

The New Humanitarian|

Journalism from the heart of crises



Annual Report
2024

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

Cover Image:

A military patrol frisks Miguel Martir (in red) in downtown San Salvador in February 2024. Martir says he doesn't mind the intrusion as the security measures have helped to drastically reduce gang violence in El Salvador. *(Fritz Pinnow/TNH)*

Foreword

Reflecting on a year of transformation and renewal

2024 was a year of tremendous change for The New Humanitarian. We navigated an extended leadership transition, streamlined our organisational structure, and overhauled our operations – all while continuing to deliver high-impact journalism.

Through these shifts, our expanded management team has provided stability, ensuring that our editorial operations remained strong and our commitment to excellence was unwavering. This resilience is a testament to the strength of our organisation and the dedication of our team at every level.

Following independent reviews of the Human Resources processes, we have reinforced our policies to better support our staff, prioritising their well-being in recognition of how difficult our reporting demands have been. Acknowledging the vital role freelancers play in bringing us stories from conflict zones such as Sudan, Palestine, Myanmar, and Venezuela, we have expanded psychosocial support for our team and are working towards extending these resources to our freelance community. We have greater detail on these changes later in this annual report.

We are deeply grateful for the continued and stable support of our donors, whose commitment has given us the time and space to navigate this period of transition, and to emerge even stronger.

A significant milestone this year was welcoming our new CEO, Dr. Tammam Aloudat who joined us in November 2024. Tammam brings a wealth of experience in humanitarian issues and is a leading voice in decolonising aid. His vision and expertise align closely with our mission, positioning us for a new era of impact and innovation.

As we mark 30 years of reporting from the front lines of humanitarian crises, we do so with a renewed commitment to decolonisation – not just in our journalism, but in how we engage with the communities we serve as an organisation. Our focus is shifting from rethinking humanitarianism to actively remaking it. We look forward to deepening our impact and advancing our vision of becoming a truly transformative newsroom.

A major step forward in this vision has been the registration of a 501(c)(3) entity in the United States, which will enable us to expand our coverage of humanitarian crises in the Americas and broaden our focus on aid policy.

This year also marks my final year as President of The New Humanitarian. It has been an honour to serve this exceptional organisation – the only independent news agency dedicated to reporting humanitarian crises – ensuring that those at the heart of these crises can raise their voices and tell their own stories.

As I pass the leadership to our incoming President, Churchill Otieno, I want to express my deepest gratitude to The New Humanitarian Board, whose dedication, expertise and volunteer work have guided us through this challenging time. I also want to acknowledge our incredible TNH team — both in operations and editorial — whose work continues to make a lasting impact in the sector.

With gratitude and optimism for the future,



Paula Fray
President,
The New Humanitarian

Contents

Foreword	3
About us	6
Executive summary	8
How our journalism creates real impact	12
The Year in review	18
Becoming a transformative newsroom: making progress on our strategy	22
Audience and Reach	26
The New Humanitarian on the global stage	28
From start-up to scale-up: organisational developments	32
Board and sub-committees	35
Our team	37
Partners	38
Finances	39

About us

The New Humanitarian is an independent, nonprofit newsroom reporting from the heart of conflict, disasters, and other crises. For 30 years, we have put our journalism at the service of the millions of people affected by humanitarian crises around the world.

Our journalism contributes to more effective, accountable, and inclusive ways to improve the lives of people affected by crises in several ways:

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

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

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



Hamman, who fled the Gwoza area of Borno in Nigeria in 2014 due to a wave of attacks by Boko Haram militants, had to leave behind her belongings, including her sewing machine. (Zubaida Baba-Ibrahim/TNH)



A boatman hurries across a river in western Khulna district as ominous rain clouds loom overhead. In 2023, flash floods affected more than one million people and displaced over 200,000 in Bangladesh.
(Zakir Hossain Chowdhury/TNH)

Executive summary

Introduction

All around the globe in 2024, our team of specialist editors and reporters strived to inform decision-makers, provide accountability, and raise awareness on the key stories and policy changes central to TNH's mission; whether it was **collaborating with local journalists** to report from the heart of humanitarian crises, unpacking **major conferences like COP29**, or working aid sector sources for **the latest lowdown**.

