors also explain the higher level of grant spend, at £3.8m (2021: £1.9m). As grantees were requested to suspend any significant investment until the last quarter of 2021, payment requests received in early 2022 included high-value costs. This was compounded with accelerated project activities to recover from the slow pace in 2021, and therefore further interim payments taking place during this year.

Reductions to staffing and direct non-grant making activities fell during the year by £215k (21%), from £1 million spent in 2021 down to £830k this year. This difference was primarily due to the decrease in the number of staff working in the HIF team by the last quarter of 2021 as a result of the team's restructure to accommodate the 2021 reduction in FCDO funding.

Research for Health in Humanitarian Crises (R2HC) expenditure

Total spend by the R2HC programme fell by 43% during 2022 to £2.5m (2021: £4.5m) directly attributable to a fall in grant spend, from £3.6m in 2021 to £1.7m in 2022. This reduction is the result of funding cycles not starting at the same time of the year, every year, together with a longer-than 12 months period between the first and the second payment. As such, during 2022:

- (a) there were a lower number of active grants in the R2HC portfolio as the funding cycle for the Covid Rapid Response grant finished in 2021
- (b) no new cohort of grants was launched due to delays in donor funding decisions, and therefore no first payments were disbursed during this year (which normally cover the highest amount in the life of the funding award)
- (c) grant payments corresponded to interim payments, and not all awards active during the year would have received one as many received their first payment in late 2021

Expenditure related to non-grant making activities undertaken directly and support costs remained consistent, with the levels reported in the previous year at £574k and £284k respectively (2021: £542k and £270k).

Global Prioritisation Exercise (GPE) and the UK Humanitarian Innovation Hub (UKHIH) expenditure

Spend on the GPE totalled £490k, an 79% increase from last year (2021: £274k) driven by the delivery of mid-term milestones in several research studies that constitute the core activities of this programme. Subsequently, staffing and support costs have also increased during this period. Further details on the GPE activities are provided in Section 1.5 (page 31).

The UKHIH spent a total of £1.0m (2021: £1.0m) during 2022, including £646k on grants to other organisations, in line with the amount spent last year (2021: £600k). In 2022, the UKHIH increased its level of non-grant making activities, with a 26% increase expenditure in this area (2022: £267k; 2021: £212k), as explained in more detail in Section 1.6 (page 33).

Operational support costs

Elrha's operational support costs, with an annual value of £1.25m (2021: £1.31m), include spending items that are related to:

- governance and ensuring internal and external compliance with policies and regulations

- organisation-wide management, facilitating the smooth running of day-to-day activities and ensuring the decision-making is based on accurate information and the efficient and charitable use of our resources
- essential infrastructure, including management of premises and facilities, Information Technology (IT) services, and corporate communication
- employment costs not directly attributable to our programmes

After the adjustments made last year, the total spend in our operational support costs remain at a similar total amount as in 2021, although they represented an improved percentage of the overall total organisational spend, at 13.3% (2021: 13.9%).

2.2 RESERVES AND FINANCIAL POSITION

Our total reserves as of 31 December 2022 were £471k (2021: £276k), of which £232k relates to restricted funds (2021: £37k), which means Elrha's restricted reserves increased by £195k in 2022. There were no designated reserves.

In order to commit the maximum possible resource to further our charitable objectives, it is Elrha's policy to retain sufficient reserves to safeguard the continuity of operations, when there is a temporary loss of income or to achieve an orderly wind-down if continuation is not possible. As per the Delegation of Authority, any use of Elrha's reserves must be approved by the Chair of the Board of Trustees or the Board Treasurer.

The Trustees are confident that future incoming resources to the charity will be adequate to support the continuation of existing projects and activities, as well as to meet other needs that may arise under reasonably possible downside scenarios, for at least 12 months following the approval of this report. Accordingly, Elrha continues to adopt the 'going concern' basis in preparing the financial statements.

The Trustees are also taking steps to seek and secure additional funding, from both current and new sources of income, with a view to protect Elrha's sustainability in the longer-term future.

Investments

Elrha held no investments during the period.

2.3 PRINCIPAL RISKS AND UNCERTAINTIES

The major risks to which Elrha is exposed have been identified by the executive management team and reviewed by the Board of Trustees as part of the annual risk review process. Appropriate systems and procedures are in place to manage these risks and provide reasonable but not absolute assurance against occurrence.

Funding risks:

Elrha continues to be reliant on a small number of donors who provide a high proportion of our income, namely the UK Foreign, Commonwealth, and Development Office (FCDO) and the Netherlands Ministry of Foreign Affairs (NL MFA). Combined, they contributed 88% of Elrha's income in 2022. This limited donor portfolio constitutes the main risks Elrha faces as experienced in 2021.

Even though Elrha is in a slightly more secure position after FCDO extended their funding until March 2025 for the HIF and GPE programmes, and the UKHIIH activities, we continue to be very vulnerable to donor policy changes and/or cuts in the ODA funding, with limited resilience to offset funding shocks with income from other sources of funding.

Our mitigation strategy is two-fold: consolidate the relationship and engagement with current donors, particularly FCDO and the NL MFA, to ensure alignment of interest; and seeking donor portfolio diversification, identifying priority prospective donors, and establishing well-defined donor engagement plans. Building momentum, synergies and partnership around the new strategy are core elements in both areas of fundraising actions.

This business development strategy is complemented with a conservative approach towards budget setting, which only takes into consideration already contracted funding or very likely new awards. This cautious approach is also applied in avoiding new commitments if a relevant source of funding has not been secured. Although reducing funding committed under ongoing grants would always be a last resort, we ensure that terms in grant agreements allows for such reduction (mirroring similar terms from our donors), so that we can flexibly respond to any changes in our funding portfolio.

People management risks:

During 2022 we saw a high staff turnover across various teams in Elrha, as further explained in Section 3.10.4 (page 54), with 12 staff members resigning to move to other organisations. There is a risk that if this high turnover of staff continues in 2023, particularly in one of our main programmes, and impacts the delivery of programme activities and organisational projects, or pressurises other team members' workloads, it might lead to further resignations. High turnovers also result in high volume of unplanned recruitment processes, effecting the capacity of the HR team to manage other team activities.

While the motives for resignation during 2022 were very varied across the group, they generally were not related to a discontent with Elrha but seeking an opportunity for career development elsewhere. However, we are committed to improve our staff retention rates through providing targeted support to those teams with higher changes in staff and improving the experience of new employees (e.g., identifying areas for improvement in onboarding and induction processes, across the organisation). We will also be strengthening our job descriptions and job adverts, so they are 'fit-for-purpose' to the needs of the role, and current and prospective employees have a clearer understanding of the job's objectives.

3. STRUCTURE, GOVERNANCE AND MANAGEMENT

3.1 LEGAL AND ADMINISTRATIVE INFORMATION

Elrha is registered at 1 St. John's Lane, London EC1M 4AR under the laws of England and Wales as both a private limited company by guarantee (11142219) and a charity (1177110). A second office is located at 8 Cathedral Road, Cardiff, CF11 9LJ.

The charity was incorporated on 10 January 2018, although its activities had commenced in 2009, hosted by Save the Children Fund. At time of incorporation, the related assets were transferred to the separate legal entity on 1 May 2018 for nil consideration. The sole member of Elrha is the Save the Children Fund, of which Elrha therefore acts as a wholly owned subsidiary.

Under Elrha's Articles of Association, dated at incorporation, certain decisions are reserved for the Member. These include, but are not limited to:

- i) any changes to the Articles of Association,
- ii) any alteration to the Charity name or registered office,
- iii) any structural change to the organisation e.g., setting up of subsidiaries mergers, sales, disposals, and liquidations, and
- iv) the appointment and removal of all Trustees.

Trustees

The following individuals were members of the [Board of Trustees](#) (and also Directors of Elrha for company law purposes), at the date on which the financial statements were approved and during the year:

- Margie Buchanan-Smith (Chair)
- Andrew Toby Smith (Deputy Chair, appointed as Deputy Chair on 6 March 2023)
- Andrew Shellard (Treasurer)
- Andy Katz
- Ebrima Saidy
- Dr. Jane Cocking OBE (appointed as Trustee on 24 February 2023)
- Karen Twining Fooks
- Dr. Marta Tufet Bayona
- Rhea Tariq (appointed as Trustee on 24 February 2023)
- Wendy Fenton (Deputy Chair, resigned as Trustee on 7 March 2023).

Directors group

Day-to-day management of the charity is delegated by the Trustees to Elrha’s Directors Group. As at the date of approval of this report and during the year, the members of the Directors Group were:

- Jessica Camburn – Chief Executive Officer
- Thaïs Méndez de Andés Aldama – Director of Finance and Operations
- Jean McLean – Director of Policy Engagement and Communications (until 22 March 2022)
- Colette Fearon – Director of Impact and Engagement (from 13 June 2022)

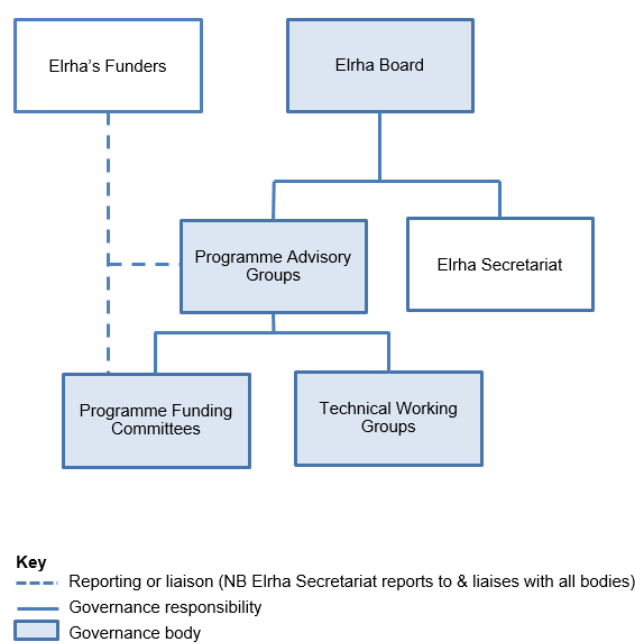
External auditor

Auditor: KPMG LLP, 15 Canada Square, London E14 5GL

Bankers: National Westminster Bank, PO Box 83, Tavistock House, Tavistock Square, London WC1H 9NA

Legal advisors: Dechert LLP, 160 Queen Victoria Street, London EC4V 4QQ

3.2 GOVERNANCE



3.2.1 BOARD OF TRUSTEES

As indicated above, Elrha is a limited company, and all Trustees are also full Directors of Elrha for company law purposes.

Trustees, all of whom are non-executive, have been drawn from diverse backgrounds in business and professional life, and bring a broad range of experience and skills to Board deliberations. The Trustees have been appointed in accordance with the provisions of the Articles of Association for Elrha. Trustees are recruited through open and competitive processes (except for one trustee appointed by Save the Children), against relevant skills and experience identified by the existing Trustees as needed for the Board to perform their duties.

All Trustees have received a full induction, including meeting with members of the Directors Group, aiming at getting familiar with their statutory responsibilities, their role as Board members, the governance framework within Elrha, Elrha’s work, and the risk environment. Ongoing training is arranged as and when a need is identified.

There are clear distinctions between the role of the Board and the Directors Group, to which day-to-day management is delegated. The principles of ‘management proposes’ / ‘Board decides’; ‘management implements’ / ‘Board monitors’ form the basis of the Board and executive management team interaction. Items such as Elrha’s policies, strategic annual plan, budget and risk assessments are prepared by the Directors Group for consideration and approved by the Trustees. The members of the Board cannot, under the governance regulations of the charity, receive remuneration for services to Elrha and may only be reimbursed for incidental expenses claimed.

As part of the annual governance review, an analysis of Elrha’s governance practices against the Charity Governance Code takes place, and the Board carries out an informal self-assessment, wherein the Chair of the Board meets with each individual Trustee and writes up a report identifying areas of strength and improvement in the functioning of the Board.

As per the Board’s terms of reference, Trustees met four times in 2022.

Board attendance was as follows:

Name	Meetings
Margie Buchanan-Smith (chair)	4/4
Wendy Fenton (deputy chair)	3/4

Name	Meetings
Andrew Shellard (treasurer)	3/4
Andy Katz	3/4
Andrew Toby Smith	4/4
Karen Twining Fooks	4/4
Ebrima Saidy	4/4
Marta Tufet Bayona	2/4

3.2.2 BOARD COMMITTEES

In March 2022 the Board decided to set up an *ad hoc* committee, Strategy Development Committee (SDC), to provide strategic support to Elrha's management with the development of Elrha's new Strategy (2023-2040). The SDC met once in 2022 and reported its recommendations to the Board. The Board has continued to provide the strategic lead for this process throughout 2022.

The Board also agreed to set up the Risk & Audit Committee (RAC) as a permanent committee to review and provide advice to the Board on the adequacy of Elrha's strategic processes for risk management and their implementation. Additionally, the RAC, after review and consideration, recommends to the Board whether to approve the Annual Report and Accounts. This committee has yet to meet officially.

3.2.3 OTHER BODIES IN GOVERNANCE FRAMEWORK

Each governing body described below has a clear term of reference that sets out their roles and responsibilities. It also sets out the process to avoid and manage potential conflict of interests, ensuring that the bodies uphold the highest standards of transparency and accountability.

Programme Advisory Groups

The HIF and R2HC Advisory Groups advise Elrha on the strategic direction of our grant-making programmes. These groups provide advice to the programme teams and make recommendations regarding programmatic priorities, set the direction and framework for grant-making, and are involved in the selection of Funding Committee members. The chairs of the Advisory Groups report to the Elrha Board on an annual basis.

Programme Funding Committees

The function of our two Funding Committees, one for HIF and one for R2HC, is to provide independent assessment and recommendation of funding decisions. The chairs of the Funding Committees report to their respective Advisory Group.

Technical Working Groups

The Technical Working Groups provide a greater depth of technical expertise for the focus areas on our HIF programme. The chairs of the Technical Working Groups report to the HIF Advisory Group.

Our HIF Technical Working Groups for 2022 were in WASH, GBV, and DOAI.

Our Funders

Our programme funders retain the ability to veto the funding of a particular proposal before a final decision is made to grant restricted funds to a third party. However, programme funders cannot require that a third party receive a grant, and any final decision on whether a grant should be made remains with Elrha.

In addition, Elrha's funders may have observer status on the advisory groups and/or funding committees. This may be an ad-hoc or a regular arrangement and is agreed on a case-by-case basis.

3.2.4 THE CHARITY GOVERNANCE CODE

Elrha seeks to apply the Charity Governance Code as its standard for good governance. Following the completion of a review of governance practices against the code as at the end of 2021, the Board approved an action plan for 2022 to address key areas identified for improvement. The planned actions focussed on:

- Strengthening Board involvement in strategic planning, through the setup of the Strategy Development Committee (SDC) in March 2022 to guide the development of Elrha's new Strategy.
- Strengthening the oversight on risk and audit processes, with the establishment in March 2022 of the Risk and Audit Committee (RAC), a permanent committee of the Board responsible for ensuring Elrha's strategic processes for risk management are fit-for-purpose and adequately implemented. The development of new Risk Management Framework was also started in 2022 and the RAC will support its implementation in 2023. Greater visibility for monitoring progress against organisational priorities in management's quarterly reports to the Board.

- Strengthening key policies, specifically Delegations of Authority (DOA) and staff rewards. A new DOA was approved by the Board in March 2023. A new organisation salary structure was developed and published in 2022 and new salary progression principles were approved by the Board in March 2023 and applied to the annual salary increase for April 2023.
- Reviewing skills/expertise gaps on the Board and recruitment of two additional trustees, which took place between November and December 2022 through an open and competitive process. The two new trustees joined their first Board meeting in March 2023.

3.3 TRUSTEES' RESPONSIBILITIES

Statement of Trustees' responsibilities in respect of the Trustees' Annual Report and the financial statements

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations or have no realistic alternative but to do so.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

3.4 EXTERNAL AUDITOR

KPMG LLP have expressed their willingness to continue to act as auditors. A resolution to reappoint them, under section 485 of the Companies Act 2006, is pending shareholder approval.

3.5 PUBLIC BENEFIT

Trustees have a duty to develop strategic plans to ensure that Elrha provide public benefit and achieve the charitable objectives as set out in our governing document. These objectives include the relief of hardship in cases of war, natural disaster, or catastrophe anywhere in the world; the promotion of education and training, and of research for the public benefit concerning these matters; and making publicly available the results of such research. These objectives fall under the purposes defined by the Charities Act 2011. We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

3.6 POLITICAL DONATIONS

No political donations were made during the period.

3.7 FUNDRAISING ACTIVITIES

Elrha's fundraising activities are currently limited to institutional donors and trusts, as well as occasional consultancy work for peer organisations. Elrha does not engage in fundraising from members of the public.

3.8 GRANT MAKING PROCESS

Elrha designs its grant-making funding calls to ensure maximum contribution from any funded project to its strategic aims. Any registered legal entity may apply for grant funding from one of Elrha's programmes, although particular funding calls may have additional eligibility requirements, depending on the nature of the challenge being set or other needs.

Proposals submitted to Elrha go through the following process:

- 1) Elrha staff screen the proposal to ensure it is eligible for funding. In addition, for some funding calls, expressions of interest are short-listed by the Funding Committee, with successful applicants being asked to submit a full proposal.
- 2) Proposals that pass the screening/short-listing stage are reviewed technically by:
 - a. At least two independent technical reviewers with subject area expertise
 - b. Elrha staff, who will review the proposal budget

Comments from these reviews are passed to the Funding Committee for consideration alongside the proposal.

The Funding Committee has the authority to make funding recommendations up to the amounts agreed in the budget. For the R2HC programme, these recommendations are then agreed by the donors.

Once the Funding Committee has made a decision on the quality of a project, the applicant organisation is subjected to Elrha's due diligence process, which is an integral part of Elrha's risk management and part of our established Mandatory Operating Procedures. As part of our due diligence process, implementing organisations and key staff members for the project or study are vetted against sanctions, anti-terrorism, and other international risk monitoring lists. The policies of the lead organisation are checked against our safeguarding and financial control principles to ensure they are of sufficient quality. Elrha then weighs the risk of granting to the lead organisation, and only when Elrha is comfortable that risks are within its appetite, or that sufficient mitigations have been put in place to achieve this, will a grant be confirmed.

3.9 SAFEGUARDING AND ETHICAL BEHAVIOUR

Maintaining the safety and protection of those we work with and our staff is highly important across Elrha. This includes staff, governance groups, grantees, and the people our grantees work with. We have a zero-tolerance approach towards all forms of unethical behaviour, including bribery, facilitation payments, tax evasion and money laundering.

Criminal record checks are completed for all staff and trustees, and more enhanced checks are performed following a risk-based approach. As part of our due diligence process for grantees, we review their safeguarding policies to make sure they are in line with our policies.

We have an Incident Prevention and Management Policy – with a wide definition of vulnerable groups – and Codes of Conduct. These policies set out the standards of behaviour expected from all staff, trustees, grantees, and all others that we work with, particularly in relation to safeguarding. R2HC research studies are subject to review by an Institutional Review Board (IRB) to ensure they achieve recognised ethical approval before research is funded.

We have an incident reporting mechanism and are committed to investigating any potential breaches of our policies, whether within Elrha or the projects and studies we fund. All complaints are investigated, following established investigation guidelines, and should internal breaches be substantiated, disciplinary action would be taken, up to and including dismissal. With our grantees, substantiated breaches may result in us withdrawing funding and any other support.

We are committed to openness, and to keeping our donors informed of any complaints and the progress of any investigations. We are also committed to inform and work with our regulators and any relevant law enforcement agency where the complaint warrants this.

While we believe that our systems are effective, we are committed to their ongoing review and development. We will continue to identify and implement measures that will enhance policy and practice to ensure our standards meet or exceed best practice in the sector.

3.10 STAFF ENGAGEMENT AND WELLBEING

Our 2022 staff engagement survey once again demonstrated that our staff are experiencing good relationships with line management, feel that achievements are recognised, and that they can grow and develop in response to constructive feedback.

The survey results demonstrate that staff are fully committed to the difference that Elrha is making in the world, and clear about how their work contributes to Elrha's goals overall.

Our staff enjoy good working relationships with team members and these feelings of connection and belonging have been reinforced this year with more opportunities to meet in person. With new 'remote first' principles in place to support flexible working, our staff can balance their place of work between home and office base according to their own needs.

Our staff survey shows that good work life balance is practiced and promoted, and our staff feel their wellbeing is positively supported at Elrha. We continue to offer internal activities and resources to support good mental health, resilience and connection with colleagues, and our staff can access wellbeing support through an established Employee Assistance Programme (EAP).

3.10.1 EQUALITY, DIVERSITY AND INCLUSION

Elrha is an equal opportunities employer, as reflected in our HR policies and practices, which are underpinned by the Equity, Diversity & Inclusion (EDI) principles approved by our Board in 2021 and the provisions of the Equality Act 2010.

We see our inclusion principles as interdependent with staff engagement and wellbeing. Kindness and fairness are embedded into our culture. We champion employee wellbeing, recognition and appreciation, and make sure our supportive and flexible working environment keeps staff connected, motivated and well informed.

We are committed to creating an inclusive and supportive working environment, free from discrimination, harassment, and victimisation. We promote and provide equal opportunities and respect diversity. These commitments are formally captured in our EDI principles, which are reflected in our policies and procedures, as well as further developed in the EDI annual action plan.

With recruitment, our ambition continues to be increasing the diversity of our staff to better represent and reflect the people and communities we support. Positive steps have been taken in achieving this goal, including using a wide range of recruitment websites and platforms to ensure a broad pool of candidates, as well as adding a notice on our job advertisements to encourage applicants from a wider range of backgrounds. We recruit and promote staff on merit and continue to seek more internal routes to staff progression and succession planning.

3.10.2 ANTI-RACISM

Anti-racism commitment – annual update

Elrha wants to be an anti-racist organisation. Racism has no place in the international aid and research system. We know that racism is systemically embedded in global aid culture and structures, and we recognise that as part of that system our work could be part of the problem.

Elrha has benefited from a staff-led Anti-Racist Working Group (ARWG) that was created in 2020 to provide a space and structure for discussing racism and developing anti-racist practice. In November 2020 we first published our [Statement on Anti-Racism](#) where we made six core commitments:

- We will be an anti-racist employer and workplace
- We will collaborate with the sector and our partners to promote an anti-racism approach
- We will consider how our work in research and innovation can support an anti-racism agenda
- We will weave anti-racism into the fabric of our brand and communications
- We will nurture an environment of listening, learning and unlearning racism
- We will develop clear and specific next steps through our detailed action plan to make anti-racism a core and sustainable part of our ethos and work

In 2022 we carried out a review of our progress against the commitments during the period November 2020 to May 2022, and [published an update](#) – signed off by the Board of Trustees – to ensure ongoing accountability

During the development of our new strategy, we applied an anti-racist lens throughout. As we embark on implementation from 2023, anti-racism will become one of three long-term commitments Elrha will make alongside 'shifting the power' and 'becoming climate and environmentally responsible' – these core commitments will guide the development of our practice. The anti-racism commitment will be championed by our Chief Executive and monitoring our progress will remain a priority of our Board of Trustees.

Moving forward, the accountability for Elrha being/becoming an anti-racist organisation is with the Leadership Team. The staff-led ARWG will continue to be based on voluntary participation. By taking on ownership of the commitment, the Leadership Team intend to

ensure that consideration of anti-racism is embedded in every organisational function and with every employee.

In 2023 we will be guided by the framework set out by the Bond's paper on ['Becoming Locally Led as an Anti-Racist Practice: A Guide to Support INGOs'](#) to ensure that we change how we work and make decisions, and how we are structured and governed to become more anti-racist. We will use the matrix they provide to understand our baseline and reflect on best practice in becoming an anti-racist organisation.

We know there is no one 'neat' pathway however we are committed to becoming an anti-racist organisation and we recognise the need to prioritise and make progress on what we can.

3.10.3 PAY AND REWARD

We want our staff to feel valued and appropriately rewarded and recognised for the work they do, and put ourselves in the best position to attract, retain and inspire exceptional individuals to help us achieve our purpose. We aim to reward our staff fairly and consistently relative to their level of work and to ensure our processes to manage pay are simple and easy to understand.

Our salary structure ensures that our staff are paid competitively according to the role that they do. Our salary bands are benchmarked externally against those of similar sized charities. We are fully transparent about pay when we advertise for any role, sharing the starting salary in all instances. We are proud to continue to support the charity sector's call for salary transparency as part of [Show the Salary campaign](#).

We also aim to offer an attractive benefits package including pension, life cover, organisational sick pay and family friendly pay and leave schemes; incremental increase in annual leave depending on length of service; opportunities for learning and development; a comprehensive EAP and a strong ethos of flexible working.

3.10.4 RECRUITMENT AND RETENTION

Like many other organisations we have been through a period of staff turnover at a higher rate than usual. Having reviewed our exit questionnaire information, the reasons for this do not seem to point conclusively to any one particular issue. However, the impact has been felt keenly and we are committed to listening to staff to understand where improvements can be made to improve retention rates.

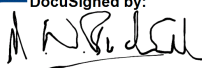
This issue has led to increased recruitment activity as we have needed to replace our leavers, alongside creating new roles to support growing organisational needs. Fortunately, we have attracted excellent candidates through our recruitment campaigns with all vacancies filled promptly. Our new starters benefit from a comprehensive induction programme to support the start of a successful journey with Elrha.

APPROVAL OF THE TRUSTEES' REPORT

The Trustee's Report (pages 8 – 55) was approved by the Board of Trustees on 19 June 2023 and signed on its behalf on 07 July 2023:

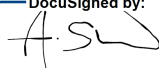
Margie Buchanan-Smith

Chair of Board of Trustee

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Andrew Shellard

Treasurer

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INDEPENDENT AUDITOR REPORT TO THE MEMBERS OF ELRHA

OPINION

We have audited the financial statements of Elrha ("the charitable company") for the year ended 31 December 2022 which comprise the Balance Sheet, the Statement of Financial Activities, the Cash Flow Statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs at 31 December 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS OF OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the charitable company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

GOING CONCERN

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the charitable company or to cease its operations, and as they have concluded that the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the Trustees' conclusions, we considered the inherent risks to the charitable company's business model and analysed how those risks might affect the charitable company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the trustees assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the charitable company will continue in operation.

FRAUD AND BREACHES OF LAWS AND REGULATIONS – ABILITY TO DETECT

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of Trustees and management, and inspection of policy documentation as to the Charitable Company's high-level policies and procedures to prevent and detect fraud, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Trustees Board minutes
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that charitable income is recorded in the incorrect accounting period, and the risk that management may be in a position to make inappropriate accounting entries.

We also performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included journals posted by individuals that do not post frequently and the final five material revenue journals posted in the year.
- Inspecting grant agreements to determine if income has been recognised in line with accounting policy.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with management as required by auditing standards. Additionally, we discussed with management the relevant policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

The charitable company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies' legislation) and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Whilst the charitable company is subject to many other laws and regulations, we did not identify any others where the consequences of non-compliance alone could have a material effect on amounts or disclosures in the financial statements.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

OTHER INFORMATION

The trustees are responsible for the other information, which comprises the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' Annual Report, which constitutes [the strategic report for the financial year, is consistent with the financial statements; and
- in our opinion that report has been prepared in accordance with the Companies Act 2006.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a strategic report

We have nothing to report in these respects.

TRUSTEES' RESPONSIBILITIES

As explained more fully in their statement set out on page 48, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are

considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

THE PURPOSE OF OUR AUDIT WORK AND TO WHOM WE OWE OUR RESPONSIBILITIES

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Joanne Lees

for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants

15 Canada Square, London, E14 5GL

United Kingdom

Date: 14 July 2023

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2022

	Notes	Unrestricted funds £	Restricted funds £	Total funds for the year to 31/12/2022 £	Total funds for the period to 31/12/2021 £
Donations	3	5	-	5	28,441
Charitable activities	4	-	9,608,532	9,608,532	9,344,280
Total income		5	9,608,532	9,608,537	9,372,721
Charitable activities	5	-	(9,413,082)	(9,413,082)	(9,463,418)
Total expenditure		-	(9,413,082)	(9,413,082)	(9,463,418)
Net income and net movement in funds		5	195,450	195,455	(90,697)
Reconciliation of funds:					
Funds brought forward		239,514	36,512	276,026	366,723
Movement in funds		5	195,450	195,455	(90,697)
Funds carried forward		239,519	231,962	471,481	276,026

The statement of financial activities includes all gains and losses recognised in the period

BALANCE SHEET

As at 31 December 2022

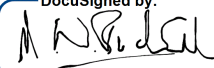
	Notes	31/12/2022 £	31/12/2021 £
Current assets			
Debtors: amounts falling due within one year	11	1,409,218	2,867,364
Cash at bank and in hand	16	101,911	98,749
		1,511,129	2,966,113
Liabilities:			
Creditors: amounts falling due within one year	12	(1,039,647)	(2,690,087)
		(1,039,647)	(2,690,087)
Net assets		471,481	276,026
The funds of the charity:			
Restricted income funds	15,16	231,962	36,512
Unrestricted funds	16	239,514	239,514
Total Funds		471,481	276,026

The notes on pages 65-83 form part of the financial statements.

Approved by the Board on 19 June 2023 and signed on its behalf on 07 July 2023 by:

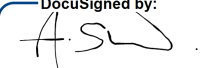
Margie Buchanan-Smith

Trustee

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Andrew Shellard

Trustee

DocuSigned by:

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CASH FLOW STATEMENT

For the year ended 31 December 2022

	Notes	Year to 31/12/2022 £	Year to 31/12/2021 £
Cash flows from operating activities			
<i>Net cash provided by operating activities</i>	a)	3,162	5,024
Change in cash and cash equivalents in the reporting period		3,162	5,024
Cash and cash equivalents at the beginning of the reporting period		98,749	93,725
Cash and cash equivalents at the end of the reporting period	b)	101,911	98,749

NOTES TO THE CASH FLOW STATEMENT

(a) Reconciliation of net income to net cash flow from operating activities	Year to 31/12/2022 £	Year to 31/12/2021 £
Net income	195,455	(90,697)
Adjustments for:		
Decrease/(increase) in debtors	1,458,146	253,523
Increase/(decrease) in creditors	(1,650,440)	(157,802)
Net cash provided by operating activities	3,162	5,024

(b) Analysis of cash and cash equivalents	Year to 31/12/2021 £	Year to 31/12/2020 £
Cash at bank and in hand	101,911	98,749
Total cash and cash equivalents	101,911	98,749

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

GENERAL INFORMATION AND BASIS OF ACCOUNTING

Elrha is a charitable company incorporated in England and Wales and domiciled in the United Kingdom under the Companies Act 2006. The address of the registered office is:

1 St. John's Lane

London

EC1M 4AR

Elrha is a public benefit entity. The nature of Elrha's operations and its principal activities are set out in the Trustees' Report (including the strategic report) on pages 8-55.

Save the Children UK (company number 00178159; charity numbers 213890 in England and Wales, and SC039570 in Scotland) is the sole member of Elrha. Save the Children UK's principal purpose is to save children's lives and tackle global child poverty. Elrha's results will be consolidated with those of Save the Children UK and the consolidated accounts can be obtained by the public at the registered office address given above.

BASIS OF PREPARATION

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The functional currency of Elrha is pounds sterling because that is the currency of the primary economic environment in which Elrha operates.

GOING CONCERN

The financial statements have been prepared on a going concern basis, which the Trustees consider to be appropriate for the following reasons.

The Trustees have prepared financial forecasts for a period of 12 months from the date of approval of these financial statements, and these indicate that the Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

After the 2021 significant reduction in funding from the UK Government, which is one of Elrha's key donors via the Foreign, Commonwealth and Development Office (FCDO) and National Institute of Health Research (NIHR), Elrha achieved medium-term financial stability in 2022. During 2022, Elrha's was able to secure funding until March 2025 for two of our programmes, the Humanitarian Innovation Fund (HIF) and the Global Prioritisation Exercise (GPE), through a non-cost extension awarded by FCDO, which will also fund the UK Humanitarian Innovation Fund (UKHIH). New funding was also secured for HIF from the Norway Ministry of Foreign Affairs, until August 2025.

The main risk to the Charitable Company's going concern status, as at the reporting date, is a failure to secure sufficient new funding to cover operational costs in 2024, which are essential in implementing the programmes' activities, and therefore co-financed across funders. In 2023, more than 25% of all operational costs are to be funded by a grant agreement ending on 31 December 2023. Even if funding commitments are sufficient to cover programme activities, it is critical for the organisation's ability to continue its operations that fixed operational costs are also funded.

For the purposes of assessing Elrha's going concern status under alternative scenarios, the Trustees have considered a scenario in which no additional funding is available for the first six months of 2024, in order to test if the funding commitments in place during this period are sufficient to cover our fixed operational costs. Given the very positive relationship that Elrha has with its current donors, strong reputation in the sector, and the active steps that are being taken to secure and diversify future funding, the Trustees consider this outcome to be unlikely. Nonetheless, testing this worst-case scenario, based on conservative assumptions, demonstrates that Elrha would be able to continue its operations, as sufficient funding to cover fixed operational costs will be available, until mid-2024, at least, even if no new funding is committed for this period.

This will be possible thanks to Elrha's operating model, which allows the organisation to scale up or down in response to the availability of funding. The ability to meet liabilities as they fall due rests upon ensuring that funding from Elrha's donors is sufficient to cover the direct and indirect costs of running the programmes. As such, Elrha does not make commitments to third parties unless donor funding has already been secured, and ensuring

fixed operational costs are covered as a priority over the flexible operational and programme costs.

With respect to cash liquidity, Elrha receives incoming cash through claims submitted to each of its donors on an agreed schedule, and it also has access to a flexible credit facility provided by Save the Children UK (SCUK). This credit facility is available interest free up to a value of £2.5 million. Furthermore, most of our donors provide funding in advance of expenditure being incurred, as a result, Elrha has typically remained in a positive cash position and has not needed to draw upon the credit facility for the last two years (2021 and 2022).

Consequently, the Trustees are confident that the Charitable Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

FUND ACCOUNTING

Unrestricted funds are those which are available for the general purposes of Elrha at the discretion of the trustees. The trustees may elect to dedicate some funds for specific purposes. No funds have been dedicated in this way during the period.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the charity for particular purposes. Costs are charged against the specific fund in line with donor wishes. An analysis of each restricted fund is set out in note 15.

In case of a deficit or surplus in restricted funds, the following approach is applied:

- if there is a deficit in restricted funds at the end of the year, the likelihood of future income being received which could cover this shortfall is assessed. A deficit is considered acceptable to the extent there is a realistic expectation of future income to cover the shortfall. If this condition does not apply, any shortfall must be immediately made up through a transfer from unrestricted funds.
- the restricted funds balance will be assessed at the end of each funding arrangement with a donor. If the balance is in deficit and the end of the funding arrangement means the prospect of future income to make up the shortfall is now unlikely, a transfer from unrestricted funds will be made. If the balance is a surplus, the implications will be assessed

in light of donor restrictions, which may require that surplus income is repaid to the relevant donor.

INCOME

Income is recognised in the statement of financial activities when Elrha is legally entitled to the income, receipt is probable, and it can be effectively measured.

Grant income

Most of Elrha's income is donor funding, which is granted either directly from donors, or via Save the Children UK. In general, grants represent restricted income from governments, agencies and foundations, corporates and trusts and have been included as 'Incoming resources from charitable activities' where these grants specifically outline the goods and services to be provided to beneficiaries. For these performance related grants, in the absence of specific milestones to determine entitlement, income is recognised to the extent that resources have been committed to the agreed outcomes and outputs as this is deemed to be a reliable estimate of the right to receive payment for the work performed. In this case cash received in excess of expenditure is included as a creditor (as deferred income) and expenditure in excess of cash included as a debtor (as accrued income). Unless otherwise specified by donors, restricted funds are not held in separate bank accounts.

Consulting income

Consulting income is income arising from services provided by Elrha to other humanitarian organisations. Such services are closely aligned with Elrha's charitable objectives and expertise and include activities such as training and research to support other organisations with which Elrha shares common goals. Income from these contracts is unrestricted and any profits generated are used to fund Elrha's other charitable activities. As with grant income, consulting income is recognised either upon the achievement of specific milestones, or in the absence of such milestones, income is recognised to the extent that resources have been committed to the agreed outcomes and outputs, until contract completion allows for a final and accurate accounting of profit or loss.

Gifts in Kind income (GIK)

GIK (Gifts in Kind) include goods for project distributions or resale, pro-bono services and supplies. GIK must be included in the accounts as income and expenditure and valued at

market value by management and/or the donor. No monetary value is attributed to volunteer work.

EXPENDITURE

All expenses are recognised on an accruals basis.

Expenditure on charitable activities is any that relates directly to fulfilling the charitable objects of Elrha.

Grant funding expenditure comprises the direct value of sub-grants made by Elrha to partner organisations during the year, as detailed in note 7. Grants funding costs are reported against the programme to which they relate.

Expenditure on 'activities undertaken directly' includes all costs of activities directly attributable to specific programmes or projects.

Support costs represent core activities and services, such as general management, governance, human resources, communications, financial management and premises costs, and are allocated across the categories of charitable activities in proportion to the services provided.

Staff costs are analysed and apportioned on the basis of management's estimation of the time spent on each activity and are allocated to activities undertaken directly or support costs according to the role of the staff concerned.

TERMINATION BENEFITS

Termination benefits are payable when employment is terminated, or whenever an employee accepts voluntary redundancy in exchange for these benefits. Termination costs are recognised at the point at which Elrha is committed to incur these costs.

PROVISIONS

Provisions for liabilities are recognised when there is a legal or constructive obligation for which a measurable future outflow of funds is probable. Elrha held no provisions at the balance sheet date. (2021: nil)

FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised when Elrha becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Elrha only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid, net of any trade discounts due. Creditors and provisions are recognised where Elrha has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

DEFINED PENSION CONTRIBUTION SCHEME

Save the Children UK operates a defined contribution retirement benefit scheme for all qualifying employees of group entities, including Elrha. For all schemes the amount charged to the statement of financial activities is in respect of the pension contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of Elrha's accounting policies, which are described in note 1, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure, with the exception of income recognition. In light of the guidance set out in the Charities SORP (FRS 102) all awards have been reviewed to determine their performance related conditions, see Accounting Policies (Grant income).

3. INCOME FROM DONATIONS

Year ended 31 December 2022

	Unrestricted	Restricted	Year to 31/12/2022
	£	£	£
Gift in kind income	-	-	-
Other	5	-	5
Total	5	-	5

Year ended 31 December 2021

	Unrestricted	Restricted	Year to 31/12/2021
	£	£	£
Gift in kind income	28,419	-	28,419
Other	22	-	22
Total	28,441	-	28,441

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Year to 31/12/2022	Year to 31/12/2021
	£	£	£	£
Research for Health in Humanitarian Crises (R2HC)	-	2,520,442	2,520,442	4,453,065
Humanitarian Innovation Fund (HIF)	-	6,691,453	6,691,453	3,602,347
UK Humanitarian Innovation Hub (UKHIH)	-	268,422	268,422	1,010,020
Global Prioritisation Exercise (GPE)	-	128,215	128,215	274,385
Consulting	-	-	-	4,463
Total	-	9,608,532	9,608,532	9,344,280

5. EXPENDITURE

	Grant funding £	Activities undertaken directly £	Support costs £	Year to 31/12/2022 £	Year to 31/12/2021 £
Charitable activities					
Humanitarian Innovation Fund (HIF)	3,800,893	830,211	774,545	5,405,648	3,602,347
Research for Health in Humanitarian Crises (R2HC)	1,661,887	574,571	283,983	2,520,442	4,453,065
Consulting	-	-	-	-	2,278
Global Prioritisation Exercise (GPE)	-	387,562	102,337	489,899	274,385
UK Humanitarian Innovation Hub (UKHIH)	646,615	266,757	83,721	997,093	1,010,020
Other charitable activities	-	(6,985)	6,985	-	121,323
Total expenditure	6,109,395	2,052,116	1,251,572	9,413,082	9,463,418

Total resources expended include the following:

Fees payable to the auditor

	Year to 31/12/2022 £	Year to 31/12/2021 £
Audit of financial statements	23,500	21,000
Total audit fees	23,500	21,000

6. ANALYSIS OF SUPPORT COSTS

	Year to 31/12/2022 £	Year to 31/12/2021 £
Governance	44,536	71,102
General Management	422,827	351,979
Financial Management	252,576	270,226
Communications Support	224,346	272,256
Human Resources	78,970	130,965
Information Technology	128,577	123,155
Premises and Facilities	99,740	92,384

1,251,572	1,312,067

7. ANALYSIS OF GRANT EXPENDITURE

	2022 HIF £	2022 R2HC £	2022 UKHIH £	2022 Total £	2021 Total £
Terre Des Hommes Foundation	290,000	-	-	290,000	137
Action Against Hunger	-	105,109	-	105,109	188,341
Alima Bureau	-	-	-	-	212,248
Alliance for International Medical Action (Alima)	-	-	-	-	121,285
AMREF Health Africa in South Sudan	-	-	-	-	87,598
Arbeiter-Samariter-Bund Deutschland E.V.	75,000	-	-	75,000	191,152
Beth Israel Deaconess Medical Center Inc	-	-	-	-	73,781
Brandeis University	-	1,664	-	1,664	24,113
Busara Center For Behavioral Economics Inc	-	8,278	-	8,278	33,110
Caribou Digital (UK) Ltd	-	-	124,710	124,710	257,490
Center For Global Development	-	-	30,609	30,609	-
Chatham House	-	-	15,931	15,931	-
Columbia University	-	-	-	-	(32,573)
Columbia University	-	309,095	-	309,095	1,221
CWS Japan	656,325	-	-	656,325	526,682
Daniele Lantagne	-	2,141	-	2,141	4,520
Danish Red Cross	-	-	-	-	3,330
Durham University	-	-	-	-	5,587
Eawag	-	2,863	-	2,863	-
Ecole d'Economie de Paris	62,497	-	-	62,497	62,497
Gloria Seruwagi	-	-	-	-	1,865
Gujarat Mahila Housing Sewa Trust	6,104	-	-	6,104	-
Healthright International	232,000	164,118	-	396,118	191,439
Heartland Alliance International	493	-	-	493	32,870
Humanitarian Outcomes Ltd	-	-	124,230	124,230	-
Humanity & Inclusion (formerly Handicap International)	-	70,077	-	70,077	-
Ibis Reproductive Health Inc	-	242,103	-	242,103	-

	2022 HIF £	2022 R2HC £	2022 UKHIH £	2022 Total £	2021 Total £
IDinsight Inc	-	3,012	-	3,012	3,752
Impact Initiatives	-	8,160	-	8,160	-
Indo Global Social Service Society	5,923	-	-	5,923	-
Institute Of Development Studies	-	-	29,876	29,876	-
International Centre For Diarrhoeal Disease Research Bangladesh (ICDDR,B)	-	-	-	-	9,800
International Rescue Committee UK	(5,476)	-	-	(5,476)	234,546
Ipas	92,453	-	-	92,453	58,834
John Hopkins University	-	2,955	-	2,955	113,769
Johns Hopkins University	-	-	-	-	222,737
Karolinska Institutet, Institution of Public Health Sciences	-	-	-	-	9,787
Khi Business Developments Ltd	-	22,619	-	22,619	22,619
Lagos State University College of Medicine	-	-	-	-	9,273
Leh Nutrition Project	20,192	-	-	20,192	-
Leonard Cheshire Disability	36,534	-	-	36,534	37,367
Light for the World International	7,699	-	-	7,699	69,288
London School Of Hygiene & Tropical	58,537	3,600	-	62,137	153,107
Makerere University School of Public Health	-	-	-	-	25,441
Michigan State University	-	-	-	-	10,947
Monash University	-	-	-	-	82,164
Muslim Aid UK	59,409	-	-	59,409	-
Nesta	-	-	112,000	112,000	244,721
Norwegian Refugee Council	-	7,653	-	7,653	130,904
Nossal Institute Limited	6,131	-	-	6,131	70,016
ODI	-	-	69,259	69,259	-
On Our Radar Ltd	12,000	-	-	12,000	-
Orebro University	-	(2,120)	-	(2,120)	-
Orebro University	-	-	-	-	9,178
Oxfam GB	140,487	27,991	-	168,478	157,897
Pesitho Holding Aps	202,014	-	-	202,014	317,451

	2022 HIF £	2022 R2HC £	2022 UKHIH £	2022 Total £	2021 Total £
Philippine Geographical Society	10,146	-	-	10,146	24,584
Physicians for Human Rights	192,500	-	-	192,500	82,500
Pragya	200,125	-	-	200,125	142,946
President and Fellows of Harvard College	-	-	-	-	8,928
Professional Institute for Development and Socio Environmental Management (PRISM)	-	-	-	-	2,000
Qatar Red Crescent	-	-	-	-	11,471
Queen Margaret University	-	-	-	-	(7,779)
Queen Margaret University College	-	-	-	-	16,975
Queen Mary University Of London	-	-	-	-	31,961
Queens University at Kingston	67,368	-	-	67,368	96,241
Reach Out Cameroon	-	39,961	-	39,961	49,952
Reemi Charitable Trust	20,212	-	-	20,212	13,475
Research and Grant Institute of Ghana (REGIG)	17,156	-	-	17,156	8,104
Royal College of Surgeons England	-	-	139,999	139,999	69,999
Sara E Casey	-	-	-	-	4,168
Save the Children Denmark	-	1,713	-	1,713	-
Stanford University	56,176	44,547	-	100,723	50,000
Start Network	464,008	-	-	464,008	100,270
Swiss Tropical and Public Health Institute	-	-	-	-	202,870
Syrian American Medical Society Foundation	-	-	-	-	1,288
Tearfund	120,455	-	-	120,455	84,319
The British Red Cross Society	-	-	-	-	282,036
The George Washington University	62,411	-	-	62,411	62,411
The International Federation of Red Cros	77,352	-	-	77,352	-
The Joan & Sanford I Weil Medical College and Graduate School of Medical	-	-	-	-	1,267

	2022 HIF £	2022 R2HC £	2022 UKHIH £	2022 Total £	2021 Total £
Science Of Cornell University					
The Population Council	-	325,444	-	325,444	-
The University of Sydney	-	49,922	-	49,922	-
Trinity College Dublin	-	-	-	-	4,205
Tufts University	-	-	-	-	45,600
Uluslararası Sosyal İnsani Yardımlaşma Ve Dayanışma Demegi (SDI)	-	-	-	-	5,989
University New South Wales	-	-	-	-	605,509
University of Applied Sciences and Arts Northwestern Switzerland	29,998	-	-	29,998	123,990
University of Bath	-	-	-	-	18,528
University of California Regents	-	40,000	-	40,000	130,926
University of Leeds	18,532	-	-	18,532	-
University of Sheffield	-	5,186	-	5,186	-
University of Washington	-	35,134	-	35,134	466,982
University of Western Ontario	-	2,761	-	2,761	-
Urmul Seemant Samiti	6,084	-	-	6,084	10,140
University of Sciences, Techniques and Technologies of Bamako (USTTB)	-	-	-	-	17,237
Waterscope	61,651	-	-	61,651	22,588
Women's Refugee Commission	114,477	-	-	114,477	125,000
Words Rhythms Images	19,539	-	-	19,539	21,534
World Health Organization	-	-	-	-	286,809
World Vision International	-	90,000	-	90,000	-
World Vision UK	-	44,918	-	44,918	-
World Vision Vanuatu	138,968	-	-	138,968	-
Yale University	-	2,988	-	2,988	-
York University	158,774	-	-	158,774	-
Youth Development Labs Inc	6,638	-	-	6,638	117,836
Total	3,800,893	1,661,887	646,615	6,109,395	7,323,144

8. TRUSTEES

The trustees received no remuneration during the year.

During the year £25 (2021: £0) was expended on travel and accommodation expenses for one trustee (2021: 0) to attend and participate in meetings of the Board of Trustees.

No donations were received from trustees during the year (2021: nil).

9. EMPLOYEES

Payroll costs were as follows:

	Year to 31/12/2022	Year to 31/12/2021
	£	£
Wages and salaries	1,682,550	1,774,982
Social security costs	184,303	181,930
Pension costs	93,441	100,669
Other staff costs	10,202	71,129
	1,970,497	2,128,710

Payroll costs are included under Expenditure as 'Activities undertaken directly' in Note 5 to these financial statements. No redundancy costs were incurred in 2022 (2021: £71,550).

The average monthly number of employees during the year was:

	Average headcount ¹		Average FTE headcount²	
	2022	2021	2022	2021
Elrha	38	43	37	41
	38	43	37	41

¹ Headcount is defined as the number of roles filled by employees.

² FTE headcount is defined as headcount adjusted to take into account hours worked, where employees do not work on a full-time basis.

During the year the following number of employees received employee benefits (excluding employer pensions costs) within the bands shown below.

	Year to 31/12/2022	Year to 31/12/2021
£60,001-£70,000	1	3
£70,001-£80,000	-	
£80,001-£90,000	1	
£90,001-£100,000	1	
	3	3

The total amount of employee benefits received by key management personnel during the year was £361,531 (2021: £402,912).

10. TAXATION

Elrha is a registered charity and as such is not liable to United Kingdom income or corporation tax on charitable activities or primary purpose trading activities.

11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/12/2022	31/12/2021
	£	£
Trade debtors	4,232	-
Amounts due from parent company	907,815	2,394,839
Grant debtors	489,475	465,776
Prepayments and accrued income	3,095	-
Other debtors	4,601	6,749
	1,409,218	2,867,364

There are no debtors expected to pay after a period of longer than one year.

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/12/2022	31/12/2021
	£	£
Trade creditors	128,771	472,160
Taxes and social security costs	45,022	41,712
Accruals	387,819	260,022
Deferred income	478,026	1,903,265
Other creditors	10	12,928
	1,039,647	2,690,087

13. FINANCIAL COMMITMENTS

The table below shows the charity's commitment to donors in delivering projects on their behalf, which are expected to be completed over a number of years. Elrha's obligation to deliver on these projects is conditional upon donor funding being received in accordance with grants agreements.

	31/12/2022	31/12/2021
	£	£
Within one year	16,968,973	12,822,122
In years two to five	12,234,348	6,373,194
After five years	-	-
	29,203,321	19,195,316

Sub Grant Commitments

The table below shows the charity's commitment to donors in delivering projects on their behalf, which are expected to be completed over a number of years.

A proportion of the funds needed for these programmes has already been received and is included within deferred income in note 12. For those not yet received, there are legal agreements with donors to ensure that Elrha will be reimbursed for completion of those projects. As described in note 1 (Going concern), Elrha retains the right to withdraw from these commitments, in the event of donor funding being cut unexpectedly.

	HIF	R2HC	UKHIH	31/12/2022	31/12/2021
	£	£	£	£	£
Within one year	2,260,998	2,581,739	454,159	5,296,897	6,893,861
In years two to five	1,069,193	1,741,314	-	2,810,507	3,004,182
After five years	-	-	-	-	-
	3,330,191	4,323,053	454,159	8,107,404	9,898,043

14. ANALYSIS OF CHARITABLE FUNDS

Year ended 31 December 2022

	Opening balance	Income	Expenditure	At 31/12/2021
	£	£	£	£
Unrestricted funds	239,514	5	-	239,519
Restricted funds	36,512	9,608,532	(9,413,082)	231,962
	276,026	9,608,537	(9,413,082)	471,481

Year ended 31 December 2021

	Opening balance	Income	Expenditure	At 31/12/2020
	£	£	£	£
Unrestricted funds	237,308	32,904	(30,698)	239,514
Restricted funds	129,415	9,339,817	(9,432,720)	36,512
	366,723	9,372,721	(9,463,418)	276,026

15. RESTRICTED FUNDS

	Opening balance £	Income £	Expenditure £	Transfers £	At 31/12/2022 £
HIF					
FCDO - UK Foreign Commonwealth and Development Office	-	3,745,511	(2,633,929)	(1,179,518)	(67,936)
ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	-	666	(667)	-	-
Netherlands Ministry of Foreign Affairs		2,898,919	(2,724,695)	(879,291)	(705,068)
Government of Norway	-	11,978	(11,978)	-	-
Swiss Agency for Development and Cooperation	-	34,379	(34,379)	-	-
	-	6,691,453	(5,405,648)	(2,058,809)	(773,004)
R2HC					
Wellcome Trust	-	931,649	(931,649)	-	-
Department of Health (UK)		198,261	(198,261)	-	-
FCDO - UK Foreign Commonwealth and Development Office	-	1,390,532	(1,390,532)	-	-
	-	2,520,442	(2,520,442)	-	-
Global Prioritisation Exercise (GPE)					
FCDO - UK Foreign Commonwealth and Development Office	-	(13,794)	(173,667)	179,574	(7,887)
MFA Netherlands		142,009	(316,232)	879,291	705,068
	-	128,215	(489,899)	1,058,865	697,181
UK Humanitarian Innovation Hub (UKHIH)					
FCDO - UK Foreign Commonwealth and Development Office		268,422	(997,093)	804,494	75,823
	-	268,422	(997,093)	804,494	75,823
Other					
Other movements in restricted funds	36,512	-	-	195,450	231,962
Total restricted funds	36,512	9,608,532	(9,413,082)	-	231,962

Effective on 2 September 2020, the Department for International Development (DFID) merged with the Foreign and Commonwealth Office to create the Foreign, Commonwealth and Development Office (FCDO).

All arrangements previously entered into with DFID transferred to the FCDO as of the date of the merger.

Since Elrha's establishment in 2018, funding arrangements have been in a process of transition, going via SCUK subgrants, to funding agreements directly between Elrha and external donors. In 2022, all Elrha's funding was received directly from donors with the exception of funding from the Wellcome Trust, which continues to be provided via SCUK.

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	At 31/12/2022
	£	£	£
Debtors: amounts falling due within one year	238,745	1,170,472	1,409,218
Cash at bank and in hand	774	101,137	101,911
Creditors: amounts falling due within one year	-	(1,039,647)	(1,039,647)
	239,519	231,962	471,482

17. EMPLOYEE BENEFITS

Save the Children UK operates a defined contribution retirement benefit scheme for all qualifying employees of group companies, including Elrha. The total expense charged to the statement of financial activities in the year ended 31 December 2022 was £93,441 (2021: £100,669). Pension contributions are included under Expenditure as 'Activities undertaken directly' in Note 5 to these financial statements.

The contributions outstanding at 31 December 2022 were £0 (2021: £12,911).

18. RELATED PARTY TRANSACTIONS

Save the Children UK (company number 00178159; charity numbers 213890 in England and Wales, and SC039570 in Scotland), registered address; 1 St John's Lane, London, EC1M 4AR is the sole member of Elrha.

During 2022 Elrha received sub-grant income from Save the Children UK (SCUK) of £932,416 in relation to 3 funding awards where SCUK maintain the relationship with the donor. Under the shared services agreement Elrha paid SCUK £351,790 for the support services provided during the year, including the use of office space, and £81,967 for SCUK staff seconded to Elrha. In addition, SCUK paid £41,500 for one staff position within Elrha. As at 31st December 2022, the amount due from the parent company, SCUK, to Elrha was £907,815 as shown in Note 11.

19. POST BALANCE SHEET EVENTS

There are no post balance sheet events to report.

ELRHA

England & Wales - Charity number 1177110

Accounts



ELRHA
ANNUAL REPORT 2021

Elrha is registered in England and Wales as a Charity (charity number 1177110) and as a private company limited by guarantee (company number 11142219).

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MESSAGE FROM OUR CEO

There is no doubt we live in unprecedented times. In 2021 an estimated 235 million people needed humanitarian assistance and protection – more than the populations of Brazil or Nigeria. With deepening conflict, social unrest and climate change leading to more instability in many parts of the world, the humanitarian community needs to strengthen and scale up efforts to respond.

To address these crises and meet humanitarian need, we must support and invest in robust and innovative ideas and solutions. This is the premise that underpins our vision at Elrha. In 2021, despite some significant hurdles, we continued to move forward in pursuit of a world better equipped to deal with complex humanitarian challenges.

Like many organisations across the world, the pandemic continued to have an impact both on our operational capacity and on the work of those that we fund, our grantees. In parallel, the reduction in the UK foreign aid budget in 2021 hit the humanitarian sector, including our own organisation, significantly. Our budget was considerably reduced because of these cuts, and this meant that we had to make some very difficult decisions at the start of the year, with a restructure of our team and changes to our original plans for 2021. It is not understating it to say it was one of the most challenging times in our eleven-year history. I am thankful to every member of our team, both past and present, for the resilience and adaptability they demonstrated as we adjusted to our new reality.

The reduced funding primarily impacted our grant-making work, and the new funding opportunities we were planning to release had to be put on hold or scaled back. Our focus was on mitigating the effect of cuts on our existing grantees, making sure that they could continue to implement their research studies and innovation projects with minimal disruptions.

Despite the unanticipated changes in 2021, our programme teams demonstrated their ability to adapt. The Research for Health in Humanitarian Crises (R2HC) programme funded eight new health studies in 2021, in response to the previous year's funding call, and continued to support the COVID-19 research studies that were awarded grants in 2020. Our Humanitarian Innovation Fund (HIF) programme was able to release small funding opportunities and support seven new innovation projects, in addition to the many innovation projects that were already active.

Our first flagship research initiative, the Global Prioritisation Exercise (GPE) also made strides forward in 2021. Funding cuts and increasing humanitarian need made us more determined to ensure that investment in research and innovation is targeted at the most pressing needs. Now more than ever, we need to bring donors, humanitarian practitioners and people affected by crises together to map out where resources can best be invested. We are looking forward to sharing the results of this work in 2022, and working with more humanitarian actors and communities to transform the impact of research and innovation on people affected by crises.

Similarly, the UK Humanitarian Innovation Hub (UKHIH), an FCDO-funded programme hosted at Elrha, was further established in 2021. Although it scaled back initial plans over 2021/22, it is already funding three cutting-edge innovation projects and one initiative in response to the Afghanistan crisis.

The challenges we faced this year, and the successes we achieved despite them, have only strengthened our resolve to drive forward with our plans for a more effective humanitarian system, and one that leaves no one behind. We know this work starts with us. At Elrha, we are continuing efforts to become a more inclusive organisation, through improvements to our funding models and strategy development, and through our ongoing work on inclusion and anti-racism in which we are committed to continuous efforts to learn, reflect and improve.

As we look forward to 2022, our efforts will be focused on delivering greater impact and on building on our new structure and strategy. We will be guided by our strategic objectives, focusing on demonstrating the impact of the work we fund, influencing and shaping the humanitarian system and ensuring that we create an organisation that is resilient, able to thrive, and that can meaningfully contribute to humanitarian solutions that work for everyone.

Jess Camburn, CEO

MESSAGE FROM THE CHAIR

2021 was a challenging year on so many levels, and particularly in terms of rising humanitarian need. This annual report describes how Elrha has continued to make very important contributions to the sector, despite the challenge to the organisation of a major budget reduction as the UK foreign aid budget was cut. On behalf of the Board of Trustees I would like to offer our heartfelt thanks to Lyndall Stein who, as Interim CEO, guided Elrha through this period with great skill and wisdom. I would also like to thank all Elrha staff for their continued commitment and hard work during such an uncertain and difficult time – it has been very much appreciated. We are delighted to have Jess Camburn back as CEO, to help the organization move forward, and to lead Elrha into the next phase.

Margie Buchanan-Smith, Chair of the Board of Trustees

ABOUT ELRHA

We are a global charity that finds solutions to complex humanitarian problems through research and innovation.

OUR VISION FOR CHANGE: A world equipped to mitigate the impact of humanitarian crises.

OUR MISSION: To improve humanitarian outcomes through partnership, research, and innovation.

OUR PURPOSE: To empower the humanitarian community to improve humanitarian response. We make this happen by supporting and championing the outcomes of robust research and proven innovations.

HOW WE ACHIEVE THIS: We work in partnership with humanitarian organisations, researchers, innovators and the private sector to tackle some of the most difficult challenges facing people all over the world. We equip humanitarian responders with knowledge of what works, so that people affected by crises get the right help when they need it most.

Our combined focus on research and innovation is central to our belief that the humanitarian system urgently requires robust evidence-based solutions. This allows us to invest in both with confidence, knowledge, and expertise.

We carry out our work primarily through two funding programmes:

The Humanitarian Innovation Fund (HIF) aims to improve outcomes for communities affected by humanitarian crises by identifying, nurturing, and sharing more effective and scalable solutions. The HIF leads on the development and testing of innovation in the humanitarian system. Through HIF, we fund, support, and manage innovation at every stage of the innovation process. Our portfolio of projects informs a detailed understanding of what successful innovation looks like, and what it can achieve for the humanitarian community. This work is leading the global conversation on innovation in humanitarian response.

Research for Health in Humanitarian Crises (R2HC) aims to improve health outcomes for people affected by humanitarian crises by strengthening the evidence base for public health interventions. Our globally recognised research programme focuses on maximising the potential for public health research to bring about positive change in humanitarian response. Since 2013, we have funded 95 research studies across a range of public health fields.

As part of our ambition to drive investment towards the world's most urgent humanitarian needs, we have recently embarked on a new exercise, which aims to transform the impact of research and innovation for people affected by crises.

The **Global Prioritisation Exercise (GPE)** is a flagship initiative, and the first of its kind. Through global consultations with communities affected by crises and with humanitarian practitioners, we aim to reveal investment trends and activities in research and innovation, to highlight successful examples, identify what humanitarians and communities affected by crisis believe are the most pressing areas for investment, and support the development of an inclusive coordinating mechanism that enables multiple actors to target activity to the communities that need it most. The GPE made significant progress in 2021.

We are also proud to be the host organisation for the **UK Humanitarian Innovation Hub (UKHIH)**, a new Foreign, Commonwealth and Development Office (FCDO)-funded initiative. The UKHIH aims to bolster collaboration between science, innovation, government, and private actors, to find solutions to humanitarian challenges caused by disasters and conflict.

In 2021, the UKHIIH embarked on its pilot phase, investing in projects in three thematic areas and one responsive project.

OUR GUIDING PRINCIPLES

In pursuing our mission and vision, we want to make sure that our work is undertaken in an ethical and robust way. We are led by six guiding principles:

- 1) Improving outcomes for people affected by crisis is at the heart of our work.
- 2) People have a right to quality humanitarian response that is informed by robust evidence.
- 3) Research and innovation should always be undertaken within a responsible and ethical framework.
- 4) Evidence must be made widely available and accessible to achieve the greatest possible impact.
- 5) Collaboration and partnership, including with people affected by crisis, improves the quality, impact and uptake of research and innovation.
- 6) Creativity, exploration and informed risk-taking is crucial to learning and bringing about change.

DONORS

Our work is funded by:

The UK Foreign, Commonwealth and Development Office (FCDO), the Netherlands Ministry of Foreign Affairs, the Norwegian Ministry of Foreign Affairs, Wellcome, the National Institute for Health Research (NIHR), and the Swiss Agency for Development and Cooperation.

ACKNOWLEDGEMENTS

For their guidance, dedication and support throughout the year, we would like to acknowledge and thank Elrha's Board of Trustees.

We would also like to thank the members of our Funding Committees, Advisory Groups, our Technical Working Groups and Reference Group, for continuing to provide invaluable expertise to our programmes and initiatives.

Thank you also to Dechert LLP for pro-bono legal support in 2021.

Finally, we would like to acknowledge all our incredible partners and grantees, and all the organisations we have worked with in 2021 for their collaboration and partnership.

TRUSTEES' REPORT

The Trustees (who are also Directors of Elrha for company law purposes), have pleasure in submitting their Annual Report and audited financial statements of the company for the year ended 31 December 2021.

1. STRATEGIC REPORT

1.1 2021 STRATEGIC OBJECTIVES

Underpinning our work is a drive to improve outcomes for people affected by crises. We are committed to supporting research and innovation that targets pressing humanitarian needs. Our approach is to identify those needs, find the right groups of people to analyse and address them, and support their efforts. By leveraging evidence and solutions, we aim to contribute to creating a more effective humanitarian system.

2021 brought with it significant challenges, to which we had to adapt. Against the backdrop of the global pandemic and its continued impact on our operational capacity and that of our grantees, there was also a reduction in the UK foreign aid budget, and our organisation was significantly affected. As a result of funding cuts, our programmes and initiatives were adjusted, and certain planned activities had to be modified or postponed. The reduction of our budget also led to a restructure of our team.

Despite the challenges and changes, in 2021 we continued to deliver against our 2019-2023 strategy, which is shaped by our Guiding Principles. One of our top priorities following the cuts to our budget was to protect our existing and new grantees, and we made sure that we continued to provide as much support to our funded research and innovation projects as possible.

Budget cuts meant that new funding calls were limited or cancelled in 2021, and activities had to be reduced. However, we continued to pursue non-grant making activities, such as contributing insights, knowledge and resources for research and innovation to the humanitarian community, through the production, publication and communications of reports and papers.

This annual report represents our progress against our four strategic objectives. Collectively, our strategic objectives maximise the potential for research and innovation to achieve change and transform the effectiveness of humanitarian response.

Our four strategic objectives are:

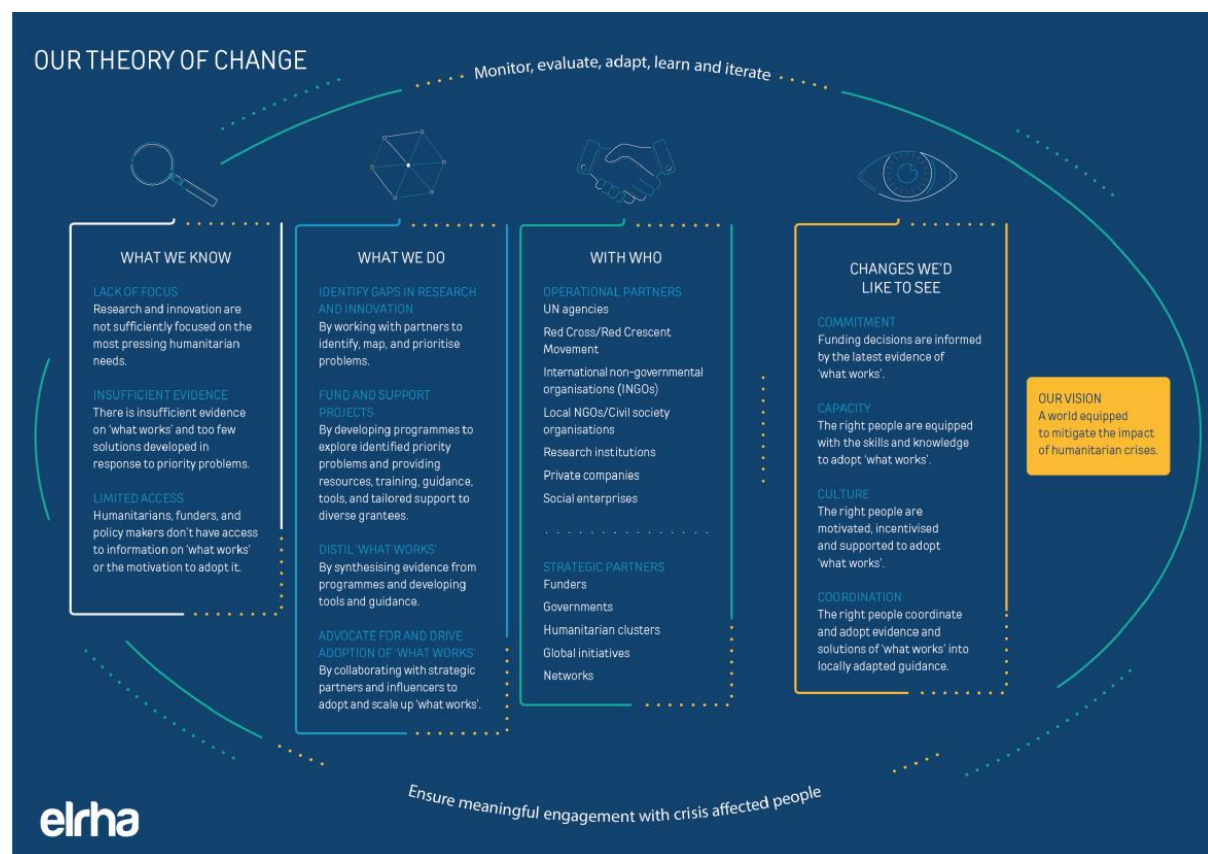
Define: We identify and prioritise the most pressing problems within humanitarian response and plan the research and innovation approaches needed to tackle them.

Develop: We invest in the right people to research, explore, develop, and test the solutions to these problems.

Distil: We create and share practical tools and guidance based on the evidence of what works.

Drive: We empower the humanitarian community to adopt what works.

Our objectives, how we aim to achieve them, and the changes we'd like to see as a result, are articulated in our theory of change:



1.2 2021 IN NUMBERS

19 new research studies and innovation projects awarded

7 humanitarian innovation projects

8 humanitarian health research studies

4 innovation projects through the UK Humanitarian Innovation Hub (UKHIH)

92 active research studies and innovation projects

42 humanitarian innovation projects

46 humanitarian health research studies

4 innovation projects through the UK Humanitarian Innovation Hub (UKHIH)

25 locally-led innovation projects

Through partners in Indonesia, the Philippines, Guatemala and India we fund projects led by local innovators.

2 humanitarian innovation gap analyses published

Addressing gaps and priorities in gender-based violence (GBV) and water, sanitation, and hygiene (WASH) in humanitarian settings, our reports are informed by practitioners, academics and people affected by crises.

4 publications sharing insights on uptake of research evidence and pathways to change

A learning paper on why uptake and use of research evidence to inform humanitarian action is slow, a report investigating evidence use in mental health and psychosocial support (MHPSS), a learning paper on using evidence to drive adoption of humanitarian innovations, and a report on our 'pathways to change'.

11 research 'snapshots' sharing the findings and impact of completed R2HC-funded research studies

40 research outputs from R2HC-funded humanitarian health studies

14 peer-reviewed articles by R2HC grantees

26 pieces of grey literature produced by R2HC grantees

11 publications distilling 'what works' in humanitarian innovation

Papers, peer-reviewed articles and learning briefs by our HIF team and grantees on gender-based violence, inclusion, and WASH.

20 blog posts authored by our research and innovation grantees

Sharing updates and reflections on humanitarian health research studies, innovation projects and journeys to scale.

16 support activities and events on skills development

Training sessions on research uptake, virtual workshops with local innovation teams, webinars, and courses for our grantees.

1.3 MAP: OUR RESEARCH AND INNOVATION PROJECTS IN 2021

**The designed version of the report will include a map showing our active research and innovation projects in 2021.*

1.4 2021 HIGHLIGHTS

Supporting continued research and innovation during the pandemic: While we were not able to launch new health research funding calls because of cuts to our budget, we funded eight new studies under our R2HC programme through a research call launched in 2020. Our HIF programme launched selected, small and targeted funding opportunities in 2021, resulting in seven new innovation grants. We continued to support existing research and innovation projects, ensuring that none were neglected and paying special attention to those that were impacted operationally by COVID-19.

Advancing our Global Prioritisation Exercise (GPE): In 2021, we made significant progress in and set the foundations for our flagship initiative, and by the end of the 2021 we were ready to launch the GPE programme of work to the wider humanitarian community. In this time, we set up our Reference Group, and convened a donors' roundtable to increase the visibility of humanitarian research and innovation investment, by supporting coordination between humanitarian actors that will enable more effective strategies. Research is still underway by our partners to understand the continued investment in research and innovation, and identify needs and priorities for the humanitarian ecosystem.

Identifying gaps in Water, Sanitation and Hygiene (WASH) and Gender-Based Violence (GBV) programming: As part of our commitment to exploring priority areas at a deeper and more contextualised level with the aim of ensuring that innovation processes are evidence-based and problem-led, in 2021 we published two extensive gap analysis reports in two thematic areas. Our [updated report on gaps in WASH in humanitarian response](#) is the most extensive global WASH data collection of its kind, with more than 1,700 people affected by crisis sharing their views and experiences along with almost 700 in-country WASH practitioners. Similarly, our [gap analysis of gender-based violence in humanitarian settings](#) identifies key operational and systemic challenges in GBV programming, and is the most downloaded resource we have ever produced.

From knowing to doing: In 2021 we published two papers examining whether research evidence is being used by humanitarian practitioners and other evidence users. Our learning paper [From knowing to doing: evidence use in the humanitarian sector](#) explores why uptake and use of research evidence to inform humanitarian action is slow, despite initiatives to broker and share evidence within and between humanitarian organisations. The paper outlines four key barriers to research uptake and six ways humanitarians can overcome

them. Similarly, our [review and assessment of MHPSS intervention research in humanitarian settings](#) looks in depth at evidence use in the area of mental health and psychosocial support (MHPSS). The R2HC is working with different evidence users, including humanitarian practitioners, funders of humanitarian response and governments in countries affected by crises, to identify knowledge-sharing approaches best suited to meet their needs.

Community-led innovation: Together with Start Network and the Asia Disaster Reduction and Response Network (ADRRN), we are supporting the development of [locally-led innovation](#) initiatives, through partners in Indonesia, the Philippines, Guatemala and India. The aim is to shift power from INGOs to innovation teams comprising the very people whose needs are being addressed.

Cross-programme work: Research and innovation take time to create positive change on the lives of people affected by crises. Our [Pathways to Change](#) report, which draws together expertise from research and innovation, provides an overview of our key activities and charts the pathways to achieving impact through illustrative stories and case studies. We outline our approach to creating pathways to change and explore narrative examples of how we affect change across our programmes.

1.5 HUMANITARIAN INNOVATION FUND

In 2021, our work on innovation expanded to six areas of focus: Water, Sanitation and Hygiene (WASH); Gender Based Violence (GBV); Inclusion of People with Disabilities and Older People; Innovation Skills and Capabilities; Scale; and Local/Community Innovation.

In 2021 we continued to provide grant funding and non-financial support directly to over 40 innovation projects. Through our partners in the Community-led Innovation Partnership (CLIP), we provided funding and supported a further 25 small, local projects.

1.5.1 KEY HIGHLIGHTS

Revealing key priorities and gaps in humanitarian innovation

In 2021, we published two gap analyses: on humanitarian [water, sanitation and hygiene \(WASH\)](#), and on [gender-based violence \(GBV\)](#). We promoted our findings at the following events:

- A panel presentation at the 65th session of the UN Commission on the Status of Women (CSW65), presenting the GBV Gap Analysis as part of the 'Do we walk the talk' side event co-hosted by Action Aid and Islamic Relief Worldwide. In this session, Action Aid and Islamic Relief Worldwide shared lessons from the process and findings of internal reviews which were then compared to global needs and priorities highlighted in the Gap Analysis, and those experienced by in-country implementers (Rwanda Girl Guides Association).
- A presentation of our WASH gap analysis at the annual meeting of the Global WASH Cluster, as well at the UNHCR Partners' Meeting.

In June 2021 we also organised a workshop for key inclusion actors about our 2020 gap analysis on the inclusion of people with disability and older people in humanitarian response, and how its findings could be adopted.