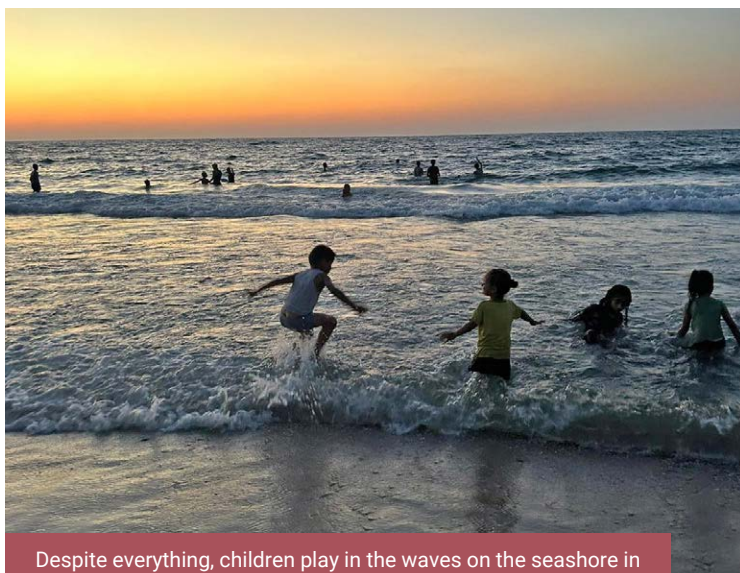
An array of **in-person** and **online events** throughout the year took that reporting and ran with it, providing a platform for discussion with and among affected and marginalised people, amplifying their voices in front of audiences with the power to improve their lives. We also expanded our formats to reach new people in different ways, with **audio reads**, **first person accounts**, and even **a Q&A with a top aid official** in which the questions were posed by Burkinabè community leaders.

It should be noted that 2024 was a year in which the sector we cover came under intense pressure from

all sides: **soaring needs** in humanitarian hotspots, even as access in many of them was on a spectrum from difficult to impossible; **financial strain**, as a global funding squeeze tightened its grip on the system; and, of course, growing risk amid **record aid worker deaths**, the majority (as ever) local staff.

The news year was dominated by **Gaza**, but we also focused our attention on: **Sudan**, where the world's largest displacement crisis raged with far less media attention despite horrific massacres and starvation; **Myanmar**, where hundreds of thousands of civilians, including the Rohingya, became trapped by the rapidly changing dynamics of the intensifying civil war; and the worsening gang violence in **Haiti**, where women and children bore the brunt of the terrifying toll.

The Yemen Listening Project, published in March, broke new ground in humanitarian storytelling, creating a template for a different kind of journalism – one that goes beyond the headlines and the numbers to hear directly from those affected by crises. One of our most significant pieces of journalism in 2024 was a seven-month investigation exposing how Israel intentionally targeted aid workers to kill off a nascent humanitarian effort as people were starving in northern Gaza. For more on these and all our coverage highlights, read on...



Despite everything, children play in the waves on the seashore in the Gaza Strip during Israel's devastating year-long war. (Nour ElAssy/TNH)