Inclusion of people with disabilities and older People (DOAI)

We have continued to be an active contributor to work on disability and older age inclusion, and as of 2021 we are represented in humanitarian inclusion forums including the Inter-Agency Standing Committee (IASC) Disability Reference Group, the United Nations Partnership on the Rights of Persons with Disabilities partnership advisory group, and the Stakeholder Group of Persons with Disabilities, in the thematic group on disaster risk resilience and climate action.

Six new projects respond to the two innovation challenges on DOAI that we launched in 2020. These are based on key priorities from our disability and older age inclusion gap analysis. Four current projects focus on [inclusive preparedness](#) while two focus on [Meaningful Participation](#).

To increase representation of local organisations on the DOAI [Technical Working Group](#) for older people and people with disabilities in crisis-affected countries, two new members have

joined from the Malawi Network of Older Person's Organisations ([MANEPO](#)) and the [Cebu Disability-Inclusive Disaster Risk Reduction Network](#)).

FUNDING SNAPSHOTS

Disability and older age inclusion – inclusive preparedness

Giving voice through pictures and words

Messaging for inclusion: co-creating disability and age inclusive disaster preparedness messaging in Bangladesh

Leonard Cheshire, Kurigram Protibandhi Kallyan Songstha (KPKS), Christian Aid

This innovation explores the inclusiveness of messaging mechanisms for disaster preparedness, used by humanitarian organisations, organisations of persons with disabilities (OPDs) and older people's associations (OPAs) in Kurigram District, Bangladesh. The research process has involved OPD/OPAs at every stage, employing Photovoice methodology (using photos or other creative expressions like drawings) to explain people's experiences of living in a disaster-prone area, and to explore what they see as inclusive and effective communications. Participants will create inclusive messaging on how to be prepared for disasters, which will inform an inclusive communications toolkit for authorities. In sum, solutions to disaster risk reduction are designed by the people they need to reach. The team has published findings from their situational analysis to complement Leonard Cheshire's commitment to COP26 and sharing further findings at the Global Disability Summit.

Disability and older age inclusion – meaningful participation

Localising inclusion in humanitarian response

Arbeiter-Samariter-Bund (ASB) office for Indonesia and the Philippines

In 2021, ASB found that local humanitarian organisations did not appreciate the need to partner with OPDs and OPAs during humanitarian response, as their members are perceived only as passive recipients of aid. Furthermore, OPDs and OPAs reported that they did not feel that local humanitarian organisations seek their opinion or have their best interest at heart.

In response, ASB developed the PIONEER model, which brings OPDs and OPAs together with humanitarian actors to create spaces for knowledge-to-action co-creation by way of

three main components: relationship quality and partnerships – inclusive, equal and reciprocal working relations; capacity enhancement – sharing of technical expertise; participation revolution - PIONEER members, especially OPDs, co-design inclusive humanitarian programmes and are involved in financial management/decision making.

Gender-based violence (GBV)

In 2021 we prioritised and offered significant contributions to the GBV community of practice. Alongside our GBV gap analysis, our portfolio review, '[Innovation to improve monitoring & evaluation \(M&E\) for humanitarian GBV programming](#)', was published in February 2021. Findings from this review helped to inform our inputs to the Global Women's Institute's Building GBV Evidence technical advisory group.

We also supported three new innovation projects in response to two funding opportunities:

- [Real-time monitoring of GBV threats for Venezuelan refugee and migrant women & girls \(more detail below in our funding snapshot\)](#) (Queen's University & IOM- Brazil, Ecuador and Peru) aims to capture in real time the true experiences of a vulnerable and growing population.
- [Supporting reproductive autonomy in refugee settings through the ARCHES intervention](#): Using user-centred design to adapt the ARCHES model for humanitarian settings, in Bangladesh. (Ipas, Center on Gender Equity and Health at the University of California, San Diego, International Organization for Migration, International Rescue Committee, Multisectoral Programme on Violence against Women)
- [Strengthening the response to intimate partner violence \(IPV\) for migrants and refugees, through cash and voucher assistance](#): building evidence for an innovative modality of assistance within IPV response in humanitarian settings, Ecuador. (Women's Refugee Commission, CARE Ecuador, Centro Ecuatoriano para la Promoción y Acción de la Mujer (CEPAM), Unión Nacional de Trabajadoras del Hogar y Afines (UNTHA).

In the GBV area of focus, we conducted various activities including an exploration of how we might better reach and support women's organisations in crisis-affected settings through innovative grant-making approaches, and undertaking and commissioning an analysis of innovation for sexual and reproductive health in humanitarian crises (a report which was published in early 2022).

Our GBV Technical Working Group (TWG) further grew and diversified in 2021, bringing on two new members to add to the expertise and geographic representation across the group.

FUNDING SNAPSHOT

Gender-based violence

Real-time monitoring of GBV threats for Venezuelan refugee and migrant women & girls

Queen's University and IOM

This project took off from Queen's University's former [innovation project](#), which utilised the innovative tool, Sensemaker, to collect better monitoring and evaluation (M&E) data for GBV programming. Based on the former project's findings, this project seeks to employ a more affordable and data-accessible tool, Sryng.io in order to provide real-time data on gendered migration experiences.

Over the course of this project, the team will test the ability of Sryng.io to collect data on women & girls' migration experiences, with special attention to under addressed, or entirely unaddressed issues such as survival sex and human trafficking. Sryng.io will also be assessed for its ability to offer real-time analysis, having a transformational impact on GBV response by informing protection interventions and providing services to better meet the needs of GBV survivors. This grant will allow the innovation project to be ready for scale to a larger humanitarian crisis, and the team aims to improve accessibility to women and girls with limited literacy skills.

Through this test of Sryng.io, the team will reach 3,000 displaced Venezuelan women and girls in three countries. The test will provide real-time data on gendered migration experiences, including survival sex, trafficking, and women's perspectives on available

services, to understand the main obstacles that need to be addressed to guarantee access health services. With efficient data collection and analysis, GBV threats will be identified and addressed, and the needs of survivors will be better met. In addition, the Spryng.io data will provide stakeholders with insightful information to strengthen GBV response and mitigation strategies, contributing to improved and responsive sexual and reproductive health programming.

Water, sanitation and hygiene (WASH)

Our [WASH gap analysis](#) included a consultation with over 1,700 people affected by crisis across 30 countries and 900 WASH practitioners worldwide, alongside a literature review. The findings will help identify the areas where innovation can have the most impact.

Our WASH portfolio continues to mature and develop, with four innovation projects that are being funded through our Evidence Challenge for grantees to collect further evidence on the effectiveness of their innovations. Several innovations from our portfolio have started their scaling journey. A key example is the Oxfam Handwashing Stand, now with over 6,000 stations now deployed across ten countries. Three projects exploring the impact of incontinence on people affected by crisis are well underway, with findings expected early in 2022. Four projects trialling new projects and processes for improved menstrual hygiene management are also now in their final stages.

Applications for two new challenge funds were evaluated this year: [The Faecal Sludge Challenge](#) to address a persisting challenge in emergencies, and the [Adoption Challenge](#), a mechanism developed to finance field trialling of [WASH innovations](#), a significant gap and barrier for promising innovations that have achieved proof of concept. These calls were stopped at selection stage due to budget cuts, and grants awards were not made. Both generated interest and resulted in high-quality applications. Innovators reported that the application process itself has led to new partnerships.

As part of our support to grantees on addressing challenges to scaling WASH innovation, we published a learning paper on the [procurement systems of humanitarian agencies](#) to provide more transparency on navigating WASH procurement and to facilitate discussions on procurement with the WASH community of practice.

Innovation skills and capabilities

We are committed to promoting substantial and responsible forms of innovation in the humanitarian system. Our area of focus on innovation skills and capabilities contributes to this effort by developing resources and toolkits, such as our [Ethics for Humanitarian Innovation](#) toolkit. Launched in 2021, the online toolkit was designed in partnership with McMaster and McGill Universities to support responsible, values-based innovation. The resource is central to our grantee support, and we are working with partners to encourage broader and more comprehensive adoption. At the time of its launch, we presented the toolkit and supporting materials at a World Food Programme (WFP) Innovation Accelerator event for Creating Hope in Conflict: A Humanitarian Grand Challenge, which our staff support as mentors.

Building on our ethics resource, and the need to improve participation within humanitarian innovation, we contracted MIT D-Lab to co-create a toolkit based on their prior work and well-established experience in this area. As part of this work, we undertook a landscape review to validate needs and carried out extensive user testing as the toolkit was developed, including four workshops and eight grantee interviews, engaging a total of 35 grantees across 13 projects supported by the HIF. The resource will be released in 2022.

We also commissioned two pieces of research with design and innovation consultancies, Quicksand and Innovation Ecosystem, to provide inputs toward the future direction of this area of work. Based on the findings of the report by Innovation Ecosystem, we commissioned Outsight International to support our Journey to Scale grantees to consider different deployment models for their innovations and build capacity for a systems-based approach to innovation. This work also serves to accelerate our exploration of emerging approaches to innovation to better serve humanitarians and people affected by crisis.

Locally-led innovation

Alongside the Start Network and the Asia Disaster Reduction and Response Network (ADRRN), we're working with partners in Indonesia, the Philippines, Guatemala and India to develop locally rooted networks and hubs that support the development of locally-driven solutions to humanitarian problems, identified by people affected by crises.

Through each of the initiatives under our Community-led Innovation Partnership (CLIP), we provide financial and non-financial support for innovation, including the resourcing of time

and space for reflective inquiry, access to appropriate finance for solution development and scaling, facilitation of partnerships and networking opportunities, and other forms of technical and non-technical assistance.

In Indonesia, we have supported Yakkum Emergency Unit to establish the 'IDEASKI' innovation lab, focused on disability and inclusion of older people in humanitarian response. In 2021 they completed a landscape study, put out a call for applications, and selected an initial cohort of 15 projects, which was later narrowed down to ten. Non-financial support there has been provided in collaboration with the Social Innovation Acceleration Program, the U-Inspire Alliance, and disability and inclusion consultancy, Suarise.

In the Philippines, we have supported the Centre for Disaster Preparedness to establish the 'Pinnovation Academy', operating in Luzon, Visayas and Mindanao. The Centre had put out a call for proposals in July 2021 and their launch workshop drew over 180 participants, which was followed by mentoring sessions to support idea development. In January 2022 they selected 15 projects to receive further financial and non-financial support, focused on a variety of challenges including emergency transport, communications, soil erosion and flood mitigation, and access to water.

In Guatemala, we have supported Asociación de Servicios comunitarios de Salud (ASECSA) to complete their first rapid innovation support cycle and initiate their second. The first cycle was undertaken in Pachay, with art installations used to engage communities and support exploration of problems and solutions. Ten teams were recruited and supported by indigenous innovators to address challenges related to disaster risk reduction and resilience. The second cycle is taking place in Coban and Petén, with a third cycle planned in Western Guatemala.

In India, we have supported the Sustainable Environment and Ecological Development Society (SEEDS) since 2019. In 2021, we co-designed and co-delivered a series of workshops on innovation management for ten community-based teams from across the country, working to address challenges related to extreme heat and cold waves. Through the partnership, Elrha provided funding for three innovation projects working to address issues related to water stress in Indian communities. We then collaboratively designed and ran two further funding challenges, resulting in the selection of five additional grantees (projects commencing in early 2022).

Journey to scale

Scaling humanitarian innovation remains a critical challenge for the global humanitarian community. Too often, promising innovations fail to gain traction and wider uptake. This means work and resources are wasted, and great ideas don't reach their full potential. With growing humanitarian need and a resource-constrained sector, there is a need to generate greater impact from investments in innovation.

We launched the second round of Journey to Scale in 2020, funding five projects addressing: handwashing (Gravit'eau); mental health and psychosocial support (SelfHelp+); documentation of sexual and gender-based violence (MediCapt); affordable and environmentally friendly cookstoves (ECOCA); and community-led disaster management in remote geographies (DMS-Himalaya). In 2021, these grantees started to explore different scale pathways and refine their scaling strategies and business models.

We have redesigned our non-financial support offering, which aims to support teams with evidence for scaling, new context scoping and network building, adaptation and replication, business models and partnership and relationship building. In 2021 we delivered support on three of these areas: evidence for scaling, business models and adaptive planning. The evidence for scaling content was based on the [research we carried out about using evidence to drive the adoption of innovations](#). Support was provided to grantees through two-part workshops, including training based, team-working sessions, and facilitated peer learning across the cohort, with recordings and materials made available via an online learning platform.

FUNDING SNAPSHOTS

Journey to scale

Medicapt: A mobile app to document evidence of sexual violence

Physicians for Human Rights, Government of Uganda, and BRAC

Every year, tens of thousands of adults and children experience sexual violence in conflict zones worldwide. Too often, survivors of sexual violence are unable to access justice because of lack of evidence and this perpetuates a culture of impunity. Medicapt is a mobile app that guides clinicians to document forensic data effectively and comprehensively as evidence, which is then transmitted securely to the police, lawyers, and judges involved in prosecuting sexual violence.

Physicians for Human Rights (PHR) conducted a mixed methods evaluation of MediCapt at two implementation sites in Kenya and found that it improved the quality of forensic data collected and was liked by medical and law enforcement personnel. Findings from the evaluation, which also include suggested strategies to scale digital forensic evidence tools in other low resource settings, will be shared in a peer-reviewed article that has been submitted for publication in a peer reviewed journal.

ECOCA: Sustainable and clean solar cookstoves

Pesitho and Mercy Corps

According to the WHO, 2.6 billion people lack access to clean cooking facilities. The project is focused on developing a sustainable business model for a locally assembled 100 per cent solar-electric cook stove 'the ECOCA' that covers the electricity needs of a typical off-grid household, to bring affordable clean cooking and lighting to refugees.

Local production of the ECOCA has been established through a local cooperative in northern Uganda and is supported through use of standard operation procedures and training, enabling local production to start. Retailer networks are being set up and Village Savings and Loans Associations (VSLAs) utilised to lead sales and provide after-sale support. Market testing has demonstrated that demand is strong for ECOCA's in both refugee and non-refugee communities & the price points and payment schedules that are viable, enabling the team to further refine the business model. The Pesitho team continues to develop the business model, through working to secure entry to a carbon credit trading scheme and developing pay as you cook technology. They have also signed a B2B contract for full price sales in Kampala.

1.6 RESEARCH FOR HEALTH IN HUMANITARIAN CRISES (R2HC)

Our R2HC programme aims to improve health outcomes for people affected by humanitarian crises by strengthening the evidence base for public health interventions.

The R2HC programme has built a unique community across humanitarian public health practice and research. This community represents a wealth of expertise and experience. We work hard to maximise its potential for the humanitarian system by commissioning research

and facilitating critical conversations that support the community as it shares knowledge and progresses practice.

Thirteen of the 15 COVID-19 studies funded in 2020 were completed in 2021. Findings from these studies contributed to informing national and global humanitarian response. The Funding Snapshot on page 29 describes how the research findings of a study undertaken in Uganda helped shape the national response to COVID-19 in refugee camps.

Although we were not able to launch any new R2HC funding calls this year, all processes related to managing our 2020 research funding call took place in 2021. This included facilitating independent technical reviews of the 31 short-listed proposals, and the Funding Committee reviews and meetings. Twelve studies were recommended for funding, the highest number ever. The eight studies we had the resources to fund represent a greater diversity of thematic topics than in previous years, with study teams seeking to operate in increasingly high-severity crisis settings.

We worked closely with the humanitarian coordination mechanisms, completing [a research priority setting](#) for mental health and psychosocial support (MHPSS) and beginning one on water, sanitation and hygiene (WASH). We fostered a new collaboration with the non-communicable disease (NCD) informal working group in preparation for conducting a research priority setting in this under-evidenced area of health. Our Humanitarian Health Evidence Review was updated and will be published in 2022.

We convened a roundtable event for users of research evidence to validate initial findings for our Learning Paper [From Knowing to Doing](#). Participants included donors, funders of public health research, and key organisations and actors using evidence to inform humanitarian policy and programming. The roundtable also provided an opportunity to understand different organisational approaches to using evidence, and established grounds for longer term collaboration and learning on how research uptake happens.

To ensure the uptake of the research, our Research Impact Toolkit is now available as a series of short courses for grantees. As part of the support we provide to enable them to incorporate strategic engagement plans into their work, they participate in the on-line training and use the tools to develop their plans. Through this unique approach, as well as increased focus on impact in our calls for proposals, we are increasingly seeing that grantees are purposefully engaging with key stakeholders who are using evidence generated through our funded research.

We also conducted webinars to enable learning and exchange between grantees and with the wider humanitarian health research community. These included webinars held in collaboration with WHO on quality of care, with the London School of Hygiene and Tropical Medicine on health economics, and at the Emergency Environmental Health Forum on writing WASH research proposals. This year we also facilitated webinars focusing on participatory approaches to engaging with people affected by crisis during research, and to share preliminary findings from our COVID-19 studies.

A new series of impact case studies have documented evidence of the impact of research funded through the programme, demonstrating its overall achievement.

1.6.1 KEY HIGHLIGHTS

Funding new research

In 2021 we funded eight new research studies, including three studies funded through a new formative research opportunity.

Our R2HC programme takes the approach of partnering academics with humanitarians and includes the requirement of the inclusion of a research partner from the country of study. Our 2020 call received 156 eligible research proposals submitted at the expression of interest stage, with 31 being invited to submit full proposals.

The eight studies selected represent a good mix of applications across a variety of thematic areas. Three are on health systems or service delivery, two each on mental health and psychosocial support (MHPSS) and sexual and reproductive health (SRH), and one on WASH. Research will take place in challenging humanitarian settings including Yemen, Afghanistan and Somalia. This was the first year that R2HC introduced a formative research stream to fund research which can be used to inform a potential later larger study. A description of a formative study that will be conducted in Afghanistan can be seen below.

FUNDING SNAPSHOTS

New research studies funded in 2021

Addressing data gaps on causes of perinatal deaths through verbal and social autopsy in Afghanistan

University of Sydney, Jhpiego, World Health Organization

This research will examine the feasibility of using verbal and social autopsy to establish the causes of perinatal deaths (stillbirth and early neonatal deaths). The formative study will establish the best approach to integrating the verbal and social autopsy methodology into the tasks of existing healthcare workers to help identify the causes of perinatal deaths. This will inform a larger prospective study that seeks to use this approach to provide critical population-based estimates of perinatal mortality and cause of death data in Afghanistan for the first time. This could have substantial wider implications for collecting perinatal death data in similar humanitarian crises.

Increasing handwashing with soap among crisis affected populations

British Red Cross, African Population and Health Research Centre, London School of Hygiene & Tropical Medicine, Arup, International Federation of Red Cross and Red Crescent Societies (IFRC), Kenya Red Cross, Uganda Red Cross, Field Ready

The study aims to increase handwashing with soap among crisis affected populations by providing a handwashing facility which will make handwashing more convenient and desirable to practice. For example, by not making use of gravity to maintain the flow of water, the Jengu Handwashing Unit allows water to be drawn from readily available jerry cans or similar containers. The research will build evidence on the acceptability, usability, and durability of the Jengu handwashing facility, as well as on the sustainable local production of the facility in Kenya and Uganda. If proven effective, the Jengu Handwashing Unit has significant potential for impact given its low-cost and user-centred design.

Addressing violence against health care workers in post-crisis humanitarian settings

Swiss Tropical and Public Health Institute, ICRC, University of Bukavu, Mustainsiriya University

This study will focus on the challenge of non-military violence against healthcare workers in two post-crisis humanitarian settings. The aim is to provide hospitals and healthcare workers with the tools they need to respond effectively to interpersonal violence. Using a participatory citizen science approach, the study will identify the causes of individual-level violence to inform the intervention-tailored violence de-escalation training, and design of a code of conduct. The effectiveness of both components will be assessed in primary healthcare settings in rural parts of Democratic Republic of Congo and in large secondary hospitals in urban Iraq. The study will also conduct an economic evaluation to determine the affordability of the intervention. The study has potential to generate learnings that could make a significant contribution to the understanding of violence against healthcare workers, in particular interpersonal violence in post-conflict settings where its prevalence is high.

Activities to boost research impact

Capacity strengthening support: R2HC continues to provide tools, resources and one-to-one support for grantees to deliver impact through research. In 2021, five study teams participated in virtual workshops to support the development of stakeholder engagement and communications strategies, while four additional peer-learning webinars were provided for all grantees. Our online Research Impact Learning Hub (short courses) remain available to study teams. Capacity strengthening tools and resources are particularly valued by junior researchers and study partners in countries affected by crisis.

Promoting evidence use: To enhance access to new evidence for humanitarian policymakers and practitioners, all study teams complete a Research Snapshot, a short accessible summary of findings and recommendations. In 2021, we published and promoted 11 new Research Snapshots (on topics ranging from cholera to mental health and psychosocial support (MHPSS) to COVID-19) via our website, newsletters and on Elrha's ReliefWeb page. Additionally, we hosted an online event sharing early learning from COVID-19 studies in April 2021. This was attended by 187 humanitarian professionals and researchers from 61 countries, demonstrating considerable interest from within the wider humanitarian community in the research findings.

The following are three examples of Research Snapshots published in 2021:

[Reducing the spread of cholera](#): This research generated practical recommendations to improve the effectiveness of bucket chlorination and household spraying to tackle cholera, through lab-based research and field evaluations in humanitarian settings.

[COVID-19 in Gaza](#): In this study, qualitative research explored the responses of refugee camp communities in Gaza to public health directives established in response to the pandemic and shed light on humanitarian needs.

[How can cities best prepare for disaster?](#) The Evaluating Cities Assessment of Mass Casualty Emergency Response and Action (CAMERA) tool was designed to objectively measure and score the lifesaving capability of urban health systems in the aftermath of a mass casualty event. ICRC are continuing pilots of CAMERA.

Advancing sector knowledge: As mentioned, we commissioned a learning paper, led by three external experts, aimed at informing best practice and advancing knowledge on research impact for humanitarian health. [From knowing to doing: evidence use in the humanitarian sector](#) explores barriers to research uptake in the humanitarian sector and identifies potential solutions, based on a literature review and a consultation of key informants from a range of humanitarian organisations. Having commonly agreed key messages and recommendations enabled us to share these publicly and start building our profile in this new substantive space. They also informed the design of new research Calls and grantee support tools and resources. Additionally, this work enabled the development of new relationships with key stakeholders with the potential for advancing evidence use in the humanitarian sector, including Evidence Aid, IDRC, IFRC Operational Research Centre, UNICEF Innocenti, a range of INGOs and the African Institute for Development Policy (AFIDEP). The Paper, and a related blog, were widely read and circulated by key humanitarian and academic influencers and knowledge brokers, including NIHR, Johns Hopkins Humanitarian Health Centre, the IDS Humanitarian Evidence Summary, Save the

Children's Humanitarian Steering Group, and via the popular Twitter account of Duncan Green. It was one of our best performing web outputs in 2021. Follow-up work is planned to investigate further the role of Southern actors in research uptake, a critical priority identified in the paper.

Impact

We continue to invest in independent evaluations of research impact. In 2021 we commissioned the development of eight new case studies of R2HC studies. These explore the impact of closed grants, and describe strategies used by study teams to engage and communicate research to stakeholders, as well as contextual factors which enabled success.

The following are short, selected highlights of R2HC's 2021 case studies. These summarise impact that was validated by external stakeholders and supporting documentation, such as policies or public statements. We have also included a longer summary of one of our 2021 impact case studies in the 'Funding Snapshot' below.

Columbia-led study on health systems: This study influenced service delivery transformations implemented by UNRWA in Syria, Lebanon, Jordan, West Bank and Gaza.

IRC-led study on combined nutrition protocols: This study informed pilot design and ongoing work with the Somali Ministry of Health, integrating treatment of severe acute malnutrition (SAM) and moderate acute malnutrition (MAM).

McMaster-led study on palliative care: This study contributed to new WHO guidance and helped shape minimum standards guidance for palliative care in Rohingya refugee camps in Bangladesh.

FUNDING SNAPSHOT

Impact case study

Lived experience of refugees in Uganda during COVID-19

Makerere University; Gulu University; Lutheran World Federation (LWF), Agency for Cooperation in Research and Development - Uganda (ACORD-U), Ministry of Health – Uganda

COVID-19 funding call, 2020-2021

While refugee communities in Uganda are aware of COVID-19 and preventative guidelines, they struggle to comply with most guidelines because of various barriers. These included a lack of knowledge or understanding about COVID-19 risk factors, transmission and symptoms; socio-economic barriers, for example, food insecurity leading to lack of compliance; cultural barriers (with religion and gender both being factors in non-compliance); and structural barriers, such as social exclusion and crowding of refugee settlements, which both affected compliance. All these barriers increase the risk of infection and poor health outcomes.

The Refugee Lived Experience, Compliance and Thinking (REFLECT) study team, led by Makerere University, assessed community knowledge, attitudes and practices (KAP) and implementation of Uganda's national response to COVID-19 among refugee communities.

2,092 participants were recruited from 13 refugee settlements in Kampala, Kyegegwa and Adjumani districts. Refugees were South Sudanese, Congolese, Eritrean and Ethiopian (predominantly Christian) and Somali (predominantly Muslim). The study took an innovative approach to engaging refugee communities in the research, which included sensitisation workshops, using local radio and enabling community input into study findings through a researcher-participant rapid situation analysis.

Evidence shows REFLECT met its short-term outcome objective to contribute to a deepened understanding of refugees' lived experience of the pandemic. The study achieved both of its intended external impacts, to inform the implementation of COVID-19 preventative measures, and to contribute to multidisciplinary and multisectoral approaches for behavioural change and inform public health measures.

Study findings have informed amendments to Uganda's Public Health Bill and the Ministry of Health's approach to pandemic management. Understanding of Ugandan senior

policymakers on how public health measures can better accommodate the specific circumstances and needs of refugees was improved. For example, the need for a stronger focus on water and sanitation measures over social distancing, which could lead to better preparedness to manage future outbreaks of COVID-19 and other infectious diseases. The capacity of implementing partners to use and apply evidence to programming was strengthened, with evidence leading to new funding for local programmes. In addition, UNHCR Uganda country office committed to implementing actionable recommendations from the REFLECT study, and the research team had several substantive engagements with district UNHCR officers, providing inputs and recommendations directly to inform programming. This early uptake may lead to impacts on humanitarian health outcomes in the medium- to long-term.

This study highlights the value of a local research team comprised of members well positioned to influence national stakeholders.

Non-communicable disease (NCD)

Globally, a series of trends including population ageing, increased life expectancy, and exposure to lifestyle factors have led to a gradual shift in the global burden of disease, with an increase in the prevalence of non-communicable diseases (NCDs). NCD-related health needs are increasingly recognised in humanitarian settings. This has been driven in part by large-scale humanitarian response in several middle-income countries where an epidemiological shift has already taken place, along with a more nuanced understanding of health needs beyond communicable diseases. NCD service provision has also grown within humanitarian crises, with humanitarian health organisations recognising the need to incorporate NCD surveillance, diagnosis, management and treatment across a diversity of programmes.

Our [2015 Humanitarian Health Evidence Review](#) (HHER) identified a scarcity of evidence related to the effectiveness of NCD interventions in humanitarian settings. As the scale of NCD needs in humanitarian settings gains greater recognition and programmes are rolled out to respond to these needs, there remains a need to generate knowledge and evidence

to better inform what works, and ultimately improve the health of people living with or at risk of NCDs in humanitarian settings.

This year we commissioned a priority setting exercise to identify research priorities for NCDs in humanitarian settings to be conducted 2022 - 2023.

1.7 THE GLOBAL PRIORITISATION EXERCISE

The [Global Prioritisation Exercise](#) (GPE) is the first initiative of its kind and is bringing together major funders of research and innovation, the humanitarian community, and countries and communities affected by crises. Together, they will identify and prioritise challenges within the system and create opportunities for positive change.

The GPE follows on from our 2017 Global Mapping Report, which raised important questions regarding how well current investments and activity align to recognised humanitarian priorities and needs. The current focus of the GPE is exploring how more can be done to shift funding allocations to partners closer to where humanitarian needs are most directly experienced. This is why we initiated the GPE again in 2020, with the support of the FCDO and the Netherlands Ministry of Foreign Affairs.

Most research and innovation resources are provided and received by actors in the 'Global North'. Our aim is to close the gap between decision-makers and those working on the ground. The experience and insight of those in communities affected by crisis is vital to identify where research and innovation for humanitarian aid is most needed and resources best allocated. However, they tend to be in low- and middle- income countries (LMICs) and their input is routinely marginalised.

Our vision is that outcomes for people affected by humanitarian crises are dramatically improved through a transformation of the humanitarian system's ability to target global research and innovation capabilities and resources at the most pressing problems. We will achieve that by:

- 1- Mapping and analysing humanitarian research and innovation that has been undertaken, pinpointing funders and actors, clarifying problems, finding areas of good practice and identifying possible solutions.
- 2- Advocating for positive change and behaviour by addressing identified barriers to more strategic and inclusive investment within the sector.

- 3- Increasing the visibility of humanitarian research and innovation investment by supporting coordination between humanitarian actors to enable more effective strategies.

Underpinning the GPE is a new global mapping exercise and consultations with global, regional, national, and community level actors in the humanitarian research and innovation space. The global mapping exercise will identify key actors, funders, and activities in the humanitarian research and innovation ecosystem. It will also try to quantify how much we are spending on humanitarian research and innovation. The consultations will identify the needs, priorities, gaps, and opportunities for the humanitarian research and innovation ecosystem.

In 2021, the GPE hosted six reference group meetings to help set the strategy, identify and commission suppliers to conduct the next global mapping exercise and lead on the consultations at the global, regional and national and community levels. We also coordinated donor group the first donor roundtable meeting which included high-level actors from multilateral and bilateral donors including: ECHO, Canada, UK, Luxembourg, Norway and US. There was a keen interest in staying engaged especially as findings emerge and a focus on engagement is prioritised in 2022.

1.7.1 KEY HIGHLIGHTS

Reference Group

In 2021, we expanded our GPE [Reference Group](#). The Reference Group is chaired by Mark Bowden, Independent Consultant and Senior Research Associate at the Humanitarian Policy Group, ODI, and its members represent a wide variety of humanitarian organisations, such as UNHCR, UNICEF, World Vision International, ALNAP, NEAR, START Network, Action Aid, WFP, Save the Children, Grand Challenges Canada, and Academic Institutions. The GPE Reference Group met and continue to meet regularly to provide expert advice and counsel to ensure the success of this initiative.

Procurement

We also completed the procurement of our research teams to deliver the research components. The American University of Beirut (AUB), in close collaboration with Deakin University, are leading a global mapping exercise which will identify what humanitarian

research and innovation has been undertaken worldwide over the past five years and by whom; who has funded it; and the extent to which researchers and innovators from crisis-affected settings have been engaged in and led such work.

Deakin University and AUB are also co-leading the Regional and National Consultation Consortium, which comprises experts from leading academic and operational humanitarian and non-governmental organisations from across the globe and who bring diverse expertise and experience in research, innovation and/or practice across a range of humanitarian contexts. The consortium will consult with regional and national humanitarian research and/or innovation actors to identify critical gaps and opportunities for research and innovation, to inform and improve humanitarian policy and practice.

Global and community level consultations

Philanthropy Advisors, in partnership with Innovation Consulting Solutions, Gray Dot Catalyst, and the Inter-Agency Research and Analysis Network (IARAN) are working on the global system and community level consultations. The global consultation will consult with high level influential actors to understand how they prioritise needs and priorities, and identify what resources and knowledge the donors need to make investment decisions and facilitate coordination mechanism between them.

The community level consultation will look at the needs and priorities of community level actors in Syria, Bangladesh, and South Sudan, and explore what are the main challenges and seek to actively engage with them.

Research is underway on a global mapping exercise and consultations, and the research outputs will be available from the second quarter of 2022.

Donor roundtables

We supported the Netherlands Ministry of Foreign Affairs and the UK Foreign Commonwealth and Development Office (FCDO) in convening the first **donor roundtable** on “Increasing the impact of humanitarian research and innovation investments for crisis affected communities”. The group will continue its meetings in 2022 to discuss sustainable coordination mechanisms and solutions for humanitarian research and innovation issues and investments.

In early 2022 we did a 'digital-first' launch of the GPE via our website, social media, media outreach and within our network.

We are planning more engagement opportunities for the GPE in 2022, including by hosting a panel discussion on the GPE in Geneva, at UN OCHA's Humanitarian Networks and Partnerships Weeks (May 2022).

1.8 THE UK HUMANITARIAN INNOVATION HUB

Since 2020, Elrha has been the host organisation for the UK Humanitarian Innovation Hub (UKHIH). UKHIH is a new FCDO-funded mechanism that aims to promote and support strategic and focused collaborations across government, science, private and humanitarian actors to drive urgently needed innovations and technologies in humanitarian responses to disasters and conflict. At its heart, the UKHIH is about focusing on the biggest humanitarian issues and bringing about new collaborations to solve them.

During 2021, UKHIH appointed an Executive Director, Operations Manager, and Research and Learning Lead. As a new initiative, solely funded by FCDO, grant making by UKHIH in 2021/22 was significantly scaled back due to funding cuts in UK Aid.

Accelerated Innovation Collaboration

UKHIH operates through an internally designed mechanism that aims to bring together partners from different sectors to work on a defined innovation challenge. The "Accelerated Innovation Collaboration (AIC)" mechanism was developed to address "big issues" in humanitarian research and innovation, by drawing on established approaches to innovation from within and outside the humanitarian sector. The aim of each AIC is to convene key research, operational, and innovation partners, to develop a joint focus on a particular area of humanitarian innovation.

Each project funded through the AIC mechanism goes through a rigorous application process, with projects aiming to meet the following criteria:

- Responds to a clearly articulated humanitarian challenge
- Provides solutions that have the potential to reach and positively benefit a million lives or more

- Provides potential solutions that can emerge through better collaborations across humanitarian, science, research, and private sector actors
- Demonstrates evidence of ongoing efforts in research, and has established networks exploring the importance and relevance of the issue

For the pilot phase (2021-23), the UKHIH funding portfolio supported the identification of four initial priority areas for AICs:

1. Satellite technologies
2. Global humanitarian surgery
3. Collective crisis intelligence
4. COVID-19 vaccine delivery in humanitarian settings

In 2021, the UKHIH funded AIC grants in 'phase one' in the first three priority areas. Each of the three grants has involved partners from within and outside the humanitarian sector, and has involved research that has taken place both in the UK and other countries. 'Phase two' grants (2022-23) will re-invest in the AICs to further test and develop the focus areas, and create conditions for innovations to start being systematically adopted across the humanitarian sector.

Core AIC grant teams include research fellows from low- and middle-income (LMIC) countries. Across the three AICs funded in 2021, there are seven LMIC research fellows, who provide key national and regional insight for the development of the projects, alongside pursuing their own research interests.

FUNDING SNAPSHOT

Accelerated Innovation Collaboration (AIC)

Beyond Borders - Satellite technologies

Realising the potential for satellite and geospatial tech for humanitarian crises

Caribou Space, Satellite Applications Catapult, the United Nations Institute for Training and Research (UNITAR)

Satellite technologies have the potential to fill significant data and information gaps in humanitarian management and decision-making. The UKHIH has convened Caribou Space, Satellite Applications Catapult, the United Nations Institute for Training and Research and

other partners, to explore and demonstrate the capability of satellite applications in crisis settings through the Beyond Borders AIC. With information about the physical and biological systems of the planet, navigation and positioning signals, and communication for rural areas, satellite data holds an abundance of intelligence that could be invaluable for anticipating and responding to humanitarian emergencies. This AIC has undertaken a novel mapping exercise to:

- identify the major global suppliers and users of satellite technologies
- provide a consolidated overview of practical satellite application examples
- highlight eight key barriers to the adoption of satellite technologies
- suggest potential interventions to overcome resistance

Insight from UKHIIH-funded LMIC research fellows has been invaluable for the development of this project, such as Dr Catherine Nakalembe's expertise in remote-sensing for agriculture and food security. Dr Nakalembe is the Africa Programme Director for Nasa Harvest and winner of the 2020 Africa Food Prize for her dedication to improving rural agriculture and providing satellite intelligence for disaster response such as crop failure and flash floods.

Responsive work

In addition to supporting the implementation of AICs with long-term impact potential, UKHIIH coordinates responsive work, reserving capacity to address rapidly arising challenges. In a similar manner to the AICs, responsive work also draws on cross-sector experts, convening workshops and facilitating discussions to identify innovative solutions to emerging humanitarian issues.

At the end of 2021, the first UKHIIH crisis response initiative was launched. The Afghanistan Strategic Learning Initiative (ASLI) is exploring the adaptation and innovation of aid delivery in Afghanistan. The ASLI has involved a rapid programme of workshops delivered by leading international development thinktanks and attended by a network of over 150 Afghan and International experts. Each workshop has focused on a key area of exploration with the potential to inform policy and strategic discussions in international aid. This included potential scenarios in Afghanistan, vulnerability amongst the population, aid instruments and collective action between donors. The initiative will deliver four briefing papers outlining the

analysis and outcomes of each workshop, offering valuable evidence and insights to address the challenges of aid delivery in Afghanistan.

As the host of this initiative, we are working in collaboration with the UKHIIH and continue to amplify its core message that innovation is essential - the humanitarian system needs to make the best use of expertise and funding to provide protection and assistance to those that need it, and when they need it.

1.9 PLANS FOR FUTURE PERIODS

The year ahead (2022) is a key transition year in which we will close off our current strategic document (2019 to 2023) and develop and align our work to a new strategic period starting in 2023. Our new strategy, once developed, will drive us into a future in which we achieve even greater impact, by increasing the reach and inclusivity of our programmes, bringing our expertise together to support more researchers and innovators, and working with others around the globe to elevate the role and relevance of research and innovation in tackling the most pressing global challenges. However, while we work to develop this new strategic approach it is critical that we continue to deliver excellence through our current programmes. Therefore, at the end of 2021 we set up dedicated taskforces and carried out internal reviews and team consultations to establish a clear set of strategic priorities and organisational objectives for the year ahead. These priorities and objectives are designed to maximise our ability to deliver impact against our current strategy, whilst also providing the space to reflect on our work as we develop a compelling new strategy for 2023 onwards.

In 2022 and 2023, we will focus on the following strategic priorities:

Inclusion – We will increase the inclusion of actors and voices from low-and middle-income countries (LMIC) across our work: Under this priority we will focus efforts to increase the inclusion of LMIC actors across all areas of our work and decision-making. This commitment will deliver improvements to the relevance and ultimate impact of our work. This objective aligns with our guiding principles and will support our anti-racism agenda and our work on Equality, Diversity, and Inclusion. Progressing our learning in this area and developing new inclusive systems and processes will also be a central focus during the development and transition to our new strategy.

Systems – We will improve our operational systems to ensure they are fit for purpose: Our operational systems require updating to ensure they continue to be fit for

purpose for our current programme and ready for future work. We are prioritising work in this area to ensure that we are able to increase the efficiency of our working processes and provide the operational platform needed to responsibly expand the range and scope of the work we can deliver under a new strategy.

Funding – We will achieve sustainable funding and increase the diversity and flexibility of our funding sources: We will continue to work with our donors as we develop our new strategy, looking to combine our collective learning on what works and develop shared priorities to deliver greatest impact. To ensure that we continue to evolve our business model to be sustainable and resilient to shocks we will also focus on developing new funding partnerships with a greater diversity of donors. This will also enable us to explore and develop new ways of working aligned with our strategy and programme of work and ultimately support us to deliver more and greater impact.

Impact – We will improve the way we measure, understand and communicate our impact: We have made significant progress in measuring and capturing the impact of our programmes over the last two years. We will further invest in the development of systemic approaches to capture the impact of our collective work on the wider humanitarian system. We will be focusing on developing a high-level impact framework and introduce a range of improvements in how our MEAL systems support our understanding and communication of our impact.

Identity – We will articulate a clear and coherent 'Elrha' identity that aligns our organisation and amplifies our influence in the sector: Elrha has a strong and credible reputation and clear principles that guide our work. As we move towards our new strategic period, we want to distil this further to articulate a strong unifying identity and a core set of values held across every aspect of our work. This will help us to increase the recognition and influence of our work, drive our new strategy development process and support more ambitious fundraising.

Transition – We will engage the whole organisation in the development of a compelling new strategy: Elrha will be entering a new strategic period in 2023. The challenges and needs in the humanitarian system have evolved and increased since the creation of our current strategy, and the wider ecosystem for humanitarian research and innovation has further matured and diversified. Our own work has also significantly expanded and matured and provides us with opportunities to explore new ways of working across Elrha. This year we will develop a new strategic document that clarifies our role,

purpose and objectives to ensure we achieve greatest impact within the humanitarian system and for people affected by crises. We will design a strategy development framework that effectively engages our staff and governing groups in the conceptual thinking, development and testing of our new strategy thus ensuring our new strategy is owned and supported by the whole organisation.

2. FINANCIAL REVIEW

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and the second edition of *Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)*, published in October 2019.

The financial outcome for 2021 is set out in the Statement of Financial Activities on page 66.

2.1 FINANCIAL ACTIVITIES

2.1.1 INCOME

Total income in the year fell by 32% to £9.4m (2020: £13.7m), of which 99.7% (2020: 98.4%) was restricted income received in the form of grants from institutional donors including the UK Foreign, Commonwealth and Development Office (FCDO), the Netherlands Ministry of Foreign Affairs, Wellcome, the National Institute for Health Research (NIHR) and the Norwegian Ministry of Foreign Affairs.

As all restricted income is recognised on a performance basis, the specific amount recognised is determined by expenditure on the relevant charitable activities. The drop in income in 2021 was principally driven by the UK Government's decision to reduce its overall aid budget for the fiscal year 2021 to 2022, which resulted in a significant reduction in the funding available to Elrha for the period 1 April 2021 to 31 March 2022 from both the FCDO and NIHR. The year-on-year variation is analysed further in the expenditure section below.

During 2021 Elrha received gifts in kind for the value of £28k (2020: £98k), consisting primarily of professional services donated to the organisation in support of our activities, in particular pro-bono legal advice from Dechert LLP.

Unrestricted income of £4k (2020: £125k) was generated through the provision of consultancy services to other humanitarian organisations, drawing upon Elrha's existing expertise and in line with the entity's charitable objectives.

2.1.2 EXPENDITURE

Total expenditure in the year was £9.5m (2020: £13.5m), representing a year-on-year decline of 30%. This was driven principally by a drop-off in grant payments to other organisations, which fell by 41% to £6.1m (2020: £10.4m). This decrease in grant payments was due to a number of factors, the most relevant ones being a very limited number of new grant commitments, resulting from the funding cuts in UK Aid; and knock-on effects of COVID-19 restrictions internationally.

HIF Expenditure

Expenditure in 2021 by the HIF programme was lower than previous years across all areas, declining by 46% overall to £3.6m (2020: £6.7m). The steepest fall was in grants expenditure, which decreased by 55% to £1.9m (2020: £4.2m). Unlike R2HC, non-grant making costs were also reduced, as the level of cuts in funding by the UK Government could not be solely absorbed by grant making (as happened with R2HC). Key factors contributing to this included:

- 1) Decreased scale of grant-making due to funding cuts: £1.6m cut in annual budget against initial forecast.

As FCDO's contribution to the HIF's 2021 budget was reduced, existing commitments to on-going projects were prioritised over awarding new grants. This resulted in many of the new grants that had been planned for the year being postponed or cancelled, reducing the total spend on new grants by £1.6m relative to the original budget.

- 2) General fluctuations in grant payments: £0.7m decline in spend *versus* 2020 spend

The HIF always experiences some year-on-year fluctuations in claims from grantees, depending on where they are in their project implementation. Furthermore, many funded projects continued to face challenges related to COVID-19 during 2021. This delay was compounded with funding uncertainty in the early part of the year, as grantees were requested to suspend any significant investment until the funding amount from FCDO was confirmed and Elrha could confirm that existing grant commitments would be maintained. In some cases, these delays led to claims being postponed to early 2022.

This combination of factors contributed to an additional £0.7m reduction in grant expenditure in 2021 relative to 2020, on top of the £1.6m cut to spend on new grants.

- 3) Reductions to staffing and direct activities: non-grant making spend down 20% to £1.0m (2020: £1.3m)

The extent of the reduction in the funding provided by the UK Government to the HIF programme meant that a number of non-grant making activities planned for 2021 had to be cancelled, and the number of staff working in the HIF team needed to be reduced, both as outcome of lower level of activity (overall) and as a way to meet the budget target set by the funding cuts. This decrease in the number of staff in the HIF team was part of the wider restructuring exercise described in Section 3.10.1.

R2HC Expenditure

Total spend by the R2HC programme constituted 47% of Elrha's total spend in 2021, at £4.5m (2020: £6.7m). While R2HC's grant expenditure fell by 41% in 2021, down to £3.6m (2020: £6.2m); the programme's non-grant direct spend increased by 54%, to £542k (2020: £353k), during the same period.

The following factors contributed to these changes:

- 1) Fluctuations in payments for regular grants: 31% decline to £2.9m (2020: £4.2m)

R2HC's core annual grant-making consists of substantial grants awarded for multi-year projects, with multiple partner organisations contributing to research. Payments to grantees take place when activity and spending milestones are reached. Given the many factors that can influence research timelines, along with the relatively small number of large payments involved, year-on-year spend naturally fluctuates in line with level of activity implementation. In 2020 and 2021 these common variations against initial work plans were exacerbated by the impact of COVID-19. Payments made to grantees in 2020 were based on activities completed to date, and the expectation that projects might be delayed by a few months. However, as the pandemic continued, the knock-on effects of lockdowns and other restrictions on projects, most of which involve multiple countries and organisations, resulted in greater delays in project activities and project spend with them. Many payments that had been forecast for 2021 had to be postponed to later periods.

- 2) Fluctuations in responsive research spend: 63% decline to £0.7m (2020: £1.9m)

In 2020, R2HC ran its largest responsive research call to date, awarding a total of 15 new grants for research in relation to the COVID-19 pandemic, at a cost of £1.5m in the year. At the same time, grants from earlier responsive calls were being closed and receiving final payments. In 2021, no new responsive grants were awarded, and therefore the only spend was on subsequent payments to on-going COVID-19 grants. This is described in more detail in Section 1.6.

- 3) Limited scale of new grant-making due to funding cuts: 50% reduction against planned budget for new regular grants; 100% reduction to new responsive grants.

Prior to the announcement of the UK Government's funding cuts in 2021, the R2HC had planned an ambitious schedule of new funding calls for this year. However, with the budget becoming more constrained, existing commitments were prioritised over awarding new grants. The NIHR was unable to commit funding to any new calls, and the FCDO's contribution was also reduced significantly. As a result, apart from not being able to launch new funding calls, new grants awarded under R2HC's eighth funding call (launched in 2020) were scaled back. The pre-cuts budget included a total amount up to £6.0m for these grants, but this was reduced by 50% to £3.0m (of which £1.5m was recorded as an expense to Elrha in 2021), and just eight of the recommended 12 studies were awarded grants under this funding call. The pre-cuts budget also included up to £2.0m to cover the new Responsive Research Call for 2021, but this budget was cut entirely.

Cuts to new grants were sufficient to keep the R2HC programme within the reduced budget, and the donors did not require reductions to other areas of spend. This is in contrast with the HIF, as described above.

- 4) Increase in staffing and non-grant-making activities: spend up by 54%, to £542k (2020: £353k)

One aspect of the programme that our donors were able to continue supporting despite the cuts to funding was a long-standing plan to increase the capacity of the core R2HC team from four to six employees, in order to better manage the grant portfolio, which has grown substantially over time, and to enhance R2HC's research capabilities. Both new team members were in place by January 2021, increasing the non-grant making expenditure for 2021.

With this additional capacity and less grant-making activity to manage, the team was able to get up to date with non-grant making activities that had been delayed in 2020 due to the need of quickly launching the COVID-19 call in 2020, as well as to implement those activities originally planned for this year. Further information on these activities can be found in Section 1.6.

Global Prioritisation Exercise (GPE) and UK Humanitarian Innovation Hub (UKHIH) Expenditure

Both the GPE and UKHIH were in their initial stages at the end of 2020, and then had a full year of activity in 2021. Despite unanticipated budget reductions leading to a revision of their activities, being operational for a full year naturally led to a significant uplift in spend for both the GPE and UKHIH, relative to 2020.

Spend on the GPE totalled £274k (2020: £28k) and consisted principally of the costs of research and of Elrha staff working on the project. The UKHIH spent a total of £1.0m (2020: £53k), including £600k on grants to other organisations. Further details on the GPE and UKHIH are provided in Sections 1.7 and 1.8.

Support Costs

Elrha's support costs, with an annual value of £1.3m (2020: £1.4m), include spending items related to all essential infrastructure, ensuring internal and external compliance, support services and all employment costs not directly attributable to programmes. Although some savings against the initial 2021 annual budget were made during the year, expenditure on operational support costs represented an unusually high proportion of Elrha's total spend in 2021, at 14% (2020:10%). This was however a temporary situation linked to the funding cuts and restructuring process, specifically:

- 1) Most of Elrha's core support costs are linked to headcount. Elrha's average headcount in 2021 was 43 individuals, *versus* 36 in 2020. Although the size of Elrha's staff was reduced by the end of 2021 (39 employees as 31 December 2021) the resulting impact on both employment costs and related support costs only materialised in the latter part of the year, once the restructuring process was completed in a legal and ethical manner. Consequently, the decrease in expenditure on staff employment and operational support is not obvious in the overall 2021 results. By contrast, the lower expenditure on grants and non-grant making activities were achieved immediately, by not taking on any new commitments.

- 2) Additionally, there was £71,550 exceptionally incurred in termination costs linked to the restructuring process. This comprised statutory redundancy payments, paid leave during notice periods, and pay in lieu of notice.

2.2 RESERVES AND FINANCIAL POSITION

Our total reserves as of 31 December 2021 were £276k (2020: £367k), of which £37k were restricted (2020: £129k) and £240k were unrestricted (2020: £237k), which means Elrha's unrestricted reserves increased by £3k in 2021. There were no designated reserves.

In order to commit the maximum possible resources to further our charitable objectives, it is Elrha's policy to retain only sufficient reserves to safeguard the continuity of operations, when there is a temporary loss of income or to achieve an orderly wind-down if continuation is not possible.

The Trustees are confident that future incoming resources to the charity will be adequate to support the continuation of existing projects and activities, as well as to meet other needs that may arise under reasonably possible downside scenarios, for at least 12 months following the approval of this report. Accordingly, Elrha continues to adopt the 'going concern' basis in preparing the financial statements.

The Trustees are also taking steps to seek and secure additional funding, from both current and new sources of income, with a view to protect Elrha's sustainability in the longer-term future. These plans are described in Section 1.9.

Investments

Elrha held no investments during the period.

2.3 PRINCIPAL RISKS AND UNCERTAINTIES

The major risks to which Elrha is exposed have been identified by the executive management team and reviewed by the Trustees as part of the annual risk review process. Appropriate systems and procedures are in place to manage these risks and provide reasonable but not absolute assurance against occurrence.

Funding risks:

Elrha is currently reliant on a small number of donors who provide a high proportion of our income, namely the UK Foreign, Commonwealth, and Development Office (FCDO) and the Netherlands Ministry of Foreign Affairs. Combined, they contributed 77% of Elrha's income

in 2021. This limited donor portfolio constitutes one of the main risks Elrha faces, as already experienced.

In 2021 the UK Government's decision to cut ODA funding directly led to a reduction of our activities and headcount. While funding for 2022 has been confirmed by our donors, any further reduction in our current agreements with them, or a decision by these donors to stop working with Elrha beyond the end date of the current agreements (March 2023), may have significant implications for Elrha's programmatic activity, structure and operating model.

Given the positive feedback received from our funders on programmes implementation and achievements today, the risk of funding reduction would be more likely originated by changes in their priorities and strategies, rather than our performance. Changes in governmental policies and external events, like the crisis in Ukraine in early 2022, can result in funding initially earmarked for research and innovation to be redirected towards other purposes.

We are mitigating this risk by continuing to seek donor portfolio diversification, as well as robustly engaging with our current donors. This business development strategy is complemented with avoiding new commitments before a relevant source funding is secured. Although reducing funding committed under ongoing grants would always be a last resort, we ensure that terms in grant agreements allows for such reduction (mirroring similar terms from our donors), so that we can flexibly respond to any changes in our funding portfolio. Budgets are set conservatively based on the latest information from donors, and underspends and overspends are monitored and managed through regular forecasting to ensure effective use of financial resources.

Impact of COVID-19:

While Elrha and the other organisations we work with were able to adapt many operational aspects to the realities of COVID-19 in 2020, new waves of infections around the world in 2021 continued to affect the ability of our grantees to deliver programming and to do this safely. Elrha's own activities were also somewhat affected by staff absences and by ongoing travel restrictions in the UK and internationally.

Even if we and our grantees have learnt to manage the impact of COVID-19 in our interventions, there is a continuous risk of further severe waves of COVID-19 that can affect grantees' access to population and/or hinder the work of their staff. Disruption in funded

projects can negatively influence Elrha's outcomes achievement, activity delivery, payment schedules etc.

We continue to manage this risk, as related to grant-making, by closely monitoring the progress of projects and engaging with grantees to reforecast, redesign, and readjust outputs and timelines where needed. Our due diligence procedures include measures to ensure that those we work with have appropriate safety standards in place, and grant budgets have been adjusted as needed to allow for the costs of personal protective equipment or other suitable measures.

Where Elrha's direct activities have been affected, plans have been adjusted, and our donors have been consulted in relation to any significant changes to budgets or deliverables. Staff predominantly worked from home during the year. As Elrha rents office space from Save the Children UK, the London and Cardiff offices were accessible in accordance with SCUK's health and safety assessments. Precautions for office work and in-person meetings complied, at a minimum, with national and local regulations, with additional measures in place when this was assessed to be appropriate.

3. STRUCTURE, GOVERNANCE AND MANAGEMENT

3.1 LEGAL AND ADMINISTRATIVE INFORMATION

Elrha is registered at 1 St. John's Lane, London EC1M 4AR under the laws of England and Wales as both a private limited company by guarantee (11142219) and a charity (1177110). A second office is located at Phoenix House, 8 Cathedral Road, Cardiff, CF11 9LJ.

The charity was incorporated on 10 January 2018, although its activities had commenced in 2009, hosted by Save the Children Fund. At time of incorporation, the related assets were transferred to the separate legal entity on 1 May 2018 for nil consideration. The sole member of Elrha is the Save the Children Fund, of which Elrha therefore acts as a wholly owned subsidiary.

Under Elrha's Articles of Association, dated at incorporation, certain decisions are reserved for the Member. These include, but are not limited to:

- i) any changes to the Articles of Association,
- ii) any alteration to the Charity name or registered office,

- iii) any structural change to the organisation e.g., setting up of subsidiaries mergers, sales, disposals, and liquidations, and
- iv) the appointment and removal of all Trustees.

TRUSTEES

The following individuals were members of the Board of Trustees (and also Directors of Elrha for company law purposes), at the date on which the financial statements were approved and during the year:

- Margie Buchanan-Smith (Chair)
- Wendy Fenton (Deputy Chair)
- Andrew Shellard (Treasurer)
- Andy Katz
- Andrew Toby Smith
- Karen Twining Fooks
- Ebrima Saidy (appointed on 18 February 2021)
- Marta Tufet Bayona (appointed on 7 May 2021)
- Matthew Clancy (resigned on 3 November 2021)

DIRECTORS GROUP

Day-to-day management of the charity is delegated by the Trustees to Elrha's Directors Group. As at the date of approval of this report and during the year, the members of the Directors Group were:

- Lyndall Stein – Interim CEO (until 31 July 2021)
- Jessica Camburn – Chief Executive Officer (returned from maternity leave on 19 July 2021)
- Dallan Cunniffe – Director of Finance and Operations (until 19 May 2021)
- Thais Mendez de Andes Aldama – Director of Finance and Operations (from 4 May 2021)
- Kate Hart – Director of Programmes and Strategic Partnerships (until 5 October 2021)

- Jean McLean – Director of Policy Engagement and Communications (until 22 March 2022)
- Colette Fearon – Director of Impact and Engagement (from 13 June 2022)

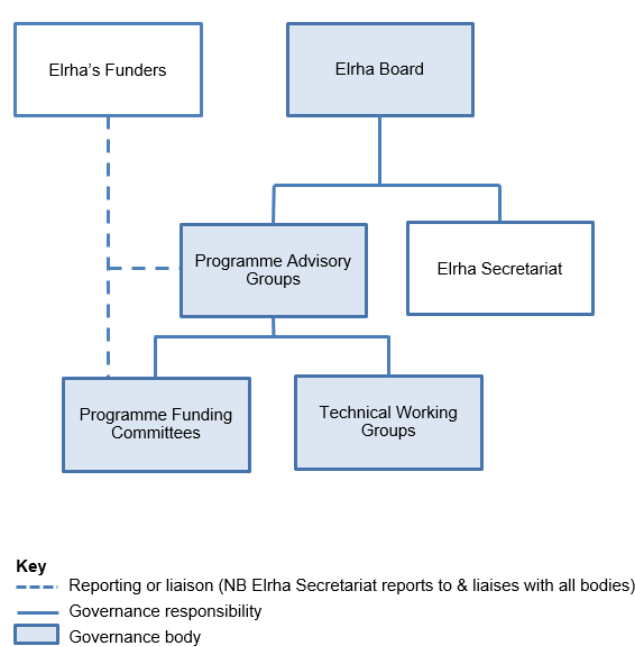
EXTERNAL AUDITOR

Auditor: KPMG LLP, 15 Canada Square, London E14 5GL

Bankers: National Westminster Bank, PO Box 83, Tavistock House, Tavistock Square, London WC1H 9NA

Legal advisors: Dechert LLP, 160 Queen Victoria Street, London EC4V 4QQ

3.2 GOVERNANCE



3.2.1 BOARD OF TRUSTEES

As indicated above, Elrha is a limited company and all Trustees are also full Directors of Elrha for company law purposes.

Trustees, all of whom are non-executive, have been drawn from diverse backgrounds in business and professional life, and bring a broad range of experience and skills to Board deliberations. The Trustees have been appointed in accordance with the provisions of the Articles of Association for Elrha. Trustees are recruited through open and competitive processes (except for one trustee appointed by Save the Children), against relevant skills

and experience identified by the existing Trustees as needed for the Board to perform their duties.

All Trustees have received a full induction, including meeting with members of the Directors Group, aiming at getting familiar with their statutory responsibilities, their role as Board members, the governance framework within Elrha, Elrha's work, and the risk environment. Ongoing training is arranged as and when a need is identified.

There are clear distinctions between the role of the Board and the Directors Group, to which day-to-day management is delegated. The principles of 'management proposes' / 'Board decides'; 'management implements' / 'Board monitors' form the basis of the Board and executive management team interaction. Items such as Elrha's policies, strategic annual plan, budget and risk assessments are prepared by the Directors Group for consideration and approved by the Trustees. The members of the Board cannot, under the governance regulations of the charity, receive remuneration for services to Elrha and may only be reimbursed for incidental expenses claimed.

As part of the annual governance review, an analysis of Elrha's governance practices against the Charity Governance Code takes place, and the Board carries out an informal self-assessment, wherein the Chair of the Board meets with each individual Trustee and writes up a report identifying areas of strength and improvement in the functioning of the Board.

As per the Board's terms of reference, Trustees met four times in 2021. An exceptional board meeting was held in July 2021, to consider approve the annual accounts and receive an update on the restructure process.

Board attendance was as follows:

NAME	MEETINGS
Margie Buchanan-Smith (chair)	4/5
Wendy Fenton (deputy chair)	5/5
Andrew Shellard (treasurer)	5/5
Andy Katz	4/5
Andrew Toby Smith	4/5

Karen Twining Fooks	5/5
Ebrima Saidy	5/5
Marta Tufet Bayona*	3/4
Matthew Clancy*	1/4

* Total number of meetings reflects the period during the year when the individuals were Trustees.

3.2.2 BOARD COMMITTEES

In February 2021, to lead the response to anticipated UK Government funding cuts, the Board established a temporary committee comprising of Margie Buchanan-Smith, Andrew Shellard, Toby Smith and Wendy Fenton. The committee held a series of meetings between March and June to support, advise and oversee Elrha's leadership team through the process of preparing for and responding to the cuts in funding, which were confirmed in April. The committee reported its activities and recommendations to the rest of the Board for approval.

No other committees were active in 2021.

3.2.3 OTHER BODIES IN GOVERNANCE FRAMEWORK

Each governing body described below has a clear term of reference that sets out their roles and responsibilities. It also sets out the process to avoid and manage potential conflict of interests, ensuring that the bodies uphold the highest standards of transparency and accountability.

PROGRAMME ADVISORY GROUPS

The HIF and R2HC Advisory Groups advise Elrha on the strategic direction of our grant-making programmes. These groups provide advice to the programme teams and make recommendations regarding programmatic priorities, set the direction and framework for grant-making, and are involved in the selection of Funding Committee members. The chairs of the Advisory Groups report to the Elrha Board.

PROGRAMME FUNDING COMMITTEES

The function of our two Funding Committees, one for the HIF and one for R2HC, is to provide independent assessment and recommendation of funding decisions. The chairs of the Funding Committees report to their respective Advisory Group.

TECHNICAL WORKING GROUPS

The Technical Working Groups provide a greater depth of technical expertise for the focus areas on our HIF programme. The chairs of the Technical Working Groups report to the HIF Advisory Group.

Our HIF Technical Working Groups for 2021 included one for water, sanitation and hygiene (WASH), one for gender-based violence (GBV), and one for disability and older age Inclusion (DOAI).

PROGRAMME FUNDERS

Our programme funders retain the ability to veto the funding of a particular proposal before a final decision is made to grant restricted funds to a third party. However, programme funders cannot require that a third party receive a grant, and any final decision on whether a grant should be made remains with Elrha.

In addition, Elrha's funders may have observer status on the advisory groups and/or funding committees. This may be an ad-hoc or a regular arrangement and is agreed on a case-by-case basis.

3.2.4 THE CHARITY GOVERNANCE CODE

Elrha seeks to apply the Charity Governance Code as its standard for good governance. To this end, management has completed a review of governance practices against the code as at the end of 2021, and the Board has approved an action plan for 2022 to address key areas identified for improvement. The planned actions focus on:

- Strengthening Board involvement in strategic planning. This will include the creation of a Strategy Development Advisory Committee and ensuring that every Board meeting agenda includes time to focus on strategic and looking-forward items.
- Greater visibility for monitoring progress against organisational priorities, in management's quarterly reports to the Board.
- Strengthening key policies, specifically concerning conflicts of interest, risk and incident management, delegations of authority and staff rewards.

3.3 TRUSTEES' RESPONSIBILITIES

Statement of Trustees' responsibilities in respect of the Trustees' Annual Report and the financial statements

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations or have no realistic alternative but to do so.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

3.4 EXTERNAL AUDITOR

KPMG LLP have expressed their willingness to continue to act as auditors. A resolution to reappoint them, under section 485 of the Companies Act 2006, is pending shareholder approval.

3.5 PUBLIC BENEFIT

Trustees have a duty to develop strategic plans to ensure that Elrha provide public benefit and achieve the charitable objectives as set out in our governing document. These objectives include the relief of hardship in cases of war, natural disaster, or catastrophe anywhere in the world; the promotion of education and training, and of research for the public benefit concerning these matters; and making publicly available the results of such research. These objectives fall under the purposes defined by the Charities Act 2011. We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

3.6. POLITICAL DONATIONS

No political donations were made during the period.

3.7 FUNDRAISING ACTIVITIES

Elrha's fundraising activities are currently limited to institutional donors and trusts, as well as occasional consultancy work for peer organisations. Elrha does not engage in fundraising from members of the public.

3.8 GRANT MAKING PROCESS

Elrha designs its grant-making funding calls to ensure maximum contribution from any funded project to its strategic aims. Any registered legal entity may apply for grant funding from one of Elrha's programmes, although particular funding calls may have additional eligibility requirements, depending on the nature of the challenge being set or other needs.

Proposals submitted to Elrha go through the following process:

- 1) Elrha staff screen the proposal to ensure it is eligible for funding. In addition, for some funding calls, expressions of interest are short-listed by the Funding Committee, with successful applicants being asked to submit a full proposal.
- 2) Proposals that pass the screening/short-listing stage are reviewed technically by:
 - a. At least two independent technical reviewers with subject area expertise
 - b. Elrha staff, who will review the proposal budget

Comments from these reviews are passed to the Funding Committee for consideration alongside the proposal.

The Funding Committee has the authority to make funding recommendations up to the amounts agreed in the budget. For the R2HC programme, these recommendations are then agreed by the donors.

Once the Funding Committee has made a decision on the quality of a project, the applicant organisation is subjected to Elrha's due diligence process, which is an integral part of Elrha's risk management and part of our established Mandatory Operating Procedures. As part of our due diligence process implementing organisations and key staff members for the project or study are vetted against sanctions, anti-terrorism, and other international risk monitoring lists. The policies of the lead organisation are checked against our safeguarding and financial control principles to ensure they are of sufficient quality. Elrha then weighs the risk of granting to the lead organisation, and only when Elrha is comfortable that risks are within its appetite, or that sufficient mitigations have been put in place to achieve this, will a grant be confirmed.

3.9 SAFEGUARDING AND ETHICAL BEHAVIOUR

Maintaining the safety and protection of those we work with and our staff is highly important across Elrha. This includes staff, governance groups, grantees and the people our grantees work with. We have a zero-tolerance approach towards all forms of unethical behaviour, including bribery, facilitation payments, tax evasion and money laundering.

Criminal record checks are completed for all staff and trustees, and more enhanced checks are performed following a risk-based approach. As part of our due diligence process for

grantees, we review their safeguarding policies to make sure they are in line with our policies.

We have an Incident Prevention and Management Policy – with a wide definition of vulnerable groups – and Codes of Conduct. These policies set out the standards of behaviour expected from all staff, trustees, grantees and all others that we work with, particularly in relation to safeguarding. R2HC research studies are subject to review by an Institutional Review Board (IRB) to ensure they achieve recognised ethical approval before research is funded.

We have an incident reporting mechanism and are committed to investigating any potential breaches of our policies, whether within Elrha or the projects and studies we fund. All complaints are investigated, following established investigation guidelines, and should internal breaches be substantiated, disciplinary action would be taken, up to and including dismissal. With our grantees, substantiated breaches may result in us withdrawing funding and any other support.

We are committed to openness, and to keeping our donors informed of any complaints and the progress of any investigations. We are also committed to inform and work with our regulators and any relevant law enforcement agency where the complaint warrants this.

While we believe that our systems are effective, we are committed to their ongoing review and development. We will continue to identify and implement measures that will enhance policy and practice to ensure our standards meet or exceed best practice in the sector.

3.10 EQUALITY, DIVERSITY, AND INCLUSION

Our 2021 staff engagement survey demonstrated that our staff are experiencing good relationships with line management, feel that achievements are recognised, and that they are able to grow and develop in response to constructive feedback.

We see our inclusion principles as interdependent with staff engagement and wellbeing. Kindness and fairness are embedded into our culture. We champion employee wellbeing, recognition and appreciation, and make sure our supportive and flexible working environment keeps staff connected, motivated and well informed.

We are committed to creating an inclusive and supportive working environment, free from discrimination, harassment, and victimisation. We promote and provide equal opportunities and respect diversity. These commitments are formally captured in our Equity, Diversity &

Inclusion (EDI) principles, which are reflected in our policies and procedures, as well as further developed in the EDI annual action plan.

3.10.1 RESTRUCTURING, PAY AND RECRUITMENT

Elrha is an equal opportunities employer, as reflected in our HR policies and practices, which are underpinned by the Equity, Diversity & Inclusion principles approved by the Board in 2021 and the provisions of the Equality Act 2010.

The significant cut in our funding for 2021 resulted in the need to carry out an organisational restructure in order to reduce personnel costs. We ensured this process was carried out sensitively and with the wellbeing of our staff at its core. The needed reduction in our staff numbers affected nine individuals who received notice of redundancy in the summer of 2021. They all received support to find alternative positions, with five of them being successfully redeployed to Save the Children Fund and other three finding alternative employment in other organisations during the notice period.

Our salaries are benchmarked externally with similar roles in other organisations, and factors such as budget responsibility, skills, complexity, autonomy, strategic scope, specialist/technical role, and line management are all considered. We are fully transparent about pay when we advertise for any role, sharing the starting salary in all instances. We are proud to support the charity sector's call for salary transparency as part of [Show The Salary campaign](#).

With recruitment our ambition continues to be increasing the diversity of our staff to better represent and reflect the people and communities we aim to support. Positive steps have been taken in achieving this goal, including using a wide range of recruitment websites and platforms to ensure a broad pool of candidates, as well as adding a notice on our job advertisements to encourage applicants from a wider range of backgrounds. We recruit and promote staff on merit and continue to seek more internal routes to staff progression and succession planning. We provide all new staff with a comprehensive induction programme even when joining remotely.

3.10.2 ANTI-RACISM

When we published our Statement on Anti-Racism in November 2020, we made six commitments. In 2021, we made progress on each of these commitments in the following ways:

Commitment 1: We will be an anti-racist employer and workplace

- We mapped out an Anti-Racism Learning Journey, with the aim of culminating this into an action plan for the organisation. We have begun the first step by undertaking trainings to better understand race and racism. While not focused solely on staff experiences, we aim to increase our understanding on how racism manifests for our staff and identify specific areas we need to address.
- We created a staff-led Anti-Racism Working Group (ARWG) in October 2020 to provide a space and structure for discussing racism and developing anti-racist practice. We strive to create an inclusive culture, beyond the recruitment process. Our Directors and HR Lead are creating an equality, diversity and inclusion (EDI) policy, with input from the ARWG, that will explore how anti-racism overlaps with EDI.

Commitment 2: We will collaborate with the sector and our partners to promote an anti-racism approach

- We have increased our communication and collaboration on themes that intersect with anti-racism, including decoloniality and the humanitarian ecosystem, community-led innovation, and increasing Global South leadership in humanitarian research and innovation.

Commitment 3: We will consider how our work in research and innovation can support an anti-racism agenda

- We have continued our existing work on building in partnership requirements for our grantees which ensure that projects have local leadership and representative partners.
- We conducted analyses looking at the proportion of our applicants that are from lower- and middle-income countries (LMICs), the stages those applications reach and we are thinking critically about how we can best support greater engagement with organisations in LMICs.

Commitment 4: We will weave anti-racism into the fabric of our brand and communications

- We have reflected on how to embed anti-racism into the Elrha brand and all our communications. Our communications team attended courses that can tangibly support anti-racism, including training on participatory photography, storytelling and ethical content gathering. These offered new guidance on reconsidering use of images, language, terminology and how to best use our platforms to spotlight diverse voices, and this resulted in the creation of an ethical framework.
- We actively work to diversify our public communications outputs. Examples include convening diverse panels at the Humanitarian Leadership Conference, finding new authors for blogs, an opinion piece in Devex written by an R2HC grantee from an LMIC, as well as sharing a challenging cartoon series on Global South engagement in research in our newsletters.
- We have included in our Annual Report reflections on diversity and inclusion, and the work of the ARWG to ensure that anti-racism and accountability to our ambitions is embedded in our public reporting.
- We have developed an induction on our anti-racism work for new starters at Elrha.

Commitment 5: We will nurture an environment of listening, learning and unlearning racism

- We have created multiple spaces for discussion and learning. We set up a monthly reading and discussion group, focused around educating ourselves and engaging with discussions on racism in our sector, our workplaces, and in UK society.
- We have increased organisational-wide engagement with the ARWG group. The group have presented back to the whole organisation updates on their progress, to ensure that we are creating an environment in which everyone participates, regardless of their engagement with the ARWG specifically.
- We have created a knowledge hub of literature on anti-racism and other relevant themes, and several staff have contributed to the literature review on anti-racist funding models and grant making.

Commitment 6: We will develop clear and specific next steps through our detailed action plan to make anti-racism a core and sustainable part of our ethos and work

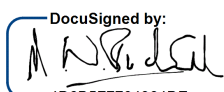
- We are delivering on our anti-racism work through diverse approaches. For example, some colleagues have EDI responsibilities as part of their work objectives and some colleagues are involved in the ARWG on a voluntary basis, while all staff members are all welcome to discussion groups. For now, this fluid approach of agreeing priorities and having shared responsibility for key areas has felt more intuitive for us than a documented action plan.

3.10.3 WELLBEING

During a turbulent year, we supported the wellbeing of all staff with access to an Employee Assistance Programme and signposting to other suitable resources. In line with our wellbeing policy, we worked hard to ensure we offered holistic support for both physical and emotional needs during this exceptional and unsettling time. We also offered internal activities to support good mental health, resilience and connection with colleagues while apart, through training, learning and social events online. We were finally able to hold an in-person staff away day towards the end of 2021, which gave all our staff the opportunity to meet, for the first time in some cases, and collaborate on the next phase of our strategy.

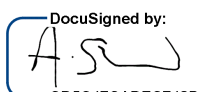
APPROVAL OF THE TRUSTEES' REPORT

The Trustees' Report on pages 8-59 was approved by the Board of Trustees on 20 July 2022.

DocuSigned by:


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Margie Buchanan-Smith

Trustee

DocuSigned by:


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Andrew Shellard

Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ELRHA

OPINION

We have audited the financial statements of Elrha ("the charitable company") for the year ended 31 December 2021 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the charitable company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

GOING CONCERN

The Trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the charitable company or to cease its operations, and as they have concluded that the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the Trustees' conclusions, we considered the inherent risks to the charitable company's business model and analysed how those risks might affect the charitable company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the Trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the charitable company will continue in operation.

FRAUD AND BREACHES OF LAWS AND REGULATIONS – ABILITY TO DETECT

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks"), we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of Trustees and management and inspection of policy documentation as to the charitable company's high-level policies and procedures to prevent and detect fraud, including the charitable company's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud;
- Reading Trustee meeting minutes;
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that charitable income is recorded in the incorrect accounting period, and the risk that management may be in a position to make inappropriate accounting entries.

We did not identify any additional fraud risks.