Our journalism in 2024

2024 at a glance



Places we reported from in 2024

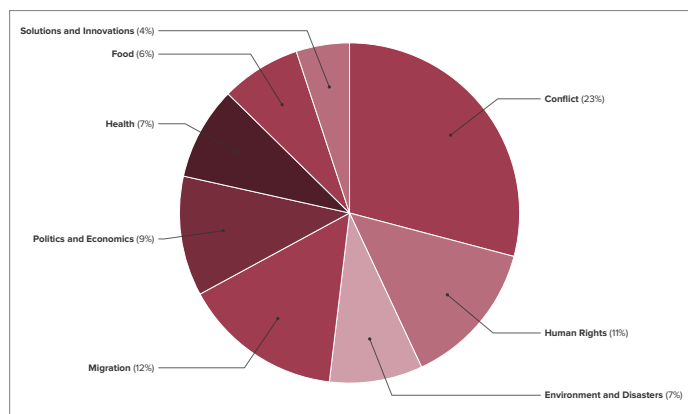


A global reach

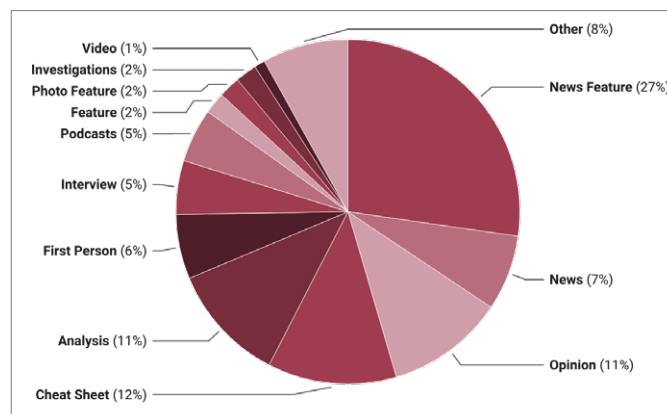
Production by region %



With a range of subjects



And a multimedia approach



Our impact and audience

In a year of seemingly absent accountability for atrocities, political violence, and disasters, our journalism became more important than ever. 2024 was the deadliest year on record for aid workers, while journalists faced unprecedented threats, from targeted killings to systematic disinformation campaigns. Against this backdrop, TNH remains committed to achieving real-world impact with its journalism.

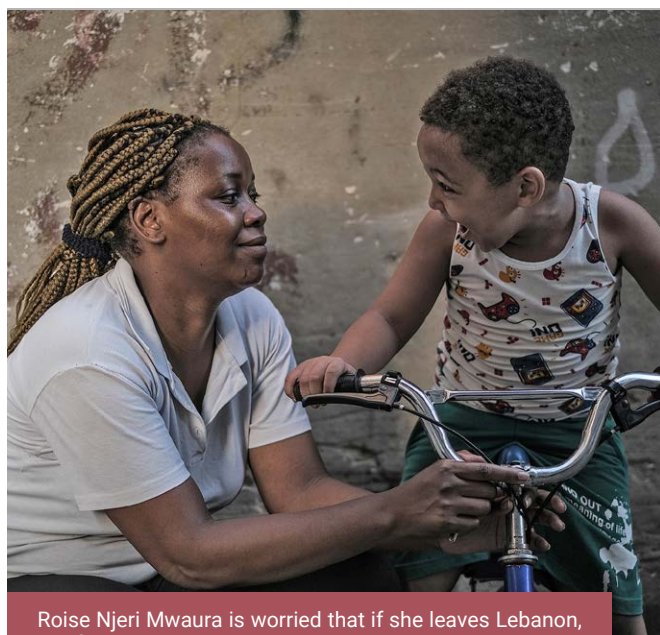
This past year, investigations into Egypt's detention of Sudanese refugees and Israel's targeting of aid workers in Gaza have sparked advocacy efforts, institutional reviews, and legal action. TNH's reporting has shaped

localisation debates, exposed sexual abuse by aid workers and peacekeepers, and influenced asylum policies, including the US extension of Temporary Protected Status for Venezuelans. Our work has been cited in parliamentary discussions, legal proceedings, and major policy decisions.

Beyond investigations, we told important stories in accessible and adaptive formats, whether through podcasts, newsletters, or participatory journalism. *Dadaab Voices* and the *Yemen Listening Project* brought refugee and conflict-affected perspectives into global conversations, influencing media coverage and policymaking. Our work was also recognised with multiple award nominations, including the prestigious Fetisov Award.

Our **bi-annual audience survey** confirmed that our journalism remains a key catalyst for action across the humanitarian sector. More than 80% of our readers say our reporting pushed them to explore new topics, while 78% say it drives further research or advocacy.

Our investigative reporting is particularly valued – 71% recognise its depth and rarity, and 60% see TNH as a crucial tool for accountability in a sector in urgent need of reform. Readers turn to us for expert insights they can't find elsewhere, reinforcing the need for our role in informing, facilitating, and reporting on humanitarian action across the world.



Roise Njeri Mwaura is worried that if she leaves Lebanon, her five-year-old son Steve won't be allowed back in the country. Pictured on 23 July 2024. (João Sousa/TNH)

Progress on our strategy

In the third year of our 5-year strategy, we continued to make progress on our key pillars for becoming a transformative news organisation:

- Decolonising our journalism

We deepened our commitment to decolonising journalism by prioritising local expertise, expanding participatory storytelling projects, and launching new formats like First Person: Audio Podcasts to bring audiences closer to crisis reporting.