We performed procedures including:

- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted by senior finance management or other unexpected individuals and those posted to unusual accounts combinations; and
- Inspecting grant agreements to determine if income has been recognised in line with accounting policy;

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the Trustees and other management (as required by auditing standards). We discussed with the Trustees and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the charitable company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies' legislation and the Charities SORP) and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the charitable company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery, employment law, and certain aspects of company and charity legislation, recognising the nature of the charitable company's activities and its legal form. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remains a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

OTHER INFORMATION

The Trustees are responsible for the other information, which comprises the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' Annual Report, which constitutes the strategic report and the directors' report for the financial year, is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

TRUSTEES' RESPONSIBILITIES

As explained more fully in their statement set out in section 3.3, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

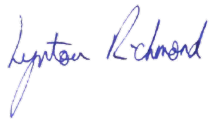
AUDITOR'S RESPONSIBILITIES

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

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

THE PURPOSE OF OUR AUDIT WORK AND TO WHOM WE OWE OUR RESPONSIBILITIES

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Lynton Richmond (Senior Statutory Auditor)

for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants

KPMG LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

15 Canada Square, London, E14 5GL

Date: 21st July 2022

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2021

	Notes	Unrestricted funds	Restricted funds	Total funds for the year to 31/12/2021	Total funds for the period to 31/12/2020
		£	£	£	£
Donations	3	28,441	-	28,441	97,791
Charitable activities	4	4,463	9,339,817	9,344,280	13,637,458
Total income		32,904	9,339,817	9,372,721	13,735,249
Charitable activities	5	(30,698)	(9,432,720)	(9,463,418)	(13,513,054)
Total expenditure		(30,698)	(9,432,720)	(9,463,418)	(13,513,054)
Net income/(expenditure) and net movement in funds		2,206	(92,903)	(90,697)	222,195
Reconciliation of funds:					
Funds brought forward		237,308	129,415	366,723	144,528
Movement in funds		2,206	(92,903)	(90,697)	222,195
Funds carried forward		239,514	36,512	276,026	366,723

The statement of financial activities includes all gains and losses recognised in the period.

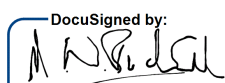
BALANCE SHEET

As at 31 December 2021

	Notes	31/12/2021 £	31/12/2020 £
Current assets			
Debtors: amounts falling due within one year	11	2,867,364	3,120,887
Cash at bank and in hand	16	98,749	93,725
		2,966,113	3,214,612
Liabilities:			
Creditors: amounts falling due within one year	12	(2,690,087)	(2,847,889)
		(2,690,087)	(2,847,889)
Net assets		276,026	366,723
The funds of the charity:			
Restricted income funds	15,16	36,512	129,415
Unrestricted funds	16	239,514	237,308
Total Funds		276,026	366,723

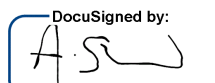
The notes on pages 69-88 form part of the financial statements.

Approved by the Board on 20 July 2022 and signed on its behalf by:

DocuSigned by:

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Margie Buchanan-Smith

Trustee

DocuSigned by:

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Andrew Shellard

Trustee

CASH FLOW STATEMENT

For the year ended 31 December 2021

	Notes	Year to 31/12/2021 £	Year to 31/12/2020 £
Cash flows from operating activities			
<i>Net cash provided by operating activities</i>	a)	5,024	(609,387)
Change in cash and cash equivalents in the reporting period		5,024	(609,387)
Cash and cash equivalents at the beginning of the reporting period		93,725	703,112
Cash and cash equivalents at the end of the reporting period	b)	98,749	93,725

NOTES TO THE CASH FLOW STATEMENT

(a) Reconciliation of net income to net cash flow from operating activities	Year to 31/12/2021 £	Year to 31/12/2020 £
Net income	(90,697)	222,195
Adjustments for:		
Decrease/(increase) in debtors	253,523	(2,529,985)
(Decrease)/increase in creditors	(157,802)	1,698,403
Net cash provided by operating activities	5,024	(609,387)

(b) Analysis of cash and cash equivalents	Year to 31/12/2021 £	Year to 31/12/2020 £
Cash at bank and in hand	98,749	93,725
Total cash and cash equivalents	98,749	93,725

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

GENERAL INFORMATION AND BASIS OF ACCOUNTING

Elrha is a charitable company incorporated in England and Wales and domiciled in the United Kingdom under the Companies Act 2006. The address of the registered office is:

1 St. John's Lane

London

EC1M 4AR

Elrha is a public benefit entity. The nature of Elrha's operations and its principal activities are set out in the Trustees' report (including the strategic report) on pages 8-59.

Save the Children UK (company number 00178159; charity numbers 213890 (England and Wales) and SC039570 (Scotland)) is the sole member of Elrha. Save the Children UK's principal purpose is to save children's lives and tackle global child poverty. Elrha's results will be consolidated with those of Save the Children UK and the consolidated accounts can be obtained by the public at the registered office address given above.

BASIS OF PREPARATION

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The functional currency of Elrha is pounds sterling because that is the currency of the primary economic environment in which Elrha operates.

GOING CONCERN

The financial statements have been prepared on a going concern basis, which the Trustees consider to be appropriate for the following reasons.

The Trustees have prepared financial forecasts for a period of 21 months from the date of approval of these financial statements, which indicate that, taking account of reasonably

possible downsides and the continued impact of COVID-19 on the operations and its financial resources, the Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

While COVID-19 has not significantly impacted Elrha's ability to operate, and is not expected to do so, it has had an indirect impact due to the economic and political effects of the pandemic. Specifically, the UK Government, which is one of Elrha's key donors via the Foreign, Commonwealth and Development Office (FCDO) and National Institute of Health Research (NIHR), reduced its commitments to international aid in 2021. Subsequent to this overall decrease, Elrha's funding from both the FCDO and NIHR was significantly reduced, as a result of which Elrha underwent a comprehensive exercise in 2021 to scale back its programmes while continuing to deliver, to the extent possible, on existing commitments to donors and other parties. Measures taken to manage this decrease in funding included:

- Deferring processes to award new grants to partners, and ultimately deferring or cancelling new grants and activities, as necessary;
- Deferring large new commitments to suppliers until it was clear whether funding would be available;
- Implementing a pay freeze and restructuring roles to reflect the reduced budget. This included implementing redundancies; and
- Working with all budget holders and donors before and after the scale of cuts was confirmed to agree on a mutually acceptable approach to the budget that would allow Elrha to continue delivering on its key strategic objectives.

These changes were fully implemented by 31 December 2021 and Elrha is now fully adjusted to the reduced funding levels. The main risk to the Charitable Company's going concern status, as at the reporting date, is a failure to secure new funding from existing or new donors, as funding for all programmes except for the R2HC is currently due to end on 31 March 2023 per existing signed agreements. However, Elrha has received strong assurances from two of its largest donors that they intend to continue supporting Elrha's work at until at least 2025. Active planning is underway with these donors to determine the scope of this support and to fully secure their commitment.

For the purposes of assessing Elrha's going concern status under alternative scenarios, the Trustees have considered a scenario in which no additional funding is secured, and only the

current funding commitments are in place. Given the very positive relationship that Elrha has with its current donors, strong reputation in the sector, and the active steps that are being taken to secure and diversify future funding, the Trustees consider this outcome to be highly unlikely. Nonetheless, testing this worst-case scenario, based on conservative assumptions, demonstrates that Elrha would be able to continue operating until the end of 2023, at least, even without additional support.

It should further be noted that Elrha's operating model is generally well-suited to scaling up or down in respond to the availability of funding. The ability to meet liabilities as they fall due rests upon ensuring that funding from Elrha's donors is sufficient to cover the direct and indirect costs of running the programmes. As such, Elrha does not make commitments to third parties unless donor funding has already been secured. Furthermore, while every effort is made to adhere to commitments made to third parties, Elrha does retain the legal right to withdraw funding from partners in the exceptional event that Elrha's own funding is unexpectedly reduced. To date, the Trustees have not needed to exercise this right in respect of grants for which agreements have been signed. However, the option remains available, in the instance that it presents a threat to Elrha's viability as an organisation.

With respect to cash liquidity, Elrha receives incoming cash through claims submitted to each of its donors on an agreed schedule, and it also has access to a flexible credit facility provided by Save the Children UK (SCUK). This credit facility is available interest free up to a value of £2.5 million. At the onset of the COVID-19 pandemic, Elrha sought and obtained improved payment terms with its donors, and the majority of payments are now claimable in advance of expenditure being incurred. As a result, Elrha has typically remained in a positive cash position since these arrangements came into place and has rarely needed to draw upon the credit facility.

Consequently, the Trustees are confident that the Charitable Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

FUND ACCOUNTING

Unrestricted funds are those which are available for the general purposes of Elrha at the discretion of the Trustees. The Trustees may elect to dedicate some funds for specific purposes. No funds have been dedicated in this way during the period.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the charity for particular purposes. Costs are charged against the specific fund in line with donor wishes. An analysis of each restricted fund is set out in note 15.

In case of a deficit or surplus in restricted funds, the following approach is applied:

- if there is a deficit in restricted funds at the end of the year, the likelihood of future income being received which could cover this shortfall is assessed. A deficit is considered acceptable to the extent there is a realistic expectation of future income to cover the shortfall. If this condition does not apply, any shortfall must be immediately made up through a transfer from unrestricted funds.
- the restricted funds balance will be assessed at the end of each funding arrangement with a donor. If the balance is in deficit and the end of the funding arrangement means the prospect of future income to make up the shortfall is now unlikely, a transfer from unrestricted funds will be made. If the balance is a surplus, the implications will be assessed in light of donor restrictions, which may require that surplus income is repaid to the relevant donor.

INCOME

Income is recognised in the statement of financial activities when Elrha is legally entitled to the income, receipt is probable, and it can be effectively measured.

Grant income

Most of Elrha's income is donor funding, which is granted either directly from donors, or via Save the Children UK. In general, grants represent restricted income from governments, agencies and foundations, corporates and trusts and have been included as 'Incoming resources from charitable activities' where these grants specifically outline the goods and services to be provided to beneficiaries. For these performance related grants, in the absence of specific milestones to determine entitlement, income is recognised to the extent that resources have been committed to the agreed outcomes and outputs as this is deemed to be a reliable estimate of the right to receive payment for the work performed. In this case cash received in excess of expenditure is included as a creditor (as deferred income) and expenditure in excess of cash included as a debtor (as accrued income). Unless otherwise specified by donors, restricted funds are not held in separate bank accounts.

Consulting income

Consulting income is income arising from services provided by Elrha to other humanitarian organisations. Such services are closely aligned with Elrha's charitable objectives and expertise and include activities such as training and research to support other organisations with which Elrha shares common goals. Income from these contracts is unrestricted and any profits generated are used to fund Elrha's other charitable activities. As with grant income, consulting income is recognised either upon the achievement of specific milestones, or in the absence of such milestones, income is recognised to the extent that resources have been committed to the agreed outcomes and outputs, until contract completion allows for a final and accurate accounting of profit or loss.

Gifts in Kind income (GIK)

GIK (Gifts in Kind) include goods for project distributions or resale, pro-bono services and supplies. GIK must be included in the accounts as income and expenditure and valued at market value by management and/or the donor. No monetary value is attributed to volunteer work.

EXPENDITURE

All expenses are recognised on an accruals basis.

Expenditure on charitable activities is any that relates directly to fulfilling the charitable objects of Elrha.

Grant funding expenditure comprises the direct value of sub-grants made by Elrha to partner organisations during the year, as detailed in note 7. Grants funding costs are reported against the programme to which they relate.

Expenditure on 'activities undertaken directly' includes all costs of activities directly attributable to specific programmes or projects.

Support costs represent core activities and services, such as general management, governance, human resources, communications, financial management and premises costs, and are allocated across the categories of charitable activities in proportion to the services provided.

Staff costs are analysed and apportioned on the basis of management's estimation of the time spent on each activity and are allocated to activities undertaken directly or support costs according to the role of the staff concerned.

TERMINATION BENEFITS

Termination benefits are payable when employment is terminated, or whenever an employee accepts voluntary redundancy in exchange for these benefits. Termination costs are recognised at the point at which Elrha is committed to incur these costs.

PROVISIONS

Provisions for liabilities are recognised when there is a legal or constructive obligation for which a measurable future outflow of funds is probable. Elrha held no provisions at the balance sheet date. (2020: nil)

FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised when Elrha becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Elrha only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid, net of any trade discounts due. Creditors and provisions are recognised where Elrha has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

DEFINED PENSION CONTRIBUTION SCHEME

Save the Children UK operates a defined contribution retirement benefit scheme for all qualifying employees of group entities, including Elrha. For all schemes the amount charged to the statement of financial activities is in respect of the pension contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of Elrha's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure, with the exception of income recognition. In light of the guidance set out in the Charities SORP (FRS 102) all awards have been reviewed to determine their performance related conditions, see Accounting Policies (Grant income).

3. INCOME FROM DONATIONS

Year ended 31 December 2021

	Unrestricted	Restricted	Year to 31/12/2021
	£	£	£
Gift in kind income	28,419	-	28,419
Other	22	-	22
Total	28,441	-	28,441

Year ended 31 December 2020

	Unrestricted	Restricted	Year to 31/12/2020
	£	£	£
Gift in kind income	87,472	10,300	97,772
Other	19	-	19
Total	87,491	10,300	97,791

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	Year to 31/12/2021 £	Year to 31/12/2020 £
Research for Health in Humanitarian Crises (R2HC)	-	4,453,065	4,453,065	6,741,673
Humanitarian Innovation Fund (HIF)	-	3,602,347	3,602,347	6,690,290
UK Humanitarian Innovation Hub (UKHIH)	-	1,010,020	1,010,020	52,793
Global Prioritisation Exercise (GPE)	-	274,385	274,385	28,070
Consulting	4,463	-	4,463	124,632
Total	4,463	9,339,817	9,344,280	13,637,458

5. EXPENDITURE

	Grant funding £	Activities undertaken directly £	Support costs £	Year to 31/12/2021 £	Year to 31/12/2020 £
Charitable activities					
Research for Health in Humanitarian Crises (R2HC)	3,640,554	542,023	270,488	4,453,065	6,748,773
Humanitarian Innovation Fund (HIF)	1,874,473	1,049,543	678,331	3,602,347	6,693,490
UK Humanitarian Innovation Hub (UKHIH)	600,087	212,407	197,526	1,010,020	52,794
Global Prioritisation Exercise (GPE)	-	229,258	45,127	274,385	28,070
Consulting	-	2,208	70	2,278	95,043
Other Charitable Activities	-	798	120,525	121,323	(105,116)
Total expenditure	6,115,114	2,036,237	1,312,067	9,463,418	13,513,054

Total resources expended include the following:

Fees payable to the auditor

	Year to 31/12/2021	Year to 31/12/2020
	£	£
Audit of financial statements	21,000	17,000
Total audit fees	21,000	17,000

6. ANALYSIS OF SUPPORT COSTS

	Year to 31/12/2021	Year to 31/12/2020
	£	£
Governance	71,102	125,160
General Management	351,979	425,489
Financial Management	270,226	290,682
Communications Support	272,256	224,859
Human Resources	130,965	145,002
Information Technology	123,155	102,684
Premises and Facilities	92,384	55,127
	1,312,067	1,369,003

7. ANALYSIS OF GRANT EXPENDITURE

	2021 R2HC	2021 HIF	2021 UKHIH	2021 Total	2020 Total
	£	£	£	£	£
Action Against Hunger	188,341	-	-	188,341	13,252
Aga Khan Agency for Habitat India	-	-	-	-	7,964
Alliance for International Medical Action (ALIMA)	333,533	-	-	333,533	-
Amref Health Africa	87,598	-	-	87,598	153,296
Anglia Ruskin University	-	-	-	-	35,833
Arbeiter-Samariter-Bund Deutschland E.V.	-	86,152	-	86,152	132,985
Beth Israel Deaconess Medical Center	61,484	-	-	61,484	61,485
BRAC	-	-	-	-	2,352
Brandeis University	24,113	-	-	24,113	260,652
Brigham and Women's Hospital	-	-	-	-	127,653
British Red Cross Society	282,036	-	-	282,036	-
Brown University	-	-	-	-	9,361

Build Up Nepal Engineering Pvt Ltd	-	-	-	-	8,939
Busara Center for Behavioral Economics Inc.	33,110	-	-	33,110	41,388
Caribou Digital (UK) Ltd	-	-	257,490	257,490	-
Chatham House	-	-	27,876	27,876	-
Church World Service Japan	-	526,682	-	526,682	169,017
Columbia University	5,585	-	-	5,585	470,175
Cornell University	1,267	-	-	1,267	-
Danish Red Cross	3,330	-	-	3,330	-
DIGNITY, Danish Institute Against Torture	49,950	-	-	49,950	-
Durham University	5,586	-	-	5,586	1,128
Eawag	-	-	-	-	44,745
Ecole d'économie de Paris	-	1,254	-	1,254	158,737
Erasmus University	-	-	-	-	2,002
Faircap CIC	-	-	-	-	33,374
George Washington University	-	62,411	-	62,411	87,375
Gujarat Mahila Housing Sewa Trust	-	10,173	-	10,173	-
Hala Systems	-	-	-	-	9,926
Harvard College	8,928	-	-	8,928	-
Healthright International	(17,890)	87,000	-	69,110	335,329
Heartland Alliance International	-	32,870	-	32,870	7,128
Humanity & Inclusion (formerly Handicap International)	-	-	-	-	122,635
Ibis Reproductive Health	-	-	-	-	247,181
IDinsight Inc.	3,752	-	-	3,752	83,102
Ifakara Health Institute	-	-	-	-	4,481
Impact Initiatives	103,920	-	-	103,920	129,901
Indo Global Social Service Society	-	9,872	-	9,872	-
Innovations for Poverty Action	-	-	-	-	193,399
Institute of Tropical Medicine Antwerp	-	-	-	-	51,178
International Centre for Diarrhoeal Disease Research Bangladesh (ICDDR,B)	9,800	-	-	9,800	-
International Federation of Red Cross and Red Crescent Societies	-	-	-	-	77,353
International Medical Corps UK	-	-	-	-	3,685
International Planned Parenthood Federation	-	-	-	-	9,468

International Rescue Committee UK	134,555	99,991	-	234,546	424,790
Ipas	-	(2,416)	-	(2,416)	358,001
Johns Hopkins University	336,506	-	-	336,506	244,278
Karolinska Institutet	9,787	-	-	9,787	-
Khi Business Developments Ltd	22,619	-	-	22,619	-
Kube Energy AS	-	-	-	-	15,000
Lagos State University	9,273	-	-	9,273	-
Leonard Cheshire Disability	-	(86)	-	(86)	37,452
Light for the World International	-	30,795	-	30,795	38,494
Liverpool School of Tropical Medicine	-	-	-	-	14,804
London School of Hygiene & Tropical Medicine	65,301	87,806	-	153,107	290,293
Makerere University	27,306	-	-	27,306	143,854
Martin Luther University Halle-Wittenberg	-	-	-	-	77,522
McMaster University	-	-	-	-	53,587
Michigan State University	10,947	-	-	10,947	116,622
Monash University	82,164	-	-	82,164	10,937
Nesta	-	-	244,722	244,722	-
No Strings International	-	-	-	-	18,433
Norwegian Refugee Council	130,904	-	-	130,904	163,630
Nossal Institute Limited	-	32,519	-	32,519	37,497
Örebro University	9,178	-	-	9,178	-
Oxfam (Various members)	130,888	759	-	131,647	428,018
Pesitho Holding ApS	-	144,296	-	144,296	182,150
Philippine Geographical Society	-	24,584	-	24,584	-
Physicians for Human Rights	-	82,500	-	82,500	202,500
The Population Council (Various members)	-	-	-	-	222,765
Pragya	-	142,946	-	142,946	152,548
Professional Institute for Development and Socio-environmental Management (PRISM)	-	2,000	-	2,000	8,000
Queen Margaret University, Edinburgh	9,196	-	-	9,196	21,219
Queen Mary University of London	31,961	-	-	31,961	43,260
Queens University at Kingston	-	96,241	-	96,241	-
Reach Out Cameroon	49,951	-	-	49,951	-
Reemi Charitable Trust	-	13,475	-	13,475	33,687

Research and Grant Institute of Ghana (REGIG)	-	8,104	-	8,104	25,933
Royal College of Surgeons England	-	-	69,999	69,999	-
Save the Children UK	-	-	-	-	19,992
Social Development International	-	-	-	-	33,997
Solidarités International	-	-	-	-	5,000
Stanford University	50,000	-	-	50,000	311,687
Start Network	-	100,269	-	100,269	508,037
Sustainable Environment and Ecological Development Society (SEEDS)	-	-	-	-	9,222
Swiss Tropical and Public Health Institute (Swiss TPH)	202,870	-	-	202,870	-
Syrian American Medical Society Foundation	1,288	-	-	1,288	-
Tearfund	-	(3,182)	-	(3,182)	87,500
Terre Des Hommes Foundation	137	-	-	137	212,584
Trinity College Dublin	4,205	-	-	4,205	-
Tufts University	50,119	-	-	50,119	4,532
Uluslararası Sosyal İnsani Yardımlaşma Ve Dayanışma Demegi (SDI)	-	5,989	-	5,989	-
UN-Habitat	-	(104,617)	-	(104,617)	104,617
University of Ottawa	-	-	-	-	10,000
University of Sheffield	-	-	-	-	94,824
Université catholique de Louvain	-	-	-	-	6,607
University College London	-	-	-	-	7,852
University of Applied Sciences and Arts Northwestern Switzerland	-	123,990	-	123,990	165,981
University of Bath	18,528	-	-	18,528	43,340
University of California	130,926	-	-	130,926	-
University of Leeds	-	-	-	-	25,972
University of New South Wales	435,927	-	-	435,927	169,582
University of Rwanda	-	-	-	-	112,808
University of Sciences, Techniques and Technologies of Bamako (USTTB)	17,237	-	-	17,237	20,885
University of Washington	466,982	-	-	466,982	176,063
Urmul Seemant Samiti	-	10,139	-	10,139	-
Waterscope	-	22,588	-	22,588	84,050

Women's Refugee Commission	-	-	-	-	175,881
Words. Rhythms. Images.	-	21,534	-	21,534	7,979
World Health Organization	49,929	-	-	49,929	478,178
World Vision (Various members)	-	-	-	-	732,262
York University	-	-	-	-	127,019
Youth Development Labs Inc.	-	117,835	-	117,835	185,170
Refunds of grants previously contracted:					
Columbia University	(32,573)	-	-	(32,573)	-
Epicentre	-	-	-	-	(8,108)
Qatar Red Crescent	-	-	-	-	(11,471)
Social Solutions Research Association	-	-	-	-	(12,306)

Total	3,640,554	1,874,473	600,087	6,115,114	10,351,489

8. TRUSTEES

The Trustees received no remuneration or reimbursement for expenses during the year. (In 2020, £85 was expended on travel and accommodation expenses for 1 Trustee to attend and participate in meetings of the Board of Trustees.)

No donations were received from Trustees during the year (2020: nil).

9. EMPLOYEES

Payroll costs were as follows:

	Year to 31/12/2021 £	Year to 31/12/2020 £
Wages and salaries	1,774,982	1,404,976
Social security costs	181,930	147,767
Pension costs	100,669	84,621
Other staff costs	71,129	30,595
	2,128,710	1,667,959

Payroll costs are included under Expenditure as 'Activities undertaken directly' in Note 5 to these financial statements.

Included within staff costs is £71,550 (2020: £ nil) of termination costs, which were incurred as a result of restructuring. This process was fully completed during the year, with all costs settled by 31 December 2021.

The average monthly number of employees during the year was:

	Average headcount ¹		Average FTE headcount ²	
	2021	2020	2021	2020
Elrha	43	36	41	34
	43	36	41	34

¹ Headcount is defined as the number of roles filled by employees.

² FTE headcount is defined as headcount adjusted to take into account hours worked, where employees do not work on a full-time basis.

During the year the following number of employees received employee benefits (excluding employer pensions costs) within the bands shown below.

	Year to 31/12/2021	Year to 31/12/2020
£60,001-£70,000	3	3
	3	3

The total amount of employee benefits received by key management personnel during the year was £402,912 (2020: £283,066).

10. TAXATION

Elrha is a registered charity and as such is not liable to United Kingdom income or corporation tax on charitable activities or primary purpose trading activities.

11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/12/2021	31/12/2020
	£	£
Trade debtors	-	47,138
Amounts due from parent company	2,394,839	-
Grant debtors	465,776	3,033,210
Prepayments and accrued income	-	6,812
Other debtors	6,749	33,727
	2,867,364	3,120,887

There are no debtors expected to pay after a period of longer than one year.

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/12/2021	31/12/2020
	£	£
Trade creditors	472,160	162,746
Amounts due to parent company	-	915,622
Taxes and social security costs	41,712	50,506
Accruals	260,022	1,509,207
Deferred income	1,903,265	193,406
Other creditors	12,928	16,402
	2,690,087	2,847,889

13. FINANCIAL COMMITMENTS

The table below shows the charity's commitment to donors in delivering projects on their behalf, which are expected to be completed over a number of years. Elrha's obligation to deliver on these projects is conditional upon donor funding being received in accordance with grants agreements.

	31/12/2021	31/12/2020
	£	£
Within one year	12,822,122	12,755,035
In years two to five	6,373,194	50,336,635
After five years	-	-
	19,195,316	63,091,670

Sub Grant Commitments

A proportion of the funds needed for these programmes has already been received and is included within deferred income in note 12. For those not yet received, there are legal agreements with donors to ensure that Elrha will be reimbursed for completion of those projects. As described in note 1 (Going concern), Elrha retains the right to withdraw from these commitments in the event that donor funding is cut unexpectedly.

	R2HC	HIF	UKHIH	31/12/2021	31/12/2020
	£	£	£	£	£
Within one year	3,584,864	2,757,654	551,343	6,893,861	5,681,927
In years two to five	2,331,152	638,030	35,000	3,004,182	5,386,501
After five years	-	-	-	-	-
	5,916,016	3,395,684	586,343	9,898,043	11,068,428

14. ANALYSIS OF CHARITABLE FUNDS

Year ended 31 December 2021

	Opening balance	Income	Expenditure	At 31/12/2021
	£	£	£	£
Unrestricted funds	237,308	32,904	(30,698)	239,514
Restricted funds	129,415	9,339,817	(9,432,720)	36,512
	366,723	9,372,721	(9,463,418)	276,026

Year ended 31 December 2020

	Opening balance	Income	Expenditure	At 31/12/2020
	£	£	£	£
Unrestricted funds	144,528	212,123	(119,343)	237,308
Restricted funds	-	13,523,126	(13,393,711)	129,415
	144,528	13,735,249	(13,513,054)	366,723

15. RESTRICTED FUNDS

	Opening balance £	Income £	Expenditure £	Transfers £	At 31/12/2021 £
R2HC					
Wellcome	-	1,159,228	(1,159,228)	-	-
National Institute for Health Research (NIHR)	-	740,658	(740,658)	-	-
DFID/FCDO	-	2,553,179	(2,553,179)	-	-
	-	4,453,065	(4,453,065)	-	-
HIF					
DFID/FCDO	-	1,793,513	(1,861,210)	67,697	-
MFA Netherlands	-	1,565,464	(1,596,474)	31,010	-
Government of Norway	-	243,370	(243,370)	-	-
	-	3,602,347	(3,701,054)	98,707	-
UK Humanitarian Innovation Hub (UKHIH)					
DFID/FCDO	-	1,010,020	(1,005,168)	(4,852)	-
	-	1,010,020	(1,005,168)	(4,852)	-
Global Prioritisation Exercise (GPE)					
DFID/FCDO	-	175,600	(175,015)	(585)	-
MFA Netherlands		98,785	(98,418)	(367)	

	-	274,385	(273,433)	(952)	-
Other					
Other movements in restricted funds	129,415	-	-	(92,903)	36,512
Total restricted funds	129,415	9,339,817	(9,432,720)	-	36,512

Effective on 2 September 2020, the Department for International Development (DFID) merged with the Foreign and Commonwealth Office to create the Foreign, Commonwealth and Development Office (FCDO).

All arrangements previously entered into with DFID transferred to the FCDO as of the date of the merger.

Since Elrha's establishment as a separate legal entity in 2018, funding arrangements have been in a process of transition. At the date of incorporation, all existing funding was routed to Elrha via subgrants from SCUK. In most cases, new funding agreements have now been established directly between Elrha and external donors. In 2021, all Elrha's funding was received directly from donors, with the exception of funding from Wellcome, which continues to be provided via SCUK.

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	At 31/12/2021
	£	£	£
Debtors: amounts falling due within one year	236,869	2,630,495	2,867,364
Cash at bank and in hand	2,645	96,104	98,749
Creditors: amounts falling due within one year	-	(2,690,087)	(2,690,087)
	239,514	36,512	276,026

17. EMPLOYEE BENEFITS

Save the Children UK operates a defined contribution retirement benefit scheme for all qualifying employees of group companies, including Elrha. The total expense charged to the statement of financial activities in the year ended 31 December 2021 was £100,669 (2020: £84,621). Pension contributions are included under Expenditure as 'Activities undertaken directly' in Note 5 to these financial statements.

The contributions outstanding at 31 December 2021 were £12,911 (2019: £16,386).

18. RELATED PARTY TRANSACTIONS

Transactions, including grants, with Save the Children UK are not disclosed on the basis of the exemption available under FRS 102.

During the year, George Fenton, husband of trustee Wendy Fenton, received final payment of £3,025 in relation to his engagement as a consultant on a team providing services to Elrha via an independent third party, which was appointed via a competitive procurement process.

19. POST BALANCE SHEET EVENTS

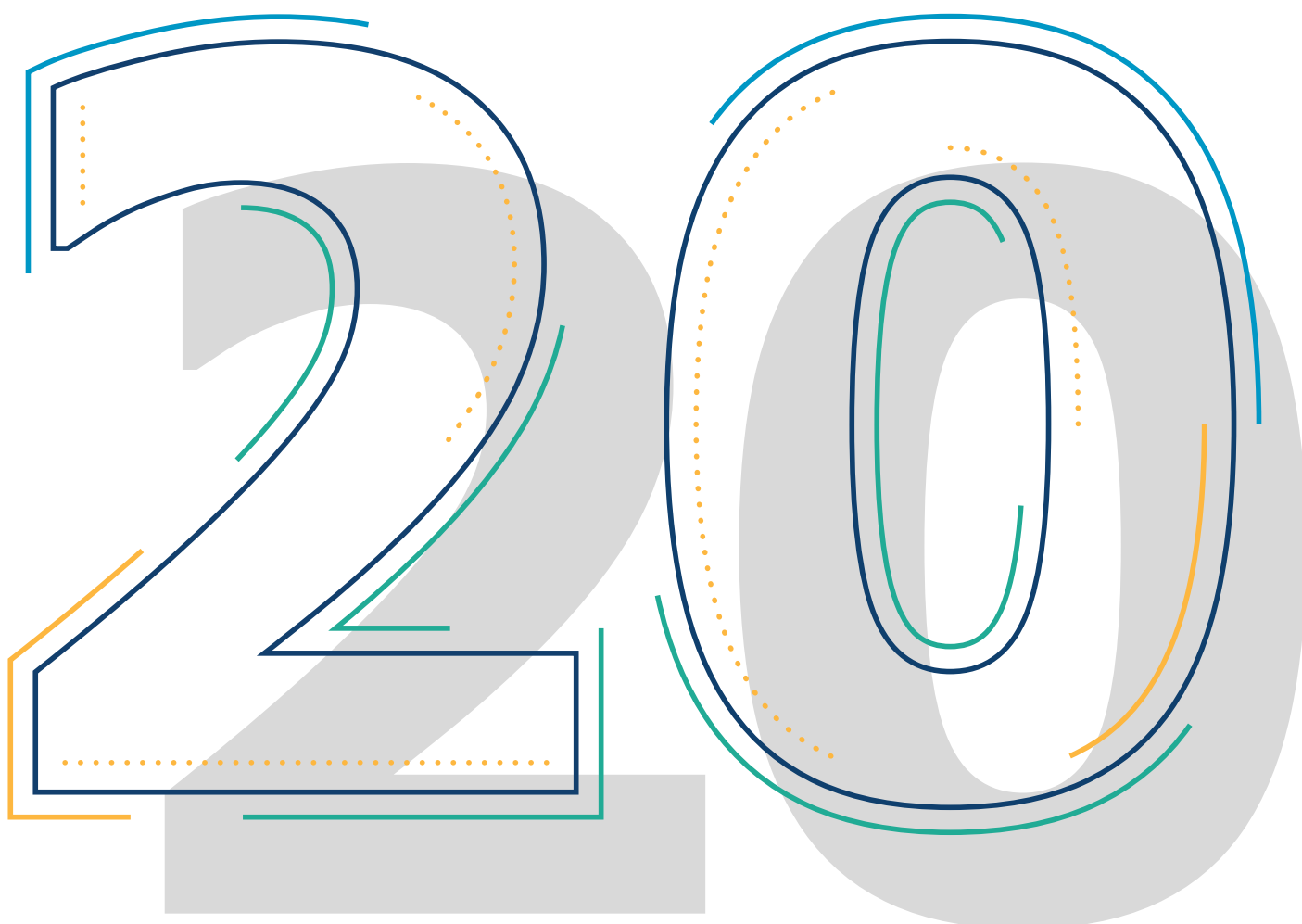
There are no post balance sheet events to report.

ELRHA

England & Wales - Charity number 1177110

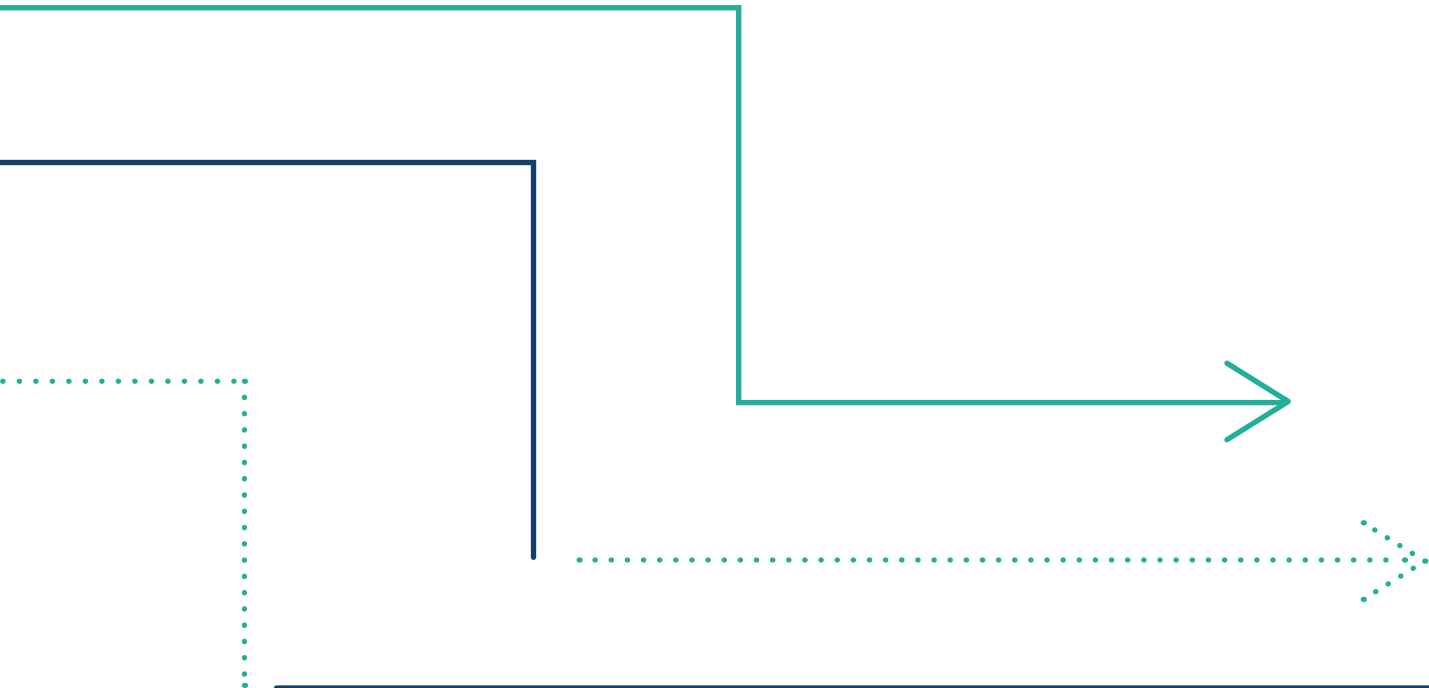
Accounts

Elrha Annual Report 2020



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ABOUT ELRHA

We are a global charity that finds solutions to complex humanitarian problems through research and innovation.

OUR VISION FOR CHANGE: A world equipped to mitigate the impact of humanitarian crises.

OUR MISSION: To improve humanitarian outcomes through partnership, research and innovation.

OUR PURPOSE: To empower the humanitarian community to improve humanitarian response. We make this happen by supporting and championing the outcomes of robust research and proven innovations.

HOW WE ACHIEVE THIS: We are an established actor in the humanitarian community, working in partnership with humanitarian organisations, researchers, innovators and the private sector to tackle some of the most difficult challenges facing people all over the world. We equip humanitarian responders with knowledge of what works, so that people affected by crises get the right help when they need it most.

Our combined focus on research and innovation defines us. It is central to our belief that the humanitarian system urgently requires robust evidence-based solutions. We understand the synergies between research and innovation, and this allows us to invest in both with confidence, knowledge and expertise. We carry out our work through two funding programmes: our research focused R2HC programme and our innovation-focused HIF.



Research for Health in Humanitarian Crises (R2HC)

aims to improve health outcomes for people affected by humanitarian crises by strengthening the evidence base for public health interventions. Our globally recognised research programme focuses on maximising the potential for public health research to bring about positive change in humanitarian response. Since 2013, we have funded more than 60 research studies across a range of public health fields.



The Humanitarian Innovation Fund (HIF)

aims to improve outcomes for people affected by humanitarian crises by identifying, nurturing and sharing more effective and scalable solutions. The HIF leads on the development and testing of innovation in the humanitarian system. Through HIF, we fund, support and manage innovation at every stage of the innovation process. Our portfolio of HIF-funded projects informs a more detailed understanding of what successful innovation looks like, and what it can achieve for the humanitarian community. This work is leading the global conversation on innovation in humanitarian response.

OUR GUIDING PRINCIPLES

In pursuing our mission and vision, we want to make sure that our work is undertaken in an ethical and robust way. We are led by our six guiding principles:

- 1

Improving outcomes for people affected by crisis is at the heart of our work.
- 2

People have a right to quality humanitarian response that is informed by robust evidence.
- 3

Research and innovation should always be undertaken within a responsible and ethical framework.
- 4

Evidence must be made widely available and accessible to achieve the greatest possible impact.
- 5

Collaboration and partnership, including with people affected by crisis, improves the quality, impact and uptake of research and innovation.
- 6

Creativity, exploration and informed risk-taking is crucial to learn and bring about change.



TRUSTEES' REPORT

The Trustees (who are also Directors of Elrha for company law purposes), have pleasure in submitting their Annual Report and audited financial statements of the company for the year ended 31 December 2020.

1. STRATEGIC REPORT

1. STRATEGIC REPORT

1.1 STRATEGIC OBJECTIVES FOR 2020

Elrha supports and champions robust research and innovative solutions, championing new ideas and different approaches to evidence what works in humanitarian response.

Our impact is focused on our contributions to a humanitarian sector that is fully equipped to mitigate and reduce the impact of crises around the world.

In 2020 we continued to deliver on our 2019-2023 strategy which encapsulates our ambitious direction for Elrha. Our strategy is outcome-focused, positioning us as a change-maker, effectively coordinating all our capabilities and assets on research, innovation, and partnerships to understand and address some of the most complex humanitarian problems.

This strategy is guided by, and remains true to our Guiding Principles, and builds on our success and expertise and represents a responsible and exciting evolution of our work to date. During 2020 we continued to deliver against our strategy, and this report represents our progress against our four strategic objectives; collectively, they maximise

the potential for research and innovation to achieve change and transform the effectiveness of humanitarian response:

Define: We identify and prioritise the most pressing problems within humanitarian response and plan the research and innovation approaches needed to tackle them.

Develop: We invest in the right people to research, explore, develop, and test the solutions to these problems.

Distil: We create and share practical tools and guidance based on the evidence of what works.
Drive: We empower the humanitarian community to adopt what works.

Drive: We empower the humanitarian community to adopt what works.

If our vision is to be realised, there needs to be a change in the way we all work:

Commitment: We want to see humanitarian funding decisions routinely informed by the latest evidence of 'what works'. We also want donors to commit to funding the development of long-term transformative solutions.

This means: donors and governments will only want to fund humanitarian interventions that are underpinned by robust evidence, and where this is not possible due to gaps in the evidence base, they will commit to funding research to address the most critical gaps.

Capacity: We want to see that the right people are equipped with the skills and knowledge to adopt 'what works' into policy and practice.

This means: evidence and solutions will be tested in different contexts and will be accessible to the full diversity of the humanitarian community.

Culture: We want to see that the right people and the wider humanitarian community have the right motivations and incentive structures to adopt 'what works' into policy and practice. We also want a supportive environment for research and innovation stakeholders.

This means: the humanitarian community – from the donor to the responder – will increasingly professionalise the relationship between evidence and practice. As a result, research and innovation will become normalised within the humanitarian system, rather than be a 'nice to have' extra.

Coordination: We want to see that the right people coordinate and adopt evidence and solutions of 'what works' into locally adapted guidance.

This means: system coordination mechanisms, such as the humanitarian clusters will take responsibility for supporting the access and uptake of 'what works' at all levels. This includes absorbing it into organisation-level guidance or ensuring adaption at local level, so guidance is consistent across the humanitarian system and responsive to those affected by humanitarian crises.

On the following pages is a summary of the work of our programmes in 2020.

1.2 2020 AT A GLANCE

DEFINE



2 HUMANITARIAN INNOVATION GAP ANALYSES PUBLISHED

Addressing Gender-Based Violence and Disability and Older Age Inclusion

DEVELOP



8 R2HC NEW HUMANITARIAN HEALTH RESEARCH PROJECTS AWARDED



2 R2HC RESEARCH CALLS FOR APPLICATIONS



23 HIF NEW INNOVATION PROJECTS AWARDED



7 HIF INNOVATION CHALLENGES LAUNCHED

- 2 addressing Disability and Older Age Inclusion
- 1 addressing Gender-Based Violence
- 3 addressing Water, Sanitation and Hygiene
- 1 addressing Scaling Innovations



42 SUPPORT INTERVENTIONS FOR GRANTEES

- 29 innovation strategy development for achieving scale sessions
- 6 building skills in innovation workshops
- 2 community-led innovation development sessions
- 2 development sessions for Disability and Older Age Inclusion grantees
- 2 development sessions for Gender-Based Violence grantees
- 1 development session for Water, Sanitation and Hygiene grantees



17 COVID-19 PROJECTS FUNDED

- 15 responsive research studies funded by R2HC
- 2 Water, Sanitation and Hygiene innovations funded for scaling by the HIF



4 EVENTS HELD-DEVELOPING SKILLS

- 3 virtual workshops exploring the findings from the HIF Disability and Older Age Inclusion Gap Analysis
- 1 Water, Sanitation and Hygiene workshop

DISTIL



10 REPORTS PUBLISHED DISTILLING 'WHAT WORKS'

- 5 reports produced by HIF grantees seeking to improve Gender-Based Violence programming
- 1 R2HC Co-authored ODI Humanitarian Exchange Ebola Special
- 1 R2HC Review of MHPSS interventions
- 3 reports on operational challenges, research methodology, and partnerships have been published by R2HC



14 EVENTS ATTENDED – SHARING INFORMATION AND INSIGHTS

- 1 R2HC shared insights to the Mental Health and Psychosocial Support IASC Reference Group
- 4 inputs from HIF Disability and Older Age Inclusion projects and strategic insights
- 9 inputs from HIF Gender-Based Violence projects and strategic insights

DRIVE



45 PRODUCTS SHARING INSIGHTS

- 19 research 'snapshots' share the findings and impact of completed R2HC-funded research studies
- 3 R2HC update newsletters circulated
- 4 R2HC research impact newsletters circulated
- 3 R2HC publications newsletters circulated
- 2 R2HC blogs on research uptake in a COVID-19 world and insights into COVID-19 rapid research
- 10 R2HC grantees published blogs related to COVID-19
- 1 scoping study on the role of training for the inclusion of people with disabilities and older people
- 3 papers exploring insights captured in the HIF Gender-Based Violence, Water, Sanitation and Hygiene and Skills for Innovation areas of focus

1.3 2020 HIGHLIGHTS



Growing our Portfolio:

To date we have supported over 280 world-class research and innovation projects, championing new ideas and different approaches to evidence what works in humanitarian response.



Impact of COVID-19:

For the world over, 2020 was a year of adaptation. Every aspect of our work was adapted, altered or revised in some way due to the impacts of COVID-19 – from changing the way we delivered workshops and training, to virtual collaboration, to supporting the humanitarian response to COVID-19.



Supporting the Humanitarian Response to COVID-19:

We responded to the humanitarian response to COVID-19, **funding humanitarian health research that rapidly contributed to the unfolding crisis**, and scaled two promising handwashing innovative solutions that could help protect thousands of lives.



Researching Violence Against Health Care:

We partnered with ICRC to advocate for the need to establish a body of evidence on violence against health care in conflict, post-conflict, and fragile settings, to inform policy and practice and contribute to the protection of health care from violence and mitigating its wider impacts on health. **We published a rich report** in July – the first global review of literature addressing violence against health care – that identified 23 research gaps across 6 key areas. This report, after being initially delayed due to COVID-19 and delivered virtually instead of in-person as planned, came at a critical time – attacks on health care workers and facilities were exacerbated by the global pandemic, reinforcing how vital this work is.



Journey to Scale continues:

We launched the second round of Journey to Scale at the start of this year. From hundreds of applications to **just a shortlist of ten**, followed by weeks of workshops and bespoke support, the **final five most promising innovations were selected for funding over the next few years**. Journey to Scale will accelerate these potential solutions as they transition to scale, test their approach in new places and form a path to larger impact. By providing support to innovators – financial and otherwise – we hope to ensure these potential solutions can be taken to the next level, making the innovation accessible to those who need it.



SNAPSHOTS: SUPPORTING COVID-19 HUMANITARIAN RESPONSE:

FUNDING RAPID RESEARCH

As COVID-19 began to spread around the world, the humanitarian community worked to respond to the impact the pandemic would have on those already affected by crises, and the most vulnerable communities. Having the experience of funding rapid research to support the Ebola outbreaks in both West Africa and DRC (Democratic Republic of Congo), we knew we could play a vital role in supporting the response, equipping practitioners with knowledge and evidence of what works.

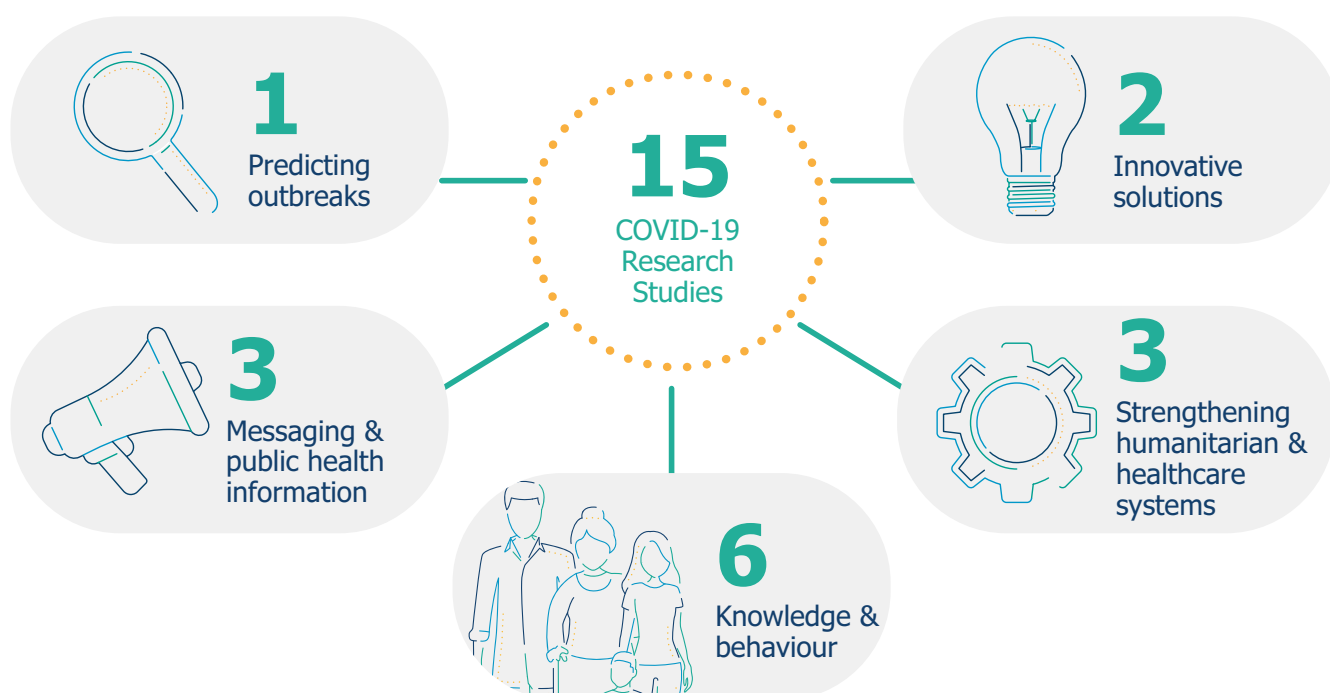
In March, we launched a responsive funding call for **robust research** to contribute to the effectiveness of the 2020 humanitarian response to COVID-19, **rapidly funding 15 research studies** – the first studies were awarded within five weeks of submission and started activities in May 2020.

The funding call targeted refugees and internally displaced people (IDPs) living in camps or urban settings, conflict-affected people in low- and middle-income countries (LMICs), as well as health

systems and health care workers supporting the COVID-19 response in humanitarian settings.

We received a total of 465 proposals as part of the urgent call from those seeking to research the impact of COVID-19 in multiple settings across humanitarian settings. It is thanks to a huge collective effort from the research community, including our Funding Committee, donors and over 65 technical reviewers, that these 15 research studies were able to be funded.

The funded studies covered a diverse range of relevant topics including behaviour change, communications and messaging, as well as Gender Based Violence (GBV) programming questions linked to COVID-19. Nine of the studies fell into the broad category of **social science research** investigating refugees and their understanding of COVID-19. A number of the studies further contribute to our work on **GBV**, inclusion of older people and user-centred design in **handwashing**.



Graphic showing a breakdown of research themes for our R2HC rapid research to support COVID-19 response.

The focus for priority research was guided by the 2019 WHO (World Health Organization) coordinated novel coronavirus Global Research Roadmap, with R2HC-funded studies complementing clinical and bio-medical research funded by other donors. Guidance was provided to grantees on effective research uptake strategies and knowledge translation.

Regular webinars were held to encourage experience sharing between the COVID-19 cohort of grantees, and we organised two external research panels highlighting the work of some of the research teams. Close collaboration with FCDO ensured learning emerging from ongoing studies quickly reached end users through their networks.

SCALING SOLUTIONS

Through our innovation work, we were able to respond to the COVID-19 crisis by launching a proactive, closed scaling funding call. We selected pre-existing HIF-funded innovations that we believed could have a meaningful impact on the COVID-19 response and invited them to apply for scale-up funding.

To balance the need for a rapid response to the COVID-19 crisis with the need for robust scrutiny of project proposals, Elrha designed a fit-for-purpose, rapid application, review and grant sign-off process. In parallel, we fast-tracked our due diligence and contracting process.

Two WASH innovations were funded:

1. We supported Oxfam GB to deploy 2,000 of its Handwashing Stations. This is expected to benefit close to 90,000 people and has also been the catalyst for the production of a further 3,200 **Handwashing Stations** that will be deployed throughout 2021.

2. Researchers at Stanford University are investigating whether the portable and reusable '**SuperTowel**' - supported by the HIF from inception in 2015 - by Danish company Real Relief could be an alternative to handwashing during the COVID-19 outbreak and beyond. With its antimicrobial properties, the towel kills bacteria such as those that cause cholera and diarrhoea, and scientists believe that the towel might also kill inactivate viruses.

1.4 HUMANITARIAN INNOVATION FUND (HIF)

Our HIF programme improves outcomes for people affected by humanitarian crises by identifying, nurturing, and sharing more effective and scalable solutions.

In 2020, our work on innovation expanded to six distinct areas of focus; [Water, Sanitation and Hygiene \(WASH\)](#); [Gender Based Violence \(GBV\)](#); [Inclusion of People with Disabilities and Older People](#); [Building Skills and Capability on Innovation Management](#); [Scale](#); and [Local/Community Innovation](#).

In 2020, the HIF continued to drive forward with an impactful and responsible agenda for humanitarian innovation within an increasingly volatile, uncertain, complex and ambiguous global context.

1.4.1 KEY HIGHLIGHTS

Humanitarian Innovation Gap Analyses

In 2020, we commissioned three substantial gap analyses: for humanitarian Water, Sanitation and Hygiene (WASH), the Inclusion of People with Disability and Older People in humanitarian response (DOAI), and Gender-based Violence (GBV). All three have a global remit, involve both extensive desk-based research, literature review and primary data collection, and sought to incorporate the views and opinions of people affected by crises in the identification of gaps. This created some challenges amidst the COVID-19 pandemic in 2020 with, in some cases, barriers to direct consultation with people at community level.

Inclusion of People with Disabilities and Older People

It has been a pivotal year for one of our newest focus areas on Inclusion of People with Disabilities and Older People, with Elrha recognised as a

legitimate and exciting actor working at the intersection of humanitarian response, disability inclusion and older age and bringing what innovation can offer 'to the table'. This is reflected in new Elrha stakeholders and our representation in important humanitarian inclusion forums.

WHO global estimates suggest that 1 billion people worldwide have some kind of disability, comprising around a 15% of a given population. Older age intersects significantly with disability as an estimated 46% of those over 60 have a disability. Due to current demographic trends and increases in chronic health conditions, this proportion is rising globally, and substantially higher in humanitarian settings.

People with disabilities and older people face barriers to inclusion, including cultural, attitudinal, physical, communication, and legal/policy barriers. Despite representing a significant proportion of a given population, they are often excluded from both accessing and making decisions in humanitarian programming. As a result, their rights, perspectives, and agency are frequently overlooked, leaving them disproportionately affected by crises.

We want to see a humanitarian system that upholds the rights of people with disabilities and older people, and recognises their capacities and views, where inclusion is recognised as the responsibility of all actors, not just specialist agencies. Overall, improving our understanding of the barriers to inclusion for people with disabilities and older people in humanitarian response means we can better uphold the principles of humanity and impartiality, and we can improve outcomes for all individuals affected by crises.

To do this, we're continuing to build upon our work started in 2019, by commissioning a comprehensive **Gap Analysis on the Inclusion of People with Disabilities and Older People in Humanitarian Response**, led by the Nossal Institute at the University of Melbourne. This is the first systematic-style review of its kind in this area. Supported by

a highly expert Technical Working Group, it maps gaps in the inclusion of older people and people with disability in humanitarian action against each of the global Humanitarian Inclusion Standards and by humanitarian sector (Health, Shelter, Protection). It includes a consultation with 63 people with disabilities and older people affected by crises in Indonesia (other planned consultations in Pakistan, Malawi and Tonga were not possible due to COVID-19), and with approximately eighty individuals working in humanitarian response, disability inclusion and older age inclusion.

It is split into two reports: [the first report presents findings of a grey and academic literature review](#); the second, '[beyond the evidence](#)' builds on this with findings from interviews, consultations and workshops, with recommendations on areas for innovation. It has received strong support from key stakeholders such as CBM, HelpAge and Islamic Relief, who will use it to drive a more coordinated and evidence-based approach to addressing humanitarian inclusion.

We also ran two innovation funding challenges on [increasing meaningful participation](#) of people with disabilities and older people and exploring how [inclusive preparedness enables inclusive response](#) (July 2020).

Gender Based Violence (GBV)

Gender-based violence (GBV) is a human rights violation, yet it is an insidious reality for many women and girls across the world. The risk of abuse, violence and exploitation is increased throughout all phases of a humanitarian crisis. The COVID-19 pandemic has exacerbated the prevalence of, and impact of, GBV on people's lives and the quality and reach of innovation in this area is needed now more than ever. However, GBV doesn't always receive the critical attention and resources required in humanitarian crises. For example, between 2016-2018, GBV funding accounted for just 0.12 per cent of all humanitarian funding.

This year marked exciting activities for our Gender Based Violence (GBV) area of focus. With guidance from our newly convened GBV Technical Working Group, we successfully launched two innovation funding challenges, including 'Advancing GBV Innovations', and another focused on innovative responses to Intimate Partner Violence in humanitarian settings, which has resulted in unprecedented engagement from the GBViE community of practice.

We published our **Gender-based Violence Gap Analysis: a global consultation demonstrates** the outstanding and persistent gaps that continue to challenge the humanitarian GBV sector. The gap analysis is informed by targeted outreach with strategic actors in the Gender-based violence in emergencies community of practice, including members of the Call to Action on Protection from GBV in Emergencies 2020 Annual Partners' Meeting Virtual Forum.

Direct consultation at community level was limited by the COVID-19 pandemic and so secondary data analysis through literature review and analysis of existing datasets was undertaken to incorporate the perspectives of women and girls. Ranking and prioritisation of gaps was undertaken initially by over 90 humanitarian professionals and then refined by a group of 40 experts. A Steering Committee, alongside our GBV Technical Working Group, continue to support the gap analysis to increase awareness and drive change in the sector. A second phase of work commences soon, aimed at ensuring that the voices of women, girls, and GBV practitioners in humanitarian settings are prominent and accurately represented.

We continued to actively engage with and contribute to the wider community of practice for example through the Sexual Violence Research Initiative Forum, GBV Call to Action as well as the IDIA Gender and Innovation Working Group.

Water, Sanitation and Hygiene (WASH)

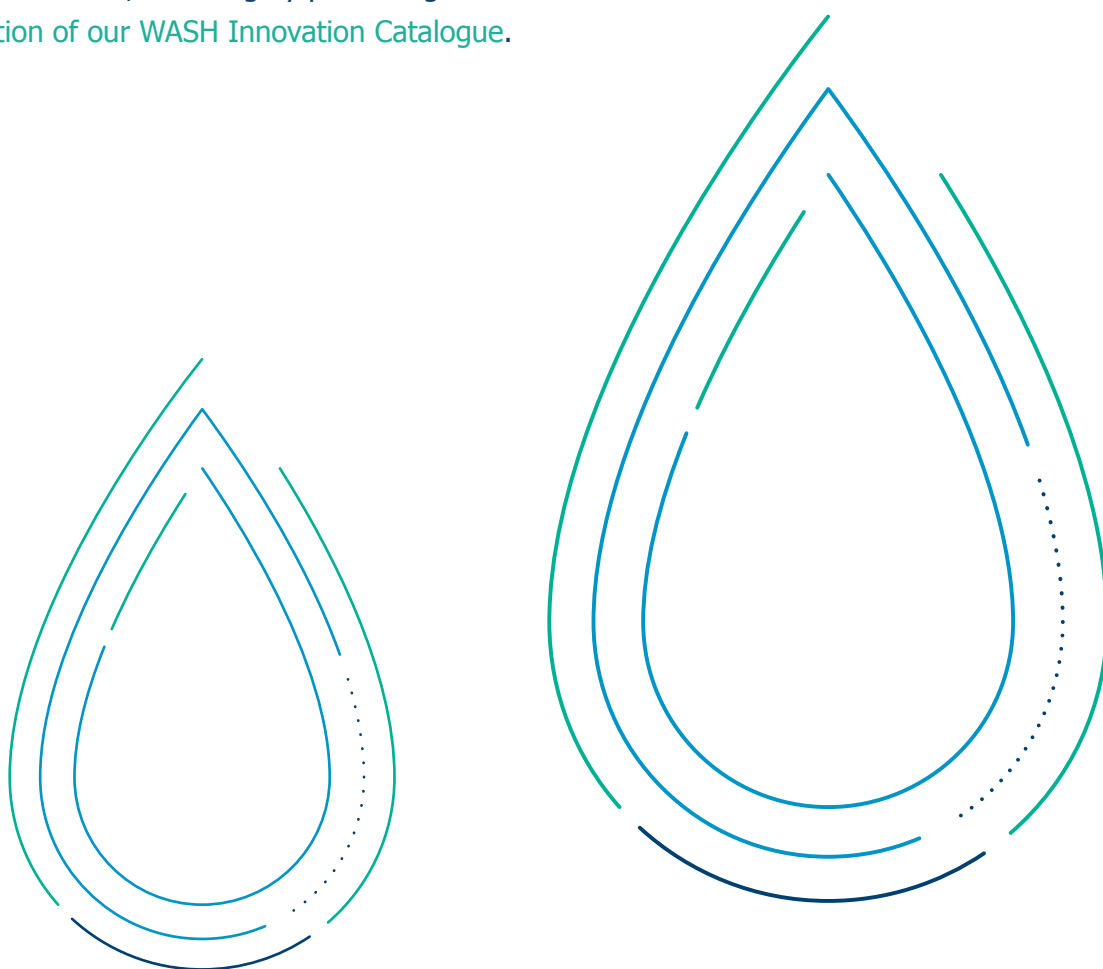
Our work in Water, Sanitation and Hygiene (WASH) continued at a pace in building a strong and diverse portfolio, as the need for humanitarian aid continues to grow year on year, yet the way WASH aid is delivered has changed very little in the last few decades with 15 new funded innovations (including two COVID-19 responsive WASH grants) and a two innovation funding challenges launched.

Our **Evidence Challenge** is supporting innovators to directly tackle one of the barriers to scale, allowing them to gather evidence needed. Our **Adoption Challenge** is designed to incentivise and facilitate adoption through funding and support to humanitarian organisations to trial promising solutions.

We are delivering direct advocacy in the humanitarian WASH system to improve coordination around and encourage the adoption of promising HIF-funded solutions, including by publishing the **second edition of our WASH Innovation Catalogue**.

The first of its kind, the catalogue offers a unique overview of some of the most promising new solutions in WASH and is designed to help practitioners decide which innovations could help them solve their most pressing problems and has been shared with thousands of WASH practitioners globally.

The **WASH Gap Analysis** is a collaboration with Oxfam, the Global WASH Cluster (GWC), Tufts University, Cranfield University and Leeds University launched in 2021. It involves consultation with over 2,000 people affected by crisis and WASH practitioners in approximately 30 countries. We are working with our expert WASH Technical Working Group and the key partners in this collaboration to engage further with strategic actors, decision-makers, and networks to stimulate demand for using this evidence to direct investment and resources at tackling identified gaps.





FUNDING SNAPSHOT

The \$1 Open Water Filter FairCap

FairCap's innovative point-of-use membrane filter provides an effective and low-cost solution for purifying contaminated water in humanitarian settings, for instance, emergencies caused by natural hazards where water is particularly scarce.

The FairCap Project started in November 2016 with support from us and other organisations. We've been supporting the innovation through all its development, not just financially but more widely too, supporting the team to establish links with the complex humanitarian ecosystem.

FairCap Mini is a small, easy-to-use water filter for use on individual bottles that can be screwed onto standard plastic bottles, allowing the user to transport water and purify it instantaneously and without chemicals or electricity. FairCap Family is a higher volume filter that can satisfy a family's needs by installing on to existing containers, such as buckets and jerrycans.

The initial 3D printed prototypes have evolved now into fully functional filters. In both its Mini version and the Family size, the filters have proved their efficacy in several independent laboratory tests and with communities in Lebanon, Kenya, Mozambique and Colombia.

These trials improved their design with feedback from users using the filters and aid agencies distributing them. The filters reduce water turbidity; remove 99.99% of larger pathogens such as *Escherichia coli*, and eliminate 99% of bacterial viruses when applying a smaller pore size membrane. FairCap also built a wide network of partners and contacts within the humanitarian WASH sector to continue their learning and development and advocate for the filters' uptake.

The project now aims to conduct more extensive trials to generate the full body of evidence needed by international organisations in order to adopt the filters at scale. Working with the University of Applied Sciences and Arts North-western Switzerland, FairCap has successfully secured funds from our [2020 WASH Evidence Challenge](#) to carry out this research.

This project is an example of a successful innovation which has an immediate positive impact on lives from the moment it is distributed, while also presenting advantages for humanitarian actors due to its low-cost and small size which makes it highly cost-effective and easy to transport.

Ethical Humanitarian Innovation

We have driven forward our work on building skills and capabilities on innovation management with a particular focus on ethical humanitarian innovation. 2020 saw us lay the foundations for the development, testing and piloting of an Ethics Toolkit for humanitarian innovation, as well as a Participation Toolkit, both due to be published in 2021.

Championing locally led innovation

As part of additional funding from FCDO in early 2020, we embarked on a new piece of work, the Community Led Innovation Partnership, which aims to support the emergence and development of locally-driven solutions to humanitarian problems, identified by people affected by crises.

Community-led humanitarian innovation is, we believe, a critical and promising example of an effective approach to address the ever-increasing humanitarian challenges in a more equitable and sustainable way. This new partnership involves seven entities around the world who share a vision of supporting community-led innovation: Elrha, the Start Network, Asia Disaster Reduction and Response Network (supported by their Tokyo Innovation Hub), Yakkum Emergency Unit (Indonesia), the Center for Disaster Preparedness (the Philippines), the Start Network Hub in DRC, and the Start Network Hub in Guatemala, hosted by Asociación de Servicios Comunitarios de Salud (ASECSA). 2020 focused on the inception period for the CLIP, establishing the partnership and strategy and future plans.

Journey to Scale

Scaling humanitarian innovation remains a critical challenge for the global humanitarian community. Too often promising innovations fail to gain traction and wider uptake. This means work and resources are wasted, and great ideas don't reach their full

potential. With growing humanitarian need and a resource-constrained sector, there is a need to generate greater impact from investments in innovation.

In direct response to this challenge, we launched the second round of Journey to Scale at the start of this year. Following almost a year long process, 2020 saw our Journey to Scale initiative take its next step. Following hundreds of applications, a shortlist of just ten was decided, spanning multiple sectors, including our own innovation focus areas of WASH and GBV, but also including nutrition, mental health, early warning systems for Disaster Risk Reduction (DRR) and conflict, programme monitoring, shelter, energy and the environment.

From this shortlist, the HIF selected five final teams with the strongest proposals to receive flexible funding of up to 580,000 GBP each to explore different scale pathways and refine their approach. Below we share two of them but [you can see all five here](#).



SNAPSHOTS: JOURNEY TO SCALE

SH+360: SCALING UP SELF-HELP PLUS (SH+) THROUGH HUMANITARIAN PARTNERSHIPS

HealthRight International

Self Help Plus (SH+) was developed by WHO to deliver mental health and psychosocial support to large numbers of people in hard-to-reach humanitarian settings. It is a package of audio-recorded sessions and illustrated self-help books designed to be delivered in large workshops by a minimally trained lay provider. HealthRight International has developed the SH+360 model to help leading humanitarian partners to integrate SH+ into their programming with tailored support across

the full project cycle, ensuring that people experiencing mental health issues have access to the support they need.

Through SH+360 the project team will work in partnership with the International Rescue Committee, the Government of Uganda and BRAC to integrate SH+ into programming in health and protection in Uganda.

DMS-HIMALAYA: COMMUNITY-LED DISASTER MANAGEMENT FOR REMOTE GEOGRAPHIES

Pragya

Pragya is scaling DMS-Himalaya, an information and capacity-building disaster management toolkit, to enable marginalised and vulnerable communities in remote Himalayan geographies to reduce their disaster risk. The toolkit improves community-state disaster information flow and facilitates more collaborative action.

DMS Himalaya empowers remote communities to take charge of disaster management at the local level, spanning both pre- and post-disaster stages, and enables communities to easily collaborate with government.

Approach to Gender and Accessibility

We have used our learning from existing focus areas including Gender Based Violence and disability and older age inclusion to ensure approaches to gender and accessibility are not done in isolation but are cross cutting across our programmes and contribute to the organisation. During 2020 we have been building our capacity on accessible communication and accessibility in general. For example, we now publish all key documents and flagship reports accessible PDF and EPUB formats.

Governance

We are extremely fortunate to have such excellent support through our HIF governance groups. We are continuously working to ensure these reflect and represent the communities we are here to serve. This year, after a period of review and following the phasing out of our 'core grants' style of funding in the HIF, we realised we needed to make the role of our HIF Funding Committee clearer and more aligned with our targeted and thematic funding opportunities.

After working closely with existing HIF Funding Committee members, we agreed to bring the current Committee to an end, and build a new one – one that responds to our updated Terms of Reference, has the varied areas of expertise we needed, is gender balanced and includes lived experience. In 2020 we recruited for this new Committee through an open recruitment process and received over 200 applications. Following a rigorous selection process, our new Funding Committee of ten members (including a Chair) were fully inducted in August 2020 and have already begun to support our funding activity.

1.5 RESEARCH FOR HEALTH IN HUMANITARIAN CRISES (R2HC)

Our R2HC programme aims to improve health outcomes for people affected by humanitarian crises by strengthening the evidence base for public health interventions.

Since 2013, the R2HC programme has built a unique community across humanitarian public health practice and research. This community represents a wealth of expertise and experience. We work hard to maximise its potential for the humanitarian system by commissioning research and facilitating critical conversations that support the community to share knowledge and progress practice.

For R2HC in particular, this was a year largely shaped by COVID-19. With just two days' notice, our Funding Committee to review proposals to our seventh Annual Funding Call meeting became virtual, with rigorous reviews conducted online and eight studies approved for funding.

We responded to the pressing need to support the generation of vital research that could contribute to the COVID-19 response in countries and communities already affected by crises, by launching an urgent Responsive Research Funding Call. As detailed above in [Section 1.3](#), this Funding Call demonstrated our extensive global reach – we received 465 applications submitted in a brief five-week window, 70% of them from Lower-Middle-Income Countries settings. 14 of the 15 organisations awarded funding had not been previously directly funded by us.

To support our grantees during an exceptional time while unable to convene in-person, we adapted our tools and resources – including our Research Impact Toolkit – for online audiences and conducted virtual meetings. We facilitated the sharing of experience between our new and existing grantees and with the wider community, and convened panels for externally hosted events.

1.5.1 KEY HIGHLIGHTS

Funding new research

In 2020 we funded 23 new research studies in total; 15 Responsive Studies as part of our COVID-19 response and eight new studies as part of Our Annual Call for proposals. (See a selection of what we've funded below).

Our R2HC programme takes the unique approach of partnering academics with humanitarians and this year included the requirement of the inclusion of a research partner from the country of study. This Call received **138 eligible research proposals** submitted at the expression of interest stage, with **27 being invited to prepare full proposals**. The studies vary in length from two and half to four years and tackle some of the most pressing areas for research in the field of humanitarian health. Although this was an 'open funding call' spanning all health topics in humanitarian contexts, six of the studies have a primary or secondary focus on **mental health and psychosocial support (MHPSS)**. These studies will help to further build on the body of evidence we have been able to fund under the MHPSS focus area, collectively, making an important contribution to the evidence base and helping to improve public health outcomes in humanitarian crises.



FUNDING SNAPSHOT: THREE OF THE NEW RESEARCH STUDIES FUNDED IN 2020 THROUGH OUR URGENT FUNDING CALL TO RESPOND TO COVID-19

Theme: Innovation Solutions

Monitoring and maintenance of handwashing devices during the covid-19 crisis in a humanitarian context – the role of psychological ownership

Lüthi (Eawag, Swiss Federal Institute of Aquatic Science and Technology) with International Federation of the Red Cross (IFRC)

This controlled trial study aims to increase handwashing in households, and will be conducted in Cox's Bazaar, Bangladesh. Camp residents and staff will be surveyed to assess functionality, monitoring and maintenance systems of handwashing devices as well as psychological ownership of the devices, to assess whether ownership increases handwashing.

Expected outcomes are improved monitoring and maintenance of both individual and public handwashing devices in the camp settings, and strengthened interventions for handwashing which increase psychological ownership, tailored to the local conditions and the current COVID-19 crisis.

Theme: knowledge, behaviours, and community responses to COVID-19 public health measures

COVID-19 in the Gaza strip: community practices in Palestine refugee camps

Hart (University of Bath) with UNRWA

This qualitative research study aims to identify the barriers and enablers for the uptake of public health measures in Palestine refugee camp communities in the Gaza Strip. They will also look at the protection concerns for vulnerable groups arising as a result of public health measures being implemented in the communities.

Expected outcomes are a better informed UNRWA response to COVID-19 in Palestinian refugee communities, supported by an increased evidence base of current community practices surrounding COVID-19, and data on the interconnection between public health measures and protection issues.

Theme: messaging and public health information**Using radio and social media to address misinformation about covid-19 amongst internally displaced persons in Burkina Faso.**

Heywood (University of Sheffield) with Fondation Hironnelle and others

This qualitative study primarily uses qualitative and content analysis methods to evaluate how radio broadcasters in Burkina Faso can effectively be adapted to address and respond to the information needs of IDPs and to combat misinformation regarding COVID-19. The team will use the findings to directly inform the partner radio station (Studio Yafa) broadcasts through a network of 37 local partner radios, covering zones with the highest concentration of IDPs.

Expected outcomes are a better understanding of the sources and circulation of (mis)information regarding COVID-19 among IDPs and host communities; of IDPs' information needs in general; and in relation to humanitarian actors in particular.

FUNDING SNAPSHOT: THREE OF THE NEW RESEARCH STUDIES FUNDED IN 2020 THROUGH OUR ANNUAL FUNDING CALL

Depression in the time of conflict: evaluating community-based models of psychosocial care in Kachin, Myanmar

Innovations for Poverty Action

This study will evaluate a community-based mental health and psychosocial support programme in war-affected villages in Kachin State. The impact of community-based services in a remote conflict-affected setting will be measured. The cost-effectiveness of standard group and individual-based models of psychosocial first-aid, which will be contextualized for delivery in Myanmar and compared to a low-cost “self-help” group model, will be evaluated.

Self-managed abortion: barriers and opportunities in humanitarian settings in East Africa

Ibis Reproductive Health

This study will examine women’s experiences with abortion in refugee camps in Kenya and Uganda, highlighting critical gaps and estimating incidence. The research aims to contribute to the development of policy and programming guidance to improve information, access and use of abortion medication in humanitarian settings.

We launched our 2020 Annual Funding Call in September - later than normal to enable us to run the rapid urgent funding call for research proposals to support the COVID-19 response in humanitarian settings.

Effectiveness of a guided mental health chatbot for conflict-affected adolescents

World Health Organization

This study aims to test whether an e-mental health chatbot developed by the WHO – STARS – is effective in reducing symptoms of emotional disorder among conflict-affected, older adolescent Syrian and Palestinian refugees in Jordan. The STARS chatbot has been designed to be as simple as possible, and to be feasible for use by adolescents including those with basic literacy.

Focusing on research impact

Our Research Impact Toolkit (RIT) developed with the Overseas Development Institute (ODI) was produced in late 2018, with content adapted from the ROMA (RAPID Outcome Mapping Approach) methodology. It forms the basis of a two-day interactive workshop designed to support study team partners to produce a stakeholder engagement strategy to achieve uptake and use of research by humanitarian stakeholders.

During 2019 the core materials were expanded and developed based on the needs of R2HC grantees (such as additional content on communicating with humanitarian audiences). In 2020, with travel restrictions in place due to the COVID-19 pandemic, we transformed the RIT materials into an online course, with videos, resources and an accompanying strategy template to enable study teams to continue to benefit. Next year we plan to improve materials based on feedback from our grantees and hope to make this course available more widely as a valuable contribution to the humanitarian health research community.

We want humanitarian decision-makers to be able to read, use and apply the findings of the research we fund. But translating lengthy academic research articles into something more suitable for these audiences needs a certain style and structure. We continued to support and showcase Research Snapshots by our study teams, who use them to communicate the main points of their research in a quick, direct, and accessible way. These short 'Research Snapshots' summarise key messages, findings and the implications for humanitarian policy and practice. [You can see an example of a Research Snapshot developed in 2020 here on our website.](#)

This one provides a two-page summary of the research undertaken as part of the R2HC-funded study [Ethics & palliative care during international humanitarian action](#):

Humanitarian teams often operate in high mortality settings, raising crucial questions about care for the incurable and the dying, their families, and their communities. The Humanitarian Health Ethics (hhe) research group conducted a study aiming to better understand ethical and practical experiences, challenges, and possibilities of integrating palliative care into humanitarian crisis response.

[This research snapshot](#) reflects the results of a case study on the provision of palliative care in two protracted conflict-induced refugee camps in Rwanda. The qualitative study identified ethically and contextually relevant interventions including public education, caregiver training, integration of services, and small things (e.g., infrastructure modifications) that are low cost but of high impact.



FUNDING SNAPSHOT

R2HC - Respiratory Health Interventions in Volcanic Eruption Crises

Durham University, Indonesian Red Cross, and partners (Call 2, 2015-2019)

10% of the world's population lives near an active volcano, most of them in low-income countries. When a volcano erupts, humanitarian agencies frequently distribute face masks to protect people from breathing in ash which can lead to serious health problems, including lung cancer. Its use by communities though is inconsistent since agencies often use and distribute a range of different masks with no robust evidence on which are effective or safe, nor clear communications and messaging on their correct usage.

The study we funded investigated the use of face masks as respiratory protection in volcanic eruptions. Through a clinical trial and laboratory experiments, the research team sought to establish whether some forms of protection were safer than others and whether some protection is better than no protection. A qualitative research arm also explored behavioural factors influencing the use of masks in various countries and contexts to help inform advice on how protection should be adapted to different environments.

The study achieved global recognition via the World Health Organisation's endorsement of key research outputs, such as the 'Ash

Protection Guidelines'. The Pan-American Health Organisation (PAHO) used the study team's inputs and the research findings and outputs to inform regional response tools and protocols. The study team also worked with representatives of nine Latin American Ministries of Health to upskill them in volcano response protocols enabling them to update and enhance their national emergency plans. The research also had direct benefits for people affected by crises, specifically those near volcanic eruptions in Indonesia and Guatemala.

This study is an excellent example of how evidence generated by research we have funded has directly influenced policy and practice among key humanitarian actors managing emergency response. In this particular case, in settings with a high likelihood of exposure to volcanic eruptions which make it even more challenging to respond to already complex humanitarian crises.

Knowledge sharing and influencing

A collaboration between ODI (Overseas Development Institute) and R2HC resulted in the publication of a [Special Ebola Edition of the Humanitarian Exchange](#). Co-edited by the Head of R2HC, Anne Harmer, the edition included 13 articles describing different approaches to the DRC Ebola response. Most of the authors were identified from within our own R2HC 'community of practice'.

Due to COVID-19, the planned in-person launch was replaced by an [online launch](#) in March 2020, with 90+ participants joining the event virtually for a panel discussion.

Collaboration with the Mental Health and Psychosocial Support (MHPSS) community has continued to progress this year, facilitated by our commissioning of two reviews in 2020 to support the evidence base: one examining the extent to which MHPSS research since 2010 has contributed to informing MHPSS practice, and the other supporting a MHPSS research priority setting to cover the next ten years.

The [first review – looking back - was completed and published in 2020](#), comprising a literature review and consultation, and assesses mental health and psychosocial support (MHPSS) research generated since 2010. Its purpose is to analyse the extent to which evidence generated over the last 10 years has; *contributed to the public health evidence base; influenced programming and policy in humanitarian settings; advanced the research agenda*. The second review – looking ahead – will be published in early 2021.

In recognition of our contribution to this community of practice, we were invited to become an observer member of the IASC (Inter Agency Standing Committee) Reference Group on MHPSS.

THEMATIC FUNDING FOCUS: Mental Health & Psychosocial Support (MHPSS)

Being a refugee, displaced person, or someone affected by conflict or a natural disaster impacts negatively on mental health and psychosocial well-being, with evidence of increased psychological distress, social problems, and both common and severe mental disorders. In June 2019 WHO updated its estimates for the prevalence of mental disorders in conflict-affected low-income and middle-income settings. The review estimated that more than one in five people (22.1%) in post-conflict settings live with depression, anxiety disorder, post-traumatic stress disorder, bipolar disorder, or schizophrenia and that almost one in ten people (9.1%) in post-conflict settings have a moderate or severe mental disorder at any point in time.

Given the high prevalence of mental disorders, there is a need to make available sustainable mental health care in humanitarian affected contexts. This requires investment in leadership and governance for mental health; integrated and responsive mental health and psychosocial services (MHPSS) in community-based settings; strategies for mental health promotion and prevention; and strengthened information systems, evidence, and research for mental health in humanitarian settings. Whilst the past 15 years has seen more humanitarian actors addressing the mental health and psychosocial (MHPSS) needs of refugees and those affected by conflict and displacement through their programming, the effectiveness of these interventions is largely unknown.

The need for research to evaluate interventions, including those implemented in contexts where there are no skilled service providers, is widely recognised. Evidence-based approaches are critical for informing the decisions of those funding and implementing humanitarian response.

We strive to get a better understanding of which MHPSS approaches and interventions are most effective, and to promote the uptake of research findings to inform policy and programming, so children, young people and adults struggling with mental health problems can receive the best possible support.

This report brings together this evidence, by identifying literature from low, middle and high-income countries, countries both at peace and in conflict. The research was undertaken by RAND Europe and informed by an Expert Working Group consisting of 12 specialists representing key organisations committed to preventing violence against health care.

Our strategic collaboration with ICRC continues as we advocate for the need to establish a body of evidence on violence against health care in conflict, post-conflict and fragile settings, to inform policy and practice and contribute to the protection of health care from violence and mitigating its wider impacts on health.

Impactful Partnerships

As a result of our strategic collaboration with the International Committee of the Red Cross (ICRC), **in July this year we published our joint report**

Researching Violence Against Health Care: Gaps

and Priorities. The report identified key evidence

gaps that need to be filled through rigorous research if we are to identify solutions to both prevent, and protect health care from violence.

Due to COVID-19 travel restrictions, the launch of this report was delayed to the summer, we quickly adapted the launch of the report to work online, holding a discussion panel with the researchers and ICRC team, chaired by Professor Gilles Carbonnier, ICRC Vice President. We were joined by over 200 people from around the world.

As part of **ICRC's Health Care in Danger Initiative**, we partnered to commission this evidence review, taking stock of global knowledge on violence against health care and its impact, and to determine the availability of preventive solutions. We know that one of the key barriers to identifying effective solutions to address violence against health care is a lack of knowledge of the global evidence that could be used to inform interventions in different countries and settings.

1.6 NEW AREAS OF WORK FOR 2020

In 2020, additional funding by the Foreign, Commonwealth and Development Office (FCDO) allowed us to expand on or undertake new areas of work. This included: The Global Prioritisation Exercise (GPE), The UK Humanitarian Innovation Hub (UKHIH) and the Community Led Innovation Partnership (CLIP). 2020 was predominantly an establishing year for these new areas of work, which included finalising proposals, recruitment to new roles, and developing delivery plans and strategies. Below, we share more about the GPE and the UKHIH. The CLIP is captured in the above [Section 1.4](#) under the Humanitarian Innovation Fund.

1.6.1 THE GLOBAL PRIORITISATION EXERCISE

It is estimated that in 2021, [235 million people](#) will need humanitarian assistance and protection. 68 million more people will need access to life saving aid than in 2020, when need was already the highest it has been in decades.

The COVID-19 pandemic continues to affect communities globally. Extreme poverty has risen for the first time in [22 years](#), and the full impact of the economic fallout has yet to be seen. With a global recession, increasing economic pressures on all countries, and anticipated cuts to aid and humanitarian budgets, it is more critical than ever that humanitarian investments are as impactful as possible in supporting humanitarian action.

Communities affected by crises have a right to effective aid that is lifesaving, relieves suffering and promotes dignity. By targeting resources at the most pressing problems, the humanitarian community can have a bigger impact on lives. [Our Global Prioritisation Exercise \(GPE\)](#) will improve outcomes for people affected by crisis by amplifying

the impact of investments in humanitarian research and innovation.

We will do this by:

- revealing global investment trends and activity in humanitarian research and innovation
- identifying what humanitarian actors believe to be the most impactful areas for investment.
- highlighting examples of effective research and innovation investments.
- developing an inclusive coordinating mechanism that enables multiple actors to align activity against identified needs.

We know that countries that consistently invest in innovation, research and development (of a new product, process or service) are more productive and adaptive. Unfortunately, the spend on research and development across the humanitarian sector remains low.

This work will bring together major funders of research and innovation, the humanitarian community, and countries and communities affected by crisis. Together, they will identify and prioritise challenges within the system and create opportunities for positive change. Ultimately our aim is to increase the impact of humanitarian research and innovation investments for communities affected by crises, by targeting resources at the most pressing problems.

During 2020, we recruited for key roles to lead this work including a Director of Policy Engagement and Communications and a dedicated Research Manager. We also established our [GPE Reference Group](#) to provide expert advice and counsel to ensure its success. Its members reflect a broad range of experiences and backgrounds, with a strong, proven commitment to research and innovation. They will be critical to us achieving our vision of a world where people affected by crisis receive an effective and coordinated humanitarian response.

1.6.2 THE UK HUMANITARIAN INNOVATION HUB

In 2020 Elrha was chosen to be the host organisation for the UK Humanitarian Innovation Hub (UKHIH). UKHIH is a new FCDO-funded mechanism that will promote and support strategic and focused collaborations across government, science, private and humanitarian actors to drive urgently needed innovations and technologies in humanitarian responses to disasters and conflict. At its heart, the Hub is about focusing on the biggest humanitarian problems and bringing new collaborations together to solve them.

As we have described with the need for the GPE, we are currently facing the realisation that humanitarian need is at an all-time high. This is likely to continue to rise during the next decade driven by more complex and longer conflicts, by growing fragility and climate change, and by the impact of the COVID-19.

UKHIH's work will complement the work of Elrha, in both its research and innovation ambitions, investing in communities in countries affected by crises not as an add on, but as a fundamental part of the innovation process. As the host, we will collaborate with the UKHIH and continue to amplify its core message that innovation is essential - the humanitarian system needs to make the best use of its expertise and funding to provide protection and assistance to those that need it, when they need it.

During 2020, UKHIH has been working to establish itself, recruiting a Project Manager to oversee the set-up of this new, exciting initiative. Initial investments have been explored, and include artificial intelligence, satellite technology, global humanitarian surgery and covid-19 vaccine delivery in war / disaster zones. These investments will be confirmed in early 2021, alongside the recruitment of the Hub's new Director.

1.7 PLANS FOR FUTURE PERIODS

Looking ahead to 2021 and beyond, we will be focusing on the following:

- **Strategy Review – how are we doing?**

As part of our 2021 work plan, we will be undertaking a mid-term strategy review with input from key stakeholders, including our staff and board. This halfway point review will help us assess our progress and successes to date, contribute to our continued learning development, and look ahead to the second half of the strategy period (2021-2023).

- **Embedding New Work:** We will continue to develop the new or expanded areas of work that were established in 2020, including the CLIP, GPE, and supporting the UKHIH.

- **Who and How we Fund:** We will create a new cross Elrha focus on increasing accessibility and improving success rate of 'southern' applicants to our funding.

- **Demonstrating our Impact:** We will continue to build on the MEAL (Monitoring Evaluation Accountability and Learning) framework and strategy established in 2020, systematically capturing the impact Elrha is making, sharing powerful stories of change, rooted in evidence.

- **Increasing Outreach and Engagement:**

With more resources due to the growth of Elrha in 2020, we will drive forward more evidence based and audience centred communications - communications that amplify voices who are not always heard and platform a diverse range of perspectives, knowledge and experiences.

- **Diversity, Inclusion and Anti-Racism:** We will create a new Diversity and Inclusion Policy, fit for purpose for the Elrha of today; we will continue to support our voluntary Anti-Racism Working Group, set up in September 2020, working to make change happen in Elrha and beyond, and delivering on the commitments we made.

- **Strengthening our Governance:** Building on the recommendations of a Governance Review completed in 2020, we will further develop Elrha's Governance systems to support us to deliver on our ambitious strategy.

- **Diversifying our Funding –** We will be exploring additional funding from a greater diversity of sources to ensure a sustainable long-term future for Elrha.

2. FINANCIAL REVIEW

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and the second edition of *Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)*, published in October 2019.

The financial outcome for 2020 is set out in the Statement of Financial Activities on [page 48](#).

2.1 FINANCIAL ACTIVITIES

2.1.1 INCOME

Total income in the year was £13.7m, representing an 88% increase on 2019's income of £7.3m. 98.4% of this (2019: 98.5%) was restricted income received in the form of grants from institutional donors including the UK Foreign, Commonwealth and Development Office (FCDO; formerly the Department for International Development (DFID)), National Institute for Health Research (NIHR), the Netherlands Ministry of Foreign Affairs, Wellcome Trust, the Norwegian Ministry of Foreign Affairs and the Swedish International Development Agency (Sida). As all restricted income is recognised on a performance basis, the amount recognised was driven by expenditure on the relevant charitable activities. The significant year-on-year variation is analysed further in the Expenditure section below.

Gifts in kind of £98k (2019: £50k) consisted primarily of professional services donated to the organisation in support of our activities.

Unrestricted income of £125k (2019: £60k) was generated through the provision of consultancy services to other humanitarian organisations, drawing upon Elrha's existing expertise and in line with the entity's charitable objectives.

2.1.2 EXPENDITURE

Total expenditure in the year was £13.5m (2019: £7.4m). As in previous years, expenditure was dominated by grant payments to organisations Elrha funds, which in 2020 amounted to £10.4m (2019: £4.5m). As a proportion of Elrha's total spend, this represents an increase from 60% to 77%, which is attributable to both the R2HC and HIF programmes. In each case this was driven by a combination of normal programme fluctuations, exceptional spend in response to COVID-19, and increases in certain areas of funding.

R2HC Grant Expenditure

R2HC's grant expenditure remained Elrha's biggest single area of spend in 2020, with a doubling of absolute spend from £3.1m to £6.2m. This represented a proportional growth from 42% to 46% of total expenditure. The change can be attributed to the following factors:

- 1. Normal fluctuations in partner payments for regular grants:** R2HC's core annual grant-making consists of substantial grants awarded for multi-year projects with multiple partner organisations contributing to research. Costs are recognised when the milestones for payments are reached. Given the multiple factors which can influence research timelines, along with the relatively small number of large payments involved, year on year spend naturally fluctuates according to the pattern of payments approved. With spend in 2019 on this

type of grant having been 13% lower than in 2018 (including the months during which R2HC was operating within SCUK prior to transfer to Elrha), it was to be expected that some catch-up would occur in 2020.

2. **Increased scale of grant-making:** In addition to a usual variation in the timing of payments, the overall value of grants awarded in each annual call has also been increasing over the past few years, and particularly in 2020. Where the total 'pot' awarded to partners in previous calls had ranged from approximately £3.0m to £3.5m, the total value of grants awarded through the Call 7 annual funding call in 2020 came to £4.8m, representing a 34% increase relative to Call 6 which was awarded in 2019.
3. **Responsive research grants awarded in relation to COVID-19:** During 2020, R2HC ran its largest responsive research call to date, awarding a total of 15 grants for research in relation to the COVID-19 pandemic. As a result, there was a substantial increase in spend on responsive grants from £647k in 2019 to £1.9m in 2020. This is described in more detail in Sections 1.3 and 1.5 above.

HIF Grant Expenditure

Grants expenditure by the HIF more than trebled in 2020 relative to 2019, from £1.3m to £4.1m. Three key factors contributed to this change:

1. **Expected variation as part of the programme cycle:** 2019 saw a lull in the HIF's grant expenditure, as the previous phase of work was being wound down and grants closed, while the next phase was being established. Much of the HIF's work in 2019 was on activities such as problem definition and the design of the next round of funding calls. By 2020, new grants had begun to be awarded, and several additional calls were also launched with further new grants being

awarded throughout the year. As a result, whereas 84% of the HIF's grant expenditure in 2019 was on old grants which were being closed (with the remaining 16% being new grants), these comprised just 3% of spend in 2020. New grants awarded in the normal course of programming comprised £3.1m of 2020 expenditure, or 73% of HIF grants spend.

2. **Exceptional expenditure in response to COVID-19:** With the rapid emergence of the COVID-19 pandemic, Elrha worked closely with all partners to adjust programming as needed to meet new challenges. This included exceptionally awarding two responsive grants to current Elrha grantees with promising WASH innovations, in the hopes that these innovations could be implemented more rapidly than otherwise would have been possible (see Section 1.3 for more detail). With spend of £356k in 2020, these two grants alone accounted for 8% of HIF grant expenditure and represented spend which otherwise would not have taken place in the year.
3. **New funding towards the Community Led Innovation Partnership (CLIP):** As described above in Section 1.4, the amendment signed in April 2020 included funding for a new area of work for the HIF, namely the CLIP. Although this project was still in the early stages as at the end of the year, initial payments were made to CLIP partners prior to 31 December 2020 in order to cover costs incurred during the year, as well as an advance on costs anticipated in 2021 so that no partner would experience cash flow challenges. Since these were grant payments for which all conditions had been met, the costs were recognised in full by Elrha in 2020 in line with our accounting policies. These initial payments amounted to 16% of the HIF's grant expenditure in 2020.

Direct Costs

Direct costs include all programme staff and other costs associated directly with the management of our activities. In total, spend on activities undertaken directly fell in both absolute and relative terms, from £2.0m to £1.8m, or 26% to 13% of total spend. Notable factors affecting direct spend included the following:

1. **Activities and events adjusted or postponed due to COVID-19:** There was an obvious direct impact from COVID-19 related restrictions, in that activities and events which would usually have been conducted in person and entailed costs including travel, accommodation, and venue hire, had to be moved to virtual platforms, postponed, or otherwise redesigned in order to meet the intended objectives. This included events such as Funding Committee meetings, workshops with grantees, Elrha attendance at external conferences and training, and the biennial HIF Forum which had been scheduled for 2020. There was also an indirect impact on some activities, where resources were temporarily diverted for purposes such as R2HC's COVID-19 responsive call, as well as both R2HC and HIF staff liaising with partners to support their needs and amend grant conditions to allow for appropriate adjustments to the new circumstances. In some cases, this meant other activities were slightly delayed, with spend being pushed into 2021.
2. **Recovery of VAT:** Elrha secured a VAT refund of £84k in 2020 which principally related to direct costs incurred in 2019.

3. Recruitment and new lines of work:

Offsetting the above factors were costs associated with activities to build up new lines of work as described in [Section 1.6](#). In the initial stages of this development, the principal cost was payroll, as team capacity was built up with a view to the expected increased scope of work. Elrha's average headcount in 2020 increased to 36 (2019:27). This included recruitment to the HIF, Global Prioritisation Exercise (GPE), and UK Humanitarian Innovation Hub (UKHIH) teams.

Support Costs

Support costs of £1.4m (2019: £1.0m) include all office running costs, externally sourced support services and the salaries of staff not directly attributable to programmes. As a proportion of Elrha's total spend, support costs decreased to 10% (2019:13%). Although all staff worked entirely from home from mid-March onwards, Elrha continued to incur the cost of facilities in the Farringdon and Cardiff offices. Support costs also increased due to support functions being built up in line with the increased funding received from the FCDO.

2.2 RESERVES AND FINANCIAL POSITION

Our total reserves at 31 December 2020 were £367k (2019: £145k), of which £129k were restricted (2019: £nil) and £237k were unrestricted (2019: £145k). There were no designated reserves. We hold unrestricted reserves to enable us to continue our activities in the event of:

- a temporary loss of income
- a permanent loss of income, to enable us to meet the cost of winding down the organisation if needed.

It is Elrha's policy to retain only sufficient reserves to safeguard the continuity of its operations, or to achieve an orderly wind-down if this were not possible, thereby committing the maximum possible resources to further our charitable objectives.

In 2020 Elrha's restricted and unrestricted reserves balances both increased, and the Trustees are confident that future incoming resources to the charity will be adequate to support the continuation of existing projects and activities, and also to meet other needs which may arise under reasonably possible downside scenarios, until at least the end of 2022. Accordingly, Elrha continues to adopt the 'going concern' basis in preparing the financial statements.

The Trustees are also taking steps to seek and secure additional funding from a great diversity of sources with a view to Elrha's longer term future. These plans are described above in [Section 1.7](#).

Investments

Elrha held no investments during the period.

2.3 PRINCIPAL RISKS AND UNCERTAINTIES

The major risks to which Elrha is exposed have been identified by the executive management team and reviewed by the Trustees as part of the annual risk review process. Appropriate systems and procedures are in place to manage these risks and provide reasonable but not absolute assurance against occurrence.

1. **Safeguarding or ethical issue:** There is a risk that our grantees do not conduct themselves or carry out their funded project in an appropriate way. This could result in people affected by crises being put at risk of harm or that ethics are not appropriately applied. As well as the inherent harm, Elrha's name, or the names of its donors could be brought into disrepute. We have comprehensive policies in relation to safeguarding in place, including the requirement for all staff to conduct safeguarding training. All staff and members of governance groups are required to sign up to our code of conduct which outlines the expectations we have of those we seek to work with. We perform due diligence on prospective grantees and monitor projects and studies on an ongoing basis to highlight potential risks and report any allegations of incidents.
2. **Impact of COVID-19:** Like many organisations, Covid-19 has affected the ability of our grantees to deliver programming and to do this safely, as well as for Elrha to deliver activities such as commissioned work. We have been able to adapt our planned approaches quickly by engaging with grantees to re-forecast, redesign and readjust outputs where needed. We have enhanced our due diligence and monitoring practices to ensure that those we work with have appropriate safety standards in place, as well as enabling us to identify the need for adjustments, such as no-cost extensions in a timely manner. We

redesigned activities where needed to ensure that they could still proceed. Our donors were consulted with and engaged with regularly throughout this period on any material changes to our planned approach. Our staff have been working from home throughout the period and have acted with great support and flexibility.

3. **Risk of donor disallowance:** there is a risk that expenditure may be disallowed, due to an inadvertent breach of donor rules or a project spending on ineligible costs. Elrha has low levels of unrestricted reserves and unrestricted income to cover costs such as these should they arise. Elrha carefully manages whether any new donor's compliance rules are worth the risk and capacity has been increased to ensure that donor rules can be adhered to. We ensure that our grantees receive appropriate training on allowable costs and compliance, and that their budgets and financial reports go through appropriate review to limit the risk of ineligible costs being incurred. During 2020, we entered into a new innovative partnership where some programming is taking place in fragile settings. A robust approach has been taken to the development of all relevant agreements to ensure that Elrha is as well protected as possible and the terms mirror those of the underlying donor.
4. **Funding risks:** Elrha has a number of funding risks owing to our reliance on a small number of donors, particularly the FCDO, for a high proportion for our income. Any reduction in our underlying agreements with them may have significant implications for Elrha at its current size. We are mitigating this risk by continuing to diversify our donor base where we can as well as engaging robustly with our current donors. As a high proportion of our expenditure is on grants, we also ensure that terms in agreements mirror those of our donors so that we can respond flexibly to any changes in our funding portfolio. Cashflow is projected carefully and underspends and overspends are managed robustly through regular forecasting to ensure that mitigating actions can be taken.

3. STRUCTURE, GOVERNANCE AND MANAGEMENT

3.1 LEGAL AND ADMINISTRATIVE INFORMATION

Elrha is registered at 1 St. John's Lane, London EC1M 4AR under the laws of England and Wales as both a private limited company by guarantee (11142219) and a charity (1177110). A second office is located at Phoenix House, 8 Cathedral Road, Cardiff, CF11 9LJ.

The charity was incorporated on 10 January 2018. The activities of Elrha had commenced in 2009 within the entity of Save the Children UK, and the related assets were transferred to the separate legal entity on 1 May 2018 for nil consideration. The sole member of Elrha is the Save the Children Fund, of which Elrha therefore acts as a wholly owned subsidiary.

Under Elrha's Articles of Association, dated at incorporation, certain decisions are reserved for the Member. These include, but are not limited to:

- i. any changes to the Articles of Association,
- ii. any alteration to the Charity name or registered office,
- iii. any structural change to the organisation e.g., setting up of subsidiaries mergers, sales, disposals, and liquidations, and
- iv. the appointment and removal of all trustees.

TRUSTEES

The following were members of the **Board of Trustees** (and also Directors of Elrha for company law purposes), at the date on which the financial statements were approved and during the year:

- Margie Buchanan-Smith (Chair)
- Matthew Clancy
- Wendy Fenton
- Andy Katz
- Ebrima Saidy (appointed 18 February 2021)
- Andrew Shellard (Treasurer)
- Andrew Toby Smith
- Karen Twining Fooks

SENIOR LEADERSHIP TEAM

Day-to-day management of the charity is delegated by the Trustees to Elrha's Senior Leadership Team (SLT). As at the date of approval of this report and during the year, the members of the SLT were:

- Jessica Camburn – Chief Executive Officer (on maternity leave from 20 July 2020)
- Lyndall Stein – Interim CEO (maternity cover started 6 July 2020)
- Kate Hart – Director of Programmes and Strategic Partnerships
- Dallan Cunniffe – Director of Finance and Operations
- Jean McLean – Director of Policy Engagement and Communications (started 5 October 2020)

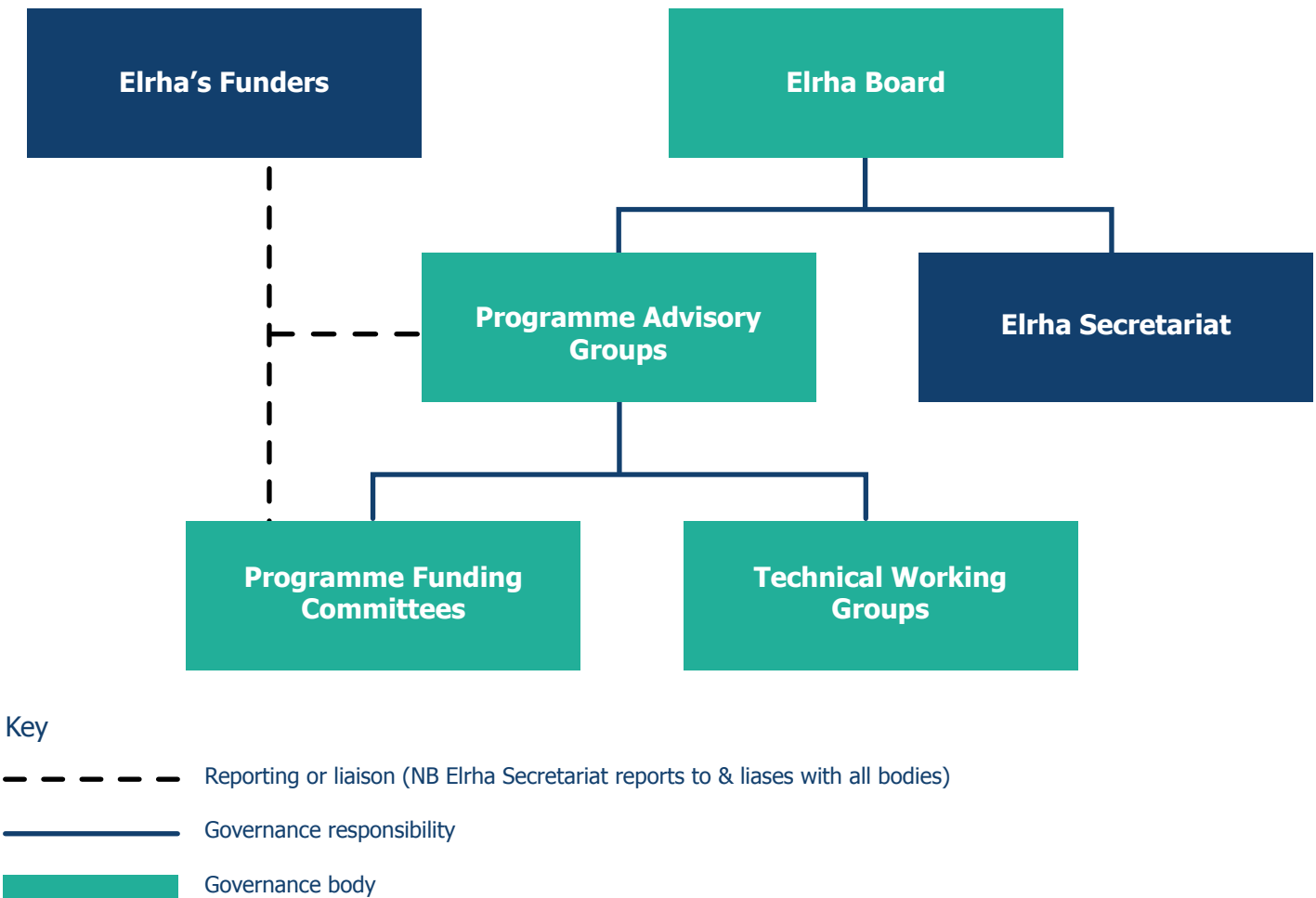
PRINCIPLE PROFESSIONAL ADVISORS

Auditor: KPMG LLP, 15 Canada Square, London E14 5GL

Bankers: National Westminster Bank, PO Box 83, Tavistock House, Tavistock Square, London WC1H 9NA

Legal advisors: Dechert LLP, 160 Queen Victoria Street, London EC4V 4QQ

3.2 GOVERNANCE



3.2.1 BOARD OF TRUSTEES

As indicated above, Elrha is a limited company and all Trustees are also full Directors of Elrha for company law purposes.

Trustees, all of whom are non-executive, have been drawn from diverse backgrounds in business and professional life, and bring a broad range of experience and skills to Board deliberations.

The Trustees have been appointed in accordance with the provisions of the Articles of Association for Elrha.

All Trustees have received a full induction including meeting with members of the Senior Leadership Team so that they could familiarise themselves with their statutory responsibilities, their role as Board members, the governance framework within Elrha, Elrha's work, and the risk environment.

Ongoing training is arranged as and when a need is identified.

There are clear distinctions between the role of the Board and the Senior Leadership Team to which day-to-day management is delegated. The principle that 'management proposes,' 'Board decides,' 'management implements,' 'Board monitors,' forms the basis of Board and the executive management team interaction. Matters such as policy, strategic planning and budgets are prepared by the Senior Leadership Team for consideration and approval by the Trustees. The members of the Board cannot, under the governance regulations of the charity, receive remuneration for services to Elrha and may only be reimbursed for incidental expenses claimed.

The terms of reference for the Board are to meet four times a year. An exceptional board meeting was held in addition to this in July 2020 to consider changes in the economic and political landscape.

Board attendance was as follows:

NAME	MEETINGS
Margie Buchanan-Smith (chair)	5/5
Matthew Clancy	4/5
Wendy Fenton (deputy chair*)	5/5
Andy Katz	4/5
Andrew Shellard (treasurer)	3/5
Andrew Toby Smith	5/5
Karen Twining Fooks	5/5

*Wendy Fenton was appointed as deputy chair in December 2020.

3.2.2 BOARD SUB-COMMITTEES

In 2020, the Board convened a number of temporary sub-committees to focus on specific key decisions and activities.

- The remuneration sub-committee comprised Matt Clancy, Toby Smith and Karen Twining Fooks. Its purpose was to oversee and monitor the approach to pay and performance management for all staff, including the senior leadership team, during the annual pay review. The remuneration sub-committee met once in May 2020.
- The nominations sub-committee was set up to lead the recruitment of an interim CEO. It comprised Karen Twining Fooks and Margie Buchanan-Smith and met informally during April 2020.
- The partnerships sub-committee comprised Wendy Fenton and Toby Smith. Its purpose was to oversee Elrha's approach to partnerships and it met regularly on an informal basis during 2020 to support the set up the Community Led Innovation Partnership (CLIP), a newly funded project for the HIF.
- The Governance Review sub-committee comprised Margie Buchanan-Smith, Wendy Fenton, Matthew Clancy and Toby Smith. Its purpose was to review the recommendations of an external consultant in relation to Elrha's governance structures and it met in June 2020.

3.2.3 OTHER BODIES IN GOVERNANCE FRAMEWORK

Each governing body has a clear terms of reference which sets out their roles and responsibilities. It also sets out a conflict of interest process to ensure that the bodies uphold the highest standards of transparency and accountability.

PROGRAMME ADVISORY GROUPS

The Advisory Groups advise the Elrha Board on the strategic direction of our grant making programmes. The Advisory Groups provide the Elrha secretariat with technical advice and make recommendations regarding programmatic priorities, set the direction and framework for grant-making, and select Funding Committee members. The Chairs of the Advisory Groups report to the Elrha Board.

PROGRAMME FUNDING COMMITTEES

Our two Funding Committees, one for the HIF and one for R2HC, provide independent assessment and recommendation of funding decisions. The Chairs of the Funding Committees report to their respective Advisory Group.

TECHNICAL WORKING GROUPS

The Technical Working Groups provide a greater depth of technical expertise in Elrha's focus areas. The Programme Advisory Groups delegate their duties to the Technical Working Groups in these specific thematic areas. The Chairs of the Technical Working Groups report to the Programme Advisory Groups. Our technical working groups for 2020 included one for Water Sanitation and Hygiene (WASH), one for Gender-Based Violence (GBV), and one for Disability and Older Age Inclusion (DOAI).

PROGRAMME FUNDERS

Our Programme Funders retain the ability to veto a proposal before a final decision is made to grant restricted funds to a third party. However, Programme Funders cannot require that a third party receive a grant, and any final decision on whether a grant should be made remains with Elrha.

In addition, Elrha's funders may have observer status on the Advisory Groups and/or Funding Committees. This may be an ad-hoc or a regular arrangement and is agreed on a case-by-case basis.

3.3 TRUSTEES' RESPONSIBILITIES

Statement of Trustees' responsibilities in respect of the Trustees' Annual Report and the financial statements

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

3.4 EXTERNAL AUDITOR

KPMG LLP have expressed their willingness to continue to act as auditors. A resolution to reappoint them, under section 485 of the Companies Act 2006, was approved at the Board of Trustees Meeting on 28 July 2021, pending shareholder approval.

3.5 PUBLIC BENEFIT

Charity trustees have a duty to develop strategic plans to ensure that we provide public benefit and achieve our objectives as set out in our governing document. These objectives include the relief of hardship in cases of war, natural disaster, or catastrophe anywhere in the world; the promotion of education and training, and of research for the public benefit concerning these matters; and making publicly available the results of such research. These objectives fall under the purposes defined by the Charities Act 2011. We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

3.6. POLITICAL DONATIONS

No political donations were made during the period.

3.7 FUNDRAISING ACTIVITIES

Elrha's fundraising activities are currently limited to institutional donors and trusts, as well as occasional consultancy work for like-minded organisations. Elrha does not engage in fundraising from members of the public.

3.8 GRANT MAKING PROCESS

Elrha designs its grant-making funding calls to ensure maximum contribution from any funded project to its strategic aims. Any registered legal entity may apply for grant funding from one of Elrha's programmes, although particular funding calls may have additional eligibility requirements, depending on the nature of the challenge being set or other needs.

Proposals submitted to Elrha go through the following process:

1. The Elrha secretariat screen the proposal to ensure it is eligible for funding. In addition, for some funding calls, Expressions of Interest are short-listed by the Funding Committee, with successful applicants being asked to submit a full proposal.
2. Proposals that pass the screening/short-listing stage are reviewed technically by:
 - a. At least two technical reviewers with subject area expertise
 - b. Elrha secretariat, who will review the proposal budget

Comments from these reviews are passed to the Funding Committee for consideration alongside the proposal.

The Funding Committee has the authority to make funding recommendations up to the amounts agreed in the budget. For the R2HC programme, these recommendations are then agreed by the donors.

Once the Funding Committee has made a decision on the quality of each project, it is subjected to Elrha's Due Diligence process, which is an integral part of Elrha's risk management and part of our established Mandatory Operating Procedures. Participating organisations and key staff members

for the project or study are vetted against sanctions, anti-terrorism, and other international risk monitoring lists. The policies of the lead organisation are checked against our safeguarding and financial control principles to ensure they are of sufficient quality. Elrha then weighs the risk of granting to the lead organisation, and only when Elrha is comfortable that risks are within its appetite, or that sufficient mitigations have been put in place to achieve this, will a grant be confirmed.

3.9 SAFEGUARDING AND ETHICAL BEHAVIOUR

Maintaining the safety and protection of those we work with and our staff is highly important across Elrha. This includes staff, governance groups, grantees and the people our grantees work with. We have a zero-tolerance approach towards all forms of unethical behaviour, including bribery, facilitation payments, tax evasion and money laundering.

Criminal record checks are completed for all staff and trustees, and more enhanced checks are performed following a risk-based approach. As part of our due diligence process for grantees, we review their safeguarding policies to make sure they are in line with our policies.

We have an Incident Prevention and Management Policy – with a wide definition of vulnerable groups – and Codes of Conduct. These policies set out the standards of behaviour expected from all staff, trustees, grantees and all others that we work with, particularly in relation to safeguarding. R2HC research studies are subject to review by an Institutional Review Board (IRB) to ensure they achieve recognised ethical approval before research is funded.

We have an incident reporting mechanism and are committed to investigating any potential breaches of our policies, whether within Elrha or the projects and studies we fund. All complaints are investigated, following established investigation guidelines, and should internal breaches be substantiated, disciplinary action would be taken, up to and including dismissal. With our grantees, substantiated breaches may result in us withdrawing funding and any other support.

We are committed to openness, and to keeping our donors informed of any complaints and the progress of any investigations. We are also committed to inform and work with our regulators and any relevant law enforcement agency where the complaint warrants this.

While we believe that our systems are effective, we are committed to their on-going review and development. We will continue to identify and implement measures that will enhance policy and practice to ensure our standards meet or exceed best practice in the sector.

3.10 EQUALITY, DIVERSITY, AND INCLUSION

We think work should be an inspiring place to be. Our staff give their all, with energy and dedication and are encouraged and supported at every turn. We champion new ideas, collaboration and appreciation, making sure our staff develop their skills along the way, with access to a range of professional development opportunities to encourage growth so everyone can thrive in their role.

3.10.1 PAY AND RECRUITMENT

We are committed to creating an inclusive and supportive working environment, free from discrimination, harassment, and victimisation. We promote and provide equal opportunities and respect diversity. Elrha is an equal opportunities

employer. The aim of our equal opportunities policy is to support the principles of equal opportunities and diversity in employment and is fully compliant with the provisions of the Equality Act 2010.

In 2020, we carried out a significant benchmarking exercise where salaries across Elrha were compared to the median of salaries of similar roles in other organisations, and considered factors such as: budget responsibility, skills, complexity, autonomy, strategic scope, specialist/technical role, and line management. We also gave a number of regrades, where the salaries of job roles within Elrha were reviewed based on their level of responsibilities relative to other equivalent positions within the organisation to ensure internal equity, and promotions.

During 2020 staff numbers increased significantly due to new funding, with total headcount rising from 30 to 47. As part of this planned growth, our ambition was to increase the diversity of our staff to better represent and reflect the people and communities we exist to help. Positive steps that we have taken towards achieving this include using a wider range of recruitment websites and platforms to ensure a broader pool of candidates, as well as including a notice on all of our job advertisements to encourage applicants from a wider range of backgrounds.

We carried out all interviews online via video platforms and developed new ways of doing things to make sure that all new team members joining us still got a great induction experience, despite joining remotely.

We are fully transparent about pay when we advertise for any role, sharing the starting salary in all instances. We are proud to support the charity sector's call for salary transparency as part of Show The Salary campaign.

3.10.2 ANTI-RACISM

At Elrha, we strive to be a force for positive change in the humanitarian community. Racism, power, and privilege are embedded in the aid sector's culture and structures that we are part of and interact with, but we are dedicated to transforming our current reality and committed to being an anti-racist organisation. During 2020, this involved both an honest examination of how our work reinforces existing inequity, and proactively working with others to address structural and systemic racism in our sector.

In September, we established a voluntary Anti-Racism Working Group within Elrha to ensure anti-racism is being actively discussed and becomes an imperative part of our work. Through this working group, which is supported by a Senior Leadership Team 'sponsor', we developed a set of strategic commitments to anti-racism, and a detailed action plan to realise these as an organisational priority: We will be an anti-racist employer and workplace: We will work to ensure no one is disadvantaged at Elrha because of their colour. We will improve the diversity of our governance structures and review our recruitment processes to promote anti-racism and remove unconscious bias.

We will collaborate with the sector and our partners to promote an anti-racism approach: We will work with peers to redress the sector's racial inequalities and leverage our partnerships to seek changes to our joint working, where necessary. We will build diverse supply chains. We will promote and share best practice, encourage greater accountability and advocate widespread change.

We will consider how our work in research and innovation can support an anti-racism agenda: We will work to improve the accessibility of funding to applicants from lower middle-income countries and ensure our research and innovation programmes and portfolios directly and indirectly support anti-racism.

We will weave anti-racism into the fabric of our brand and our communications:

We will redress power imbalances by critically reviewing what we say and the language we use, and through thoughtful consideration of how we visually represent the work we do. We will ensure diverse representation at events we organise or participate in. We will review and reconstruct our storytelling, using our platform to provide space for, and amplify, the voices and perspectives of people of colour, particularly in lower middle-income countries.

We will nurture an environment of listening, learning and unlearning racism:

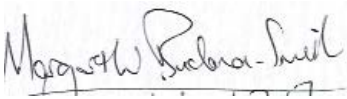
We will invite speakers to discuss racism and unconscious bias, for example, and encourage safe spaces for employees to discuss how racism and privilege manifests itself in our organisation, our sector and beyond. At Elrha, there are monthly Elrha Learns sessions for all staff where we invite speakers from all backgrounds to present on various topics. In 2020, we held a session on anti-discrimination in development.

3.10.3 WELL-BEING: ADAPTING TO COVID-19

For most of 2020 our whole team worked remotely from home. Our physical transition to remote working was relatively smooth due to our existing flexible working approach and access to equipment, with all staff already using laptops. In line with our well-being policy, developed in 2019, we worked hard to ensure we offered holistic support for both physical and emotional needs during this exceptional and unsettling time. We supported physical needs by providing further equipment like chairs and monitors to improve working environments, and significantly increased internal activities to support good mental health, resilience and connection with colleagues while apart, through training, learning and social events online.

APPROVAL OF THE TRUSTEES' REPORT

The Trustee's Report on pages 5-43 was approved by the Board of Trustees on 28 July 2021.



Margie Buchanan-Smith
Trustee



Andrew Shellard
Trustee

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF ELRHA

OPINION

We have audited the financial statements of Elrha ("the charitable company") for the year ended 31 December 2020 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and related notes, including the accounting policies in [note 1](#).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the charitable company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

GOING CONCERN

The trustees have prepared the financial statements on the going concern basis as they do not intend

to liquidate the charitable company or to cease its operations, and as they have concluded that the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the trustees' conclusions, we considered the inherent risks to the charitable company's business model and analysed how those risks might affect the charitable company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate; and
- we have not identified, and concur with the trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the charitable company will continue in operation.

FRAUD AND BREACHES OF LAWS AND REGULATIONS – ABILITY TO DETECT

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks"), we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of Trustees and management and inspection of policy documentation as to the charitable company's high-level policies and procedures to prevent and detect fraud, including the charitable company's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Trustee meeting minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that charitable income is recorded in the incorrect accounting period, and the risk that management may be in a position to make inappropriate accounting entries.

We did not identify any additional fraud risks.

We performed procedures including:

- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted by senior finance management or other unexpected individuals and those posted to unusual accounts combinations; and
- Inspecting grant agreements to determine if income has been recognised in line with accounting policy.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the Trustees and other management (as required by auditing standards). We discussed with the Trustees and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the charitable company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies' legislation and the Charities SORP) and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the charitable company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery, employment law, and certain aspects of company and charity legislation, recognising the nature of the charitable company's activities and its legal form. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remains a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

OTHER INFORMATION

The trustees are responsible for the other information, which comprises the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' Annual Report, which constitutes the directors' report for the financial year, is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

TRUSTEES' RESPONSIBILITIES

As explained more fully in their statement set out on pages 38-39, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES

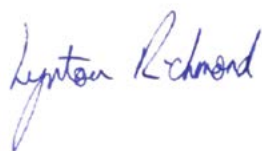
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK)

will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

THE PURPOSE OF OUR AUDIT WORK AND TO WHOM WE OWE OUR RESPONSIBILITIES

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Lynton Richmond (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants

KPMG LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

15 Canada Square, London, E14 5GL

Date: 2 August 2021

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2020

	Notes	Unrestricted funds	Restricted funds	Total funds for the year to 31/12/2020	Total funds for the year to 31/12/2019
		£	£	£	£
Donations	3	87,491	10,300	97,791	50,291
Charitable activities	4	124,632	13,512,826	13,637,458	7,246,641
Total income		212,123	13,523,126	13,735,249	7,296,932
Charitable activities	5	(119,343)	(13,393,711)	(13,513,054)	(7,408,145)
Total expenditure		(119,343)	(13,393,711)	(13,513,054)	(7,408,145)
Net income and net movement in funds		92,780	129,415	222,195	(111,213)
Reconciliation of funds:					
Funds brought forward		144,528	-	144,528	255,741
Movement in funds		92,780	129,415	222,195	(111,213)
Funds carried forward		237,308	129,415	366,723	144,528

The statement of financial activities includes all gains and losses recognised in the period

BALANCE SHEET

As at 31 December 2020

	Notes	31/12/2020	31/12/2019
		£	£
Current assets			
Debtors: amounts falling due within one year	11	3,120,887	590,902
Cash at bank and in hand	16	93,725	703,112
		3,214,612	1,294,014
Liabilities:			
Creditors: amounts falling due within one year	12	(2,847,889)	(1,149,486)
		(2,847,889)	(1,149,486)
Net assets		366,723	144,528
The funds of the charity:			
Restricted income funds	15,16	129,415	-
Unrestricted funds	16	237,308	144,528
Total Funds		366,723	144,528

The notes on pages 51-69 form part of the financial statements.

Approved by the Board on 28 July 2021 and signed on its behalf by:



Margie Buchanan-Smith
Trustee



Andrew Shellard
Trustee

CASH FLOW STATEMENT

For the year ended 31 December 2020

	Notes	Year to 31/12/2020	Year to 31/12/2019
		£	£
Cash flows from operating activities			
<i>Net cash provided by operating activities</i>	a)	(609,387)	403,112
Change in cash and cash equivalents in the reporting period		(609,387)	403,112
Cash and cash equivalents at the beginning of the reporting period		703,112	300,000
Cash and cash equivalents at the end of the reporting period	b)	93,725	703,112

NOTES TO THE CASH FLOW STATEMENT

(a) Reconciliation of net income to net cash flow from operating activities	Year to 31/12/2020	Year to 31/12/2019
	£	£
Net income	222,195	(111,213)
Adjustments for:		
Decrease/(increase) in debtors	(2,529,985)	238,760
Increase in creditors	1,698,403	275,565
Net cash provided by operating activities	(609,387)	403,112
(b) Analysis of cash and cash equivalents	Year to 31/12/2020	Year to 31/12/2019
	£	£
Cash at bank and in hand	93,725	703,112
Total cash and cash equivalents	93,725	703,112

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

GENERAL INFORMATION AND BASIS OF ACCOUNTING

Elrha is a charitable company incorporated in England and Wales and domiciled in the United Kingdom under the Companies Act 2006. The address of the registered office is:

1 St. John's Lane
London
EC1M 4AR

Elrha is a public benefit entity. The nature of Elrha's operations and its principal activities are set out in the trustees' report (including the strategic report) on pages 5-43.

Save the Children UK (company number 00178159; charity numbers 213890 (England and Wales) and SC039570 (Scotland)) is the sole member of Elrha. Save the Children UK's principal purpose is to save children's lives and tackle global child poverty. Elrha's results will be consolidated with those of Save the Children UK and the consolidated accounts can be obtained by the public at the registered office address given above.

BASIS OF PREPARATION

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The functional currency of Elrha is pounds sterling because that is the currency of the primary economic environment in which Elrha operates.

GOING CONCERN

The financial statements have been prepared on a going concern basis which the Trustees consider to be appropriate for the following reasons.

The Trustees have prepared financial forecasts for a period of at least 12 months from the date of approval of these financial statements which indicate that, taking account of reasonably possible downsides and the anticipated impact of COVID-19 on the operations and its financial resources, the Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

While COVID-19 has not significantly impacted Elrha's ability to operate and is not expected to do so, it has had an indirect impact due to the economic and political effects of the pandemic. Specifically, the UK Government, which is Elrha's largest donor via the Foreign, Commonwealth and Development Office (FCDO) and National Institute of Health Research (NIHR), has reduced its commitments to international aid, and as a result Elrha was informed in late April 2021 that FCDO and NIHR funding for the 12 months ending 31 March 2022 would be significantly lower than previously anticipated.

Having already been warned that a cut was expected to be made, the Trustees were able to start taking action to manage the expected impact of these cuts before precise amounts were communicated, including:

- Deferring processes to award new grants to partners;
- Deferring large new commitments to suppliers;
- Completing an internal scenario planning exercise involving all budget holders, to identify ways to continue key strategic activities in case of cuts; and

- Implementing a pay freeze and recruitment freeze

Since the scale of cuts was confirmed, the Trustees have taken further action, including:

- Deferring or cancelling new grants and activities as necessary, based on the scenario planning previously completed;
- Identifying further savings required to staff costs and commencing the process to implement these savings; and
- Working with all donors to agree on a mutually acceptable approach to the budget which will allow Elrha to continue delivering on its key strategic objectives.

For the purposes of assessing Elrha's going concern status under alternative scenarios, the Trustees have considered a scenario in which UK Government funding cuts of 70% are implemented across all programmes until 31 March 2023 and no additional funding is secured for the period. This would represent a more severe situation than the one the organisation currently faces and testing this scenario while applying conservative assumptions demonstrates that under these circumstances the Trustees would still have sufficient tools at their disposal to maintain Elrha's viability.

Elrha's operating model is generally well-suited to scaling up or down in response to the availability of funding. The ability to meet liabilities as they fall due rests upon ensuring that funding from Elrha's institutional donors is sufficient to cover the direct and indirect costs of running the programmes. As such, Elrha does not make commitments to third parties unless donor funding has already been secured. Furthermore, while every effort is made to adhere to commitments made to third parties, Elrha does retain the legal right to withdraw funding from partners in the exceptional event that Elrha's own funding is unexpectedly reduced. To date the Trustees have not needed to exercise this right in respect of grants for which agreements have been signed.

However, the option remains available, in the instance that it presents a threat to Elrha's liquidity.

Elrha receives incoming cash through claims submitted to each of its donors on an agreed schedule, and also has access to a flexible credit facility provided by Save the Children UK (SCUK). This credit facility is available interest free up to a value of £2.5 million. At the onset of the COVID-19 pandemic, Elrha sought and obtained improved payment terms with its donors, such that the majority of payments are now claimable in advance of expenditure being incurred. As a result, Elrha has typically remained in a positive cash position since these arrangements came into place. As at 31 December 2020, Elrha was exceptionally in a cash deficit position with large receivables due from donors, and temporarily made use of the credit facility. As payments were received from donors in early 2021, the cash balance quickly improved, and Elrha returned to a net receivable position with SCUK by the end of February. As at the reporting date Elrha is not drawing upon the credit facility.

Consequently, the Trustees are confident that the Charitable Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

FUND ACCOUNTING

Unrestricted funds are those which are available for the general purposes of Elrha at the discretion of the trustees. The trustees may elect to dedicate some funds for specific purposes. No funds have been dedicated in this way during the period.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the charity for particular purposes. Costs are charged against the specific fund in line with donor wishes. An analysis of each restricted fund is set out in [note 15](#).

In case of a deficit or surplus in restricted funds, the following approach is applied:

- if there is a deficit in restricted funds at the end of the year, the likelihood of future income being received which could cover this shortfall is assessed. A deficit is considered acceptable to the extent there is a realistic expectation of future income to cover the shortfall. If this condition does not apply, any shortfall must be immediately made up through a transfer from unrestricted funds.
- the restricted funds balance will be assessed at the end of each funding arrangement with a donor. If the balance is in deficit and the end of the funding arrangement means the prospect of future income to make up the shortfall is now unlikely, a transfer from unrestricted funds will be made. If the balance is a surplus, the implications will be assessed in light of donor restrictions, which may require that surplus income is repaid to the relevant donor.

INCOME

Income is recognised in the statement of financial activities when Elrha is legally entitled to the income, receipt is probable, and it can be effectively measured.

Grant income

Most of Elrha's income is donor funding, which is granted either directly from donors, or via Save the Children UK. In general, grants represent restricted income from governments, agencies and foundations, corporates and trusts and have been included as 'Incoming resources from charitable activities' where these grants specifically outline the goods and services to be provided to beneficiaries. For these performance related grants, in the absence of specific milestones to determine entitlement, income is recognised to the extent that resources have been committed to the agreed outcomes and outputs as this is deemed to be a reliable estimate of the right to receive payment for the work performed. In this case cash received

in excess of expenditure is included as a creditor (as deferred income) and expenditure in excess of cash included as a debtor (as accrued income). Unless otherwise specified by donors, restricted funds are not held in separate bank accounts.

Consulting income

Consulting income is income arising from services provided by Elrha to other humanitarian organisations. Such services are closely aligned with Elrha's charitable objectives and expertise and include activities such as training and research to support other organisations with which Elrha shares common goals. Income from these contracts is unrestricted and any profits generated are used to fund Elrha's other charitable activities. As with grant income, consulting income is recognised either upon the achievement of specific milestones, or in the absence of such milestones, income is recognised to the extent that resources have been committed to the agreed outcomes and outputs, until contract completion allows for a final and accurate accounting of profit or loss.

Gifts in Kind income (GIK)

GIK (Gifts in Kind) include goods for project distributions or resale, pro-bono services and supplies. GIK must be included in the accounts as income and expenditure and valued at market value by management and/or the donor. No monetary value is attributed to volunteer work.

EXPENDITURE

All expenses are recognised on an accruals basis. Expenditure on charitable activities is any that relates directly to fulfilling the charitable objects of Elrha.

Grant funding expenditure comprises the direct value of sub-grants made by Elrha to partner organisations during the year, as detailed in [note 7](#). Grants funding costs are reported against the programme to which they relate.

Expenditure on 'activities undertaken directly' includes all costs of activities directly attributable to specific programmes or projects.

Support costs represent core activities and services, such as general management, governance, human resources, communications, financial management and premises costs, and are allocated across the categories of charitable activities in proportion to the services provided.

Staff costs are analysed and apportioned on the basis of management's estimation of the time spent on each activity and are allocated to activities undertaken directly or support costs according to the role of the staff concerned.

PROVISIONS

Provisions for liabilities are recognised when there is a legal or constructive obligation for which a measurable future outflow of funds is probable. Elrha held no provisions at the balance sheet date. (2019: nil)

FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised when Elrha becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Elrha only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid, net of any trade discounts due. Creditors and provisions are recognised where Elrha has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at

their settlement amount after allowing for any trade discounts due.

DEFINED PENSION CONTRIBUTION SCHEME

Save the Children UK operates a defined contribution retirement benefit scheme for all qualifying employees of group entities, including Elrha. For all schemes the amount charged to the statement of financial activities is in respect of the pension contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of Elrha's accounting policies, which are described in [note 1](#), the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure, with the exception of income recognition. In light of the guidance set out in the Charities SORP (FRS 102) all awards have been reviewed to determine their performance related conditions, see [Accounting Policies \(Grant income\)](#).

3. INCOME FROM DONATIONS

Year ended 31 December 2020

	Unrestricted	Restricted	Year to 31/12/2020
	£	£	£
Gift in kind income	87,472	10,300	97,772
Other	19	-	19
Total Total	87,491	10,300	97,791

Year ended 31 December 2019

	Unrestricted	Restricted	Year to 31/12/2019
	£	£	£
Gift in kind income	50,285	-	50,285
Other	6	-	6
Total Total	50,291	-	50,291

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Year to 31/12/2020	Year to 31/12/2019
	£	£	£	£
Humanitarian Innovation Fund (HIF)	-	6,690,290	6,690,290	2,941,310
Research for Health in Humanitarian Crises (R2HC)	-	6,741,673	6,741,673	3,999,585
Global Alliance for Humanitarian Innovation (GAHI)	-	-	-	244,873
Consulting	124,632	-	124,632	60,873
Global Prioritisation Exercise (GPE)	-	28,070	28,070	-
UK Humanitarian Innovation Hub (UKHIH)	-	52,793	52,793	-
Total	124,632	13,512,826	13,637,458	7,246,641

The Global Alliance for Humanitarian Innovation (GAHI) ceased to be hosted by Elrha in May 2019. Expenditure in 2019 represented the activities that were required to wind down its activities and produce final reports. GAHI was presented as a discontinued operation in the 2019 accounts.

5. EXPENDITURE

	Grant funding	Activities undertaken directly	Support costs	Year to 31/12/2020	Year to 31/12/2019
	£	£	£	£	£
Charitable activities					
Humanitarian Innovation Fund (HIF)	4,193,283	1,309,852	1,190,355	6,693,490	2,941,310
Research for Health in Humanitarian Crises (R2HC)	6,158,206	352,669	237,898	6,748,773	3,999,585
Global Alliance for Humanitarian Innovation (GAHI)	-	-	-	-	244,873
Consulting	-	90,543	4,500	95,043	56,544
Global Prioritisation Exercise (GPE)	-	22,076	5,994	28,070	-
UK Humanitarian Innovation Hub (UKHIH)	-	22,712	30,082	52,794	-
Other Charitable Activities	-	(5,290)	(99,826)	(105,116)	165,833
Total	10,351,489	1,792,562	1,369,003	13,513,054	7,408,145

Total resources expended include the following:

Fees payable to the auditor

	Year to 31/12/2020	Year to 31/12/2019
	£	£
Audit of financial statements	17,000	15,800
Total audit fees	17,000	15,800

6. ANALYSIS OF SUPPORT COSTS

	Year to 31/12/2020	Year to 31/12/2019
	£	£
Governance	125,160	97,719
General Management	425,489	337,017
Financial Management	290,682	189,636
Communications Support	224,859	166,883
Human Resources	145,002	82,706
Information Technology	102,684	69,504
Premises and Facilities	55,127	43,127
	1,369,003	986,592

7. ANALYSIS OF GRANT EXPENDITURE

	2020 HIF	2020 R2HC	2020 Total	2019 Total
	£	£	£	£
Action Against Hunger UK	7,212	6,040	13,252	183,940
Aga Khan Agency for Habitat India	7,964	-	7,964	-
The Alliance for International Medical Action (ALIMA)	-	-	-	219,353
American University of Beirut	-	-	-	3,749
Amref Health Africa	-	153,296	153,296	163,296
Anglia Ruskin University	-	35,833	35,833	5,682
Arbeiter-Samariter-Bund Deutschland	132,985	-	132,985	35,000
ARQ International (formerly War Trauma Foundation)	-	-	-	20,517
Austrian Red Cross	-	-	-	4,912
Basic Water Needs B.V.	-	-	-	832
Beth Israel Deaconess Medical Center	-	61,485	61,485	-
BRAC	-	2,352	2,352	-
Brandeis University	-	260,652	260,652	-
Bremen Overseas Research and Development Association (BORDA)	-	-	-	6,771
Brigham and Women's Hospital	-	127,653	127,653	149,085
Brown University	-	9,361	9,361	-
Build Up Nepal Engineering Pvt Ltd	8,939	-	8,939	-
Buklod Tao Inc	-	-	-	9,322

	2020 HIF	2020 R2HC	2020 Total	2019 Total
	£	£	£	£
Busara Center for Behavioral Economics Inc	-	41,388	41,388	-
Center for Disaster Preparedness (Philippines)	-	-	-	10,000
Childline Zimbabwe	-	-	-	48,580
Church World Service Japan	169,017	-	169,017	81,500
Columbia University	-	470,175	470,175	142,076
Dalberg Design LLC	-	-	-	24,600
Deutsche Welthungerhilfe e. V.	-	-	-	17,693
Durham University	-	1,128	1,128	35,076
Eawag	-	44,745	44,745	-
Ecole d'économie de Paris	158,737	-	158,737	49,998
Erasmus University	-	2,002	2,002	-
Faircap CIC	33,374	-	33,374	18,475
Field Ready	-	-	-	52,000
Flinders University	-	-	-	478
The George Washington University	87,375	-	87,375	-
Hala Systems	9,926	-	9,926	-
The HALO Trust	-	-	-	4,738
Healthright International	213,000	122,329	335,329	-
Heartland Alliance International	-	7,128	7,128	33,893
Humanity & Inclusion (formerly Handicap International)	-	122,635	122,635	-
Ibis Reproductive Health	-	247,181	247,181	-
IDinsight	-	83,102	83,102	-
Ifakara Health Institute	-	4,481	4,481	5,000
IMPACT Initiatives	-	129,901	129,901	-
Innovations for Poverty Action	-	193,399	193,399	-
Institute of Tropical Medicine Antwerp	-	51,178	51,178	96,904
International Centre for Diarrhoeal Disease Research, Bangladesh	-	-	-	2,621
International Federation of Red Cross and Red Crescent Societies	77,353	-	77,353	4,996
International Medical Corps UK	-	3,685	3,685	-
International Planned Parenthood Federation	-	9,468	9,468	-
International Rescue Committee	99,991	324,799	424,790	316,740
Ipas	61,250	296,751	358,001	-
Islamic Relief Worldwide	-	-	-	5,097
Jesuit Refugee Service	-	-	-	14,986

	2020 HIF	2020 R2HC	2020 Total	2019 Total
	£	£	£	£
Johns Hopkins University	-	244,278	244,278	456,051
Kube Energy	15,000	-	15,000	75,000
Leiden University	-	-	-	10,052
Leonard Cheshire	37,452	-	37,452	-
Light for the World	38,494	-	38,494	-
Liverpool School of Tropical Medicine	14,804	-	14,804	43,862
London School of Hygiene and Tropical Medicine	128,283	162,010	290,293	140,415
Make Music Matter	-	-	-	49,300
Makerere University	-	143,854	143,854	-
Manchester Metropolitan University	-	-	-	4,082
Martin Luther University Halle-Wittenberg	-	77,522	77,522	97,762
Massachusetts General Hospital	-	-	-	90,100
McGill University	-	-	-	6,312
McMaster University	-	53,587	53,587	-
Michigan State University	-	116,622	116,622	-
Monash University	-	10,937	10,937	-
No Strings International	18,433	-	18,433	33,824
Norwegian Refugee Council	-	163,630	163,630	-
Nossal Institute for Global Health	37,497	-	37,497	-
The Ohio State University	-	-	-	9,989
Örebro University	-	-	-	16,061
Ove Arup and Partners Ltd	-	-	-	19,998
Oxfam (Various members)	266,066	161,952	428,018	164,901
Panzi Foundation USA	-	-	-	34,682
Pesitho	182,150	-	182,150	-
Philippine Geographical Society	-	-	-	7,765
Physicians for Human Rights	202,500	-	202,500	-
The Population Council (Various members)	-	222,765	222,765	-
Pragya	152,548	-	152,548	-
Première Urgence Internationale	-	-	-	9,743
Professional Institute for Development and Socio-environmental Management (PRISM)	8,000	-	8,000	-
The Population Council (Various members)	-	222,765	222,765	-
Pragya	152,548	-	152,548	-
Première Urgence Internationale	-	-	-	9,743
Professional Institute for Development and Socio-environmental Management (PRISM)	8,000	-	8,000	-

	2020 HIF	2020 R2HC	2020 Total	2019 Total
	£	£	£	£
Queen Margaret University, Edinburgh	-	21,219	21,219	20,330
Queen Mary University of London	-	43,260	43,260	-
Radboud University Medical Center	-	-	-	1,701
Real Relief Health ApS	-	-	-	70,109
Reemi Charitable Trust	33,687	-	33,687	-
Research and Grant Institute of Ghana (REGIG)	25,933	-	25,933	14,407
Rural Development Initiatives in the Islands of Leyte Inc	-	-	-	50,000
Save the Children UK	19,992	-	19,992	51,545
SEMA (İnsani ve Tıbbi Yardım Derneği)	-	-	-	45,890
Social Development International	33,997	-	33,997	-
Social Solutions Research Association				60,000
Solidarités International	5,000	-	5,000	51,900
Stanford University	146,230	165,457	311,687	165,457
Start Network	508,037	-	508,037	-
Sustainable Environment and Ecological Development Society (SEEDS)	-	9,222	9,222	-
Swansea University	-			7,343
Tearfund	87,500	-	87,500	-
Terre Des Hommes Foundation	212,584	-	212,584	9,744
Translators without Borders	-	-	-	110,000
Tufts University	-	4,532	4,532	-
UN-Habitat	104,617	-	104,617	-
University of Ottawa	-	10,000	10,000	-
University of Sheffield	-	94,824	94,824	-
Université Catholique de Louvain	-	6,607	6,607	4,468
University College London	-	7,852	7,852	78,899
University of Applied Sciences Northwestern Switzerland (FHNW)	165,981	-	165,981	55,752
University of Bath	-	43,340	43,340	-
University of California	-	-	-	132,542
University of Edinburgh	-	-	-	2,444
University of Leeds	25,972	-	25,972	-
University of Leicester	-	-	-	4,601

	2020 HIF	2020 R2HC	2020 Total	2019 Total
	£	£	£	£
University of New South Wales	-	169,582	169,582	-
University of Oxford	-	-	-	1,500
University of Rwanda	-	112,808	112,808	136,000
University of Sciences, Techniques and Technologies of Bamako (USTTB)	-	20,885	20,885	-
University of Victoria	-	-	-	5,000
University of Washington	-	176,063	176,063	-
Waterscope	84,050	-	84,050	-
Women's Refugee Commission	125,000	50,881	175,881	3,880
Words. Rhythms. Images.	7,979	-	7,979	-
World Health Organization	-	478,178	478,178	199,718
World Vision (Various members)	149,963	582,299	732,262	246,746
York University	127,019	-	127,019	-
Youth Development Labs Inc.	185,170	-	185,170	-
Refunds of grants previously contracted:	(23,778)	(8,107)	(31,885)	(104,917)
Total	4,193,283	6,158,206	10,351,489	4,462,868

8. TRUSTEES

The trustees received no remuneration during the year. During the year £85 (2019: £166) was expended on travel and accommodation expenses for one trustee (2019: 1) to attend and participate in meetings of the Board of Trustees. No donations were received from trustees during the year (2019: nil).

9. EMPLOYEES

Payroll costs were as follows:

	Year to 31/12/2020	Year to 31/12/2019
	£	£
Wages and salaries	1,404,976	1,031,809
Social security costs	147,767	107,375
Pension costs	84,621	62,728
Other staff costs	30,595	11,338
	1,667,959	1,213,250

Payroll costs are included under Expenditure as 'Activities undertaken directly' in [note 5](#) to these financial statements.

The average monthly number of employees during the year was:

	Average headcount ¹		Average FTE headcount ²	
	2020	2019	2020	2019
Elrha	36	27	34	26
GAHI	-	1	-	1
	36	28	34	27

¹ Headcount is defined as the number of roles filled by employees.

² FTE headcount is defined as headcount adjusted to take into account hours worked, where employees do not work on a full-time basis.

During the year the following number of employees received employee benefits (excluding employer pensions costs) within the bands shown below.

	Year to 31/12/2020	Year to 31/12/2019
£60,001-£70,000	3	2
	3	2

The total amount of employee benefits received by key management personnel during the year was £283,066 (2019: £257,994).

10. TAXATION

Elrha is a registered charity and as such is not liable to United Kingdom income or corporation tax on charitable activities or primary purpose trading activities.

11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Year to 31/12/2020	Year to 31/12/2019
	£	£
Trade debtors	47,138	56,125
Amounts due from parent company	-	188,563
Grant debtors	3,033,210	317,119
Prepayments and accrued income	6,812	-
Other debtors	33,727	29,095
	3,120,887	590,902

There are no debtors expected to pay after a period of longer than one year.

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Year to 31/12/2020	Year to 31/12/2019
	£	£
Trade creditors	162,746	236,509
Amounts due to parent company	915,622	-
Taxes and social security costs	50,506	29,151
Accruals	1,509,207	30,165
Deferred income	193,406	853,189
Other creditors	16,402	472
	2,847,889	1,149,486

13. FINANCIAL COMMITMENTS

The table below shows the charity's commitment to donors in delivering projects on their behalf, which are expected to be completed over a number of years. Elrha's obligation to deliver on these projects is conditional upon donor funding being received in accordance with grants agreements. The commitments to be delivered within one year have been reduced to reflect the short-term cuts to FCDO and NIHR funding as disclosed in [note 19](#). Should the total value of grant agreements with donors also be reduced, commitments in years two to five will also be adjusted accordingly.

	31/12/2020	31/12/2019
	£	£
Within one year	12,755,035	9,877,447
In years two to five	50,336,635	17,991,655
After five years	-	-
	63,091,670	27,869,102

Sub Grant Commitments

A proportion of the funds needed for these programmes has already been received and is included within deferred income in [note 12](#). For those not yet received, there are legal agreements with donors to ensure that Elrha will be reimbursed for completion of those projects. As described in [note 1](#) (Going concern), Elrha retains the right to withdraw from these commitments in the event that donor funding is cut unexpectedly.

	HIF	R2HC	31/12/2020	31/12/2019
Within one year	2,434,993	3,246,934	5,681,927	4,932,643
In years two to five	2,098,757	3,287,744	5,386,501	2,217,743
After five years	-	-	-	-
	4,533,750	6,534,678	11,068,428	7,150,386

14. ANALYSIS OF CHARITABLE FUNDS

Year ended 31 December 2020

	Opening balance	Income	Expenditure	At 31/12/2020
	£	£	£	£
Unrestricted funds	144,528	212,123	(119,343)	237,308
Restricted funds	-	13,523,126	(13,393,711)	129,415
Total	144,528	13,735,249	(13,513,054)	366,723

Year ended 31 December 2019

	Opening balance	Income	Expenditure	At 31/12/2020
	£	£	£	£
Unrestricted funds	255,741	111,164	(222,377)	144,528
Restricted funds	-	7,185,768	(7,185,768)	-
Total	255,741	7,296,932	(7,408,145)	144,528

15. RESTRICTED FUNDS

For the year ended 31 December 2020

	Opening balance	Income	Expenditure	Transfers	At 31/12/2020
	£	£	£	£	£
HIF					
DFID/FCDO	-	4,247,110	(4,174,458)	(72,652)	-
MFA Netherlands	-	2,266,529	(2,222,835)	(43,694)	-
Government of Norway	-	145,465	(145,465)	-	-
Swedish International Development Cooperation Agency (Sida)	-	31,186	(31,186)		
	-	6,690,290	(6,573,944)	(116,346)	-
R2HC					
Wellcome Trust	-	1,851,639	(1,851,639)	-	-
National Institute for Health Research (NIHR)	-	2,051,523	(2,051,523)	-	-
DFID/FCDO	-	2,838,511	(2,838,511)	-	-
	-	6,741,673	(6,741,673)	-	-
Global Prioritisation Exercise (GPE)					
DFID/FCDO	-	18,864	(18,323)	(541)	-
MFA Netherlands	-	9,206	(8,942)	(264)	-
	-	28,070	(27,265)	(805)	-
UK Humanitarian Innovation Hub (UKHIH)					
DFID/FCDO	-	52,793	(51,280)	(1,513)	-
	-	52,793	(51,280)	(1,513)	-
Other					
Other movements in restricted funds	-	10,300	451	118,664	129,415
	-	10,300	451	118,664	129,415
Total restricted funds	-	13,523,126	(13,393,711)	-	129,415

Effective on 2 September 2020, the Department for International Development (DFID) merged with the Foreign and Commonwealth Office to create the Foreign, Commonwealth and Development Office (FCDO).

All arrangements previously entered into with DFID transferred to the FCDO as of the date of the merger.

Since Elrha's establishment in 2018, funding arrangements have been in a process of transition, going via SCUK subgrants, to funding agreements directly between Elrha and external donors.

Of the funding received by the HIF in 2020, funds from DFID/FCDO included both a subgrant from SCUK and new grants directly from the

donor. Funding from the Swedish International Development Cooperation agency (Sida) was exclusively via Save the Children UK (SCUK), and funding from the Netherlands Ministry of Foreign Affairs and the Government of Norway was received entirely through direct grant agreements to which SCUK is not a party.

Of funding received by the R2HC programme, funds from DFID/FCDO and the National Institute of Health Research (NIHR) included both subgrants from SCUK and new direct grants. Funding from Wellcome Trust is received via SCUK.

The Global Prioritisation Exercise (GPE) and the UK Humanitarian Innovation Hub (UKHIH) are both funded directly.

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	At 31/12/2020
	£	£	£
Debtors: amounts falling due within one year	70,817	3,050,070	3,120,887
Cash at bank and in hand	93,725	-	93,725
Creditors: amounts falling due within one year	72,766	(2,920,655)	(2,847,889)
	237,308	129,415	366,723

17. EMPLOYEE BENEFITS

Save the Children UK operates a defined contribution retirement benefit scheme for all qualifying employees of group companies, including Elrha. The total expense charged to the statement of financial activities in the year ended 31 December 2020 was £84,621 (2019: £62,728). Pension contributions are included under Expenditure as 'Activities undertaken directly' in [note 5](#) to these financial statements.

The contributions outstanding at 31 December 2020 were £16,386 (2019: £455).

18. RELATED PARTY TRANSACTIONS

Transactions, including grants, with Save the Children UK are not disclosed on the basis of the exemption available under FRS 102.

During the year George Fenton, husband of trustee Wendy Fenton, was engaged as a consultant on a team providing services to Elrha via an independent third party which was appointed via a competitive procurement process. Of the fees paid by Elrha to the contracted supplier, George Fenton received payment of £3,300 for his services.

19. POST BALANCE SHEET EVENTS

In late April 2021, Elrha was notified that FCDO and NIHR funding for the 12 months ending 31 March 2022 would be significantly lower than previously intended due to the UK Government's reduction of the international aid budget for that period. These cuts affect all of Elrha's programmes.

The estimated impact on Elrha's total income and expenditure in respect of the financial year ending 31 December 2021 is a reduction of approximately £7.7 million. Elrha's multi-year grant agreements with FCDO and NIHR remain in place, and the long-term impact of the cuts is yet to be determined.

Further details of how the Trustees have responded to the situation in order to protect Elrha's going concern status are set out in [note 1](#).

elrha



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2020

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Elrha is a registered charity in England and Wales (1177110).