- Centering impact in our work

We expanded our reach with new on-site formats like In the News (for breaking news audiences) and Snapshots, with visual reporting from hard-to-reach areas, which attracted up to 20,000 views per video. We also launched a WhatsApp channel and Bluesky account, and grew our social following by 13% to over 305,000.

- Strengthening the newsroom

We deepened our thematic expertise; enhanced our collaboration in investigative reporting; integrated AI

through partnerships and funding efforts; streamlined workflows with improved meetings and CMS features; refined our website for better usability; and boosted security by joining Cloudflare's "Project Galileo" and upgrading our CMS.

- Building a more sustainable business model

We brought on board one new donor and renewed eight grants that were up for renewal, in addition to securing increases that represent more than CHF 350,000 in additional funding and demonstrate a sustained and positive engagement with our partners. Our income totalled CHF 3.27 million and we brought on board a new auditor, Pricewaterhouse Coopers SA (PwC), to conduct our international ISA 700 audit.

- Nurturing our culture

We committed to transforming our culture to prioritise Equity, Diversity, Inclusion, and Justice through a decolonised people-culture, participatory and collaborative leadership for empowerment, and building high psychological safety.



Twenty-seven-year old Ernesto Vladimir works in a farming settlement called Hacienda Casa Mota in the east of El Salvador. Climate change, and particularly the recent effects of the El Niño phenomenon, mean he is losing his source of livelihood. (Fritz Pinnow/TNH)

How our journalism creates real impact



On the Panamanian side of the Darién, migrants are easy prey to armed groups that rob and sexually abuse them. A sign left by migrants in the middle of the jungle warns others of the danger. It says "They're robbing further up, form big groups!!". (Peter Yeung/TNH)

In a year of escalating crises and rising impunity, TNH's journalism has driven real-world change – exposing human rights abuses, shaping policy decisions, and amplifying voices too often ignored. From investigations that influenced asylum policies and important international legal cases, to participatory storytelling that brought refugee and conflict-affected communities into global conversations, our work continues to inform, challenge, and hold power to account.

Read on, for our 2024 impact highlights:

Informing policymakers and practitioners: Producing the stories that shape action

Effective journalism does more than report the news – it informs decisions, influences policies, and challenges power structures. Our five-year strategy states:

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

If we’re to achieve that, it means we need to go beyond just documenting the facts: Our journalism must situate crises in their correct historical contexts if it is to productively inform those holding the levers of power.

Demonstrating impact: what our audience says

Forming a core part of our audience are humanitarian policymakers and practitioners. Through our bi-annual survey, we assess whether our journalism influences their work. 2024 responses confirm its value:

“The invaluable content from The New Humanitarian has significantly influenced my work. It has provided me with an in-depth understanding of emerging humanitarian issues and delivered practical best practices that directly address the challenges faced by people affected by conflict. This resource has been transformational in guiding my approach and decision-making processes.”

Another noted:

“Coverage of localisation helps inform our internal positions by highlighting relevant issues in the field and conveying voices of affected populations.”

Holding power to account: localising humanitarian action

One of our most impactful themes is localisation. Even before the Grand Bargain in 2016, TNH already led the way in analysing the reform agenda in the sector, constantly questioning its level of ambition and calling out the UN and the large international agencies when they fail to live up to their promises. The CEO of the ICVA Network, made up of NGOs seeking to make humanitarian action more

principled and effective, called part of our [coverage](#) this year, “one of the most insightful reads on localisation in the humanitarian sector I’ve seen in a while”.

Beyond text, we adapt our localisation journalism into accessible formats. An episode of our flagship podcast Rethinking Humanitarianism – on how to step aside to promote change – was cited in a toolkit developed by the Australian Council for International Development to help members progress their commitment to locally led humanitarian action. Our policy-oriented newsletter, [Inklings](#), has gained a loyal following, with humanitarian [leaders](#) praising it as, “an incisive blend of courage & intellect, all captured on a single page”.

From journalism to policy change

Impact can unfold and be far-reaching over several years, or it can be more immediate. One example of the former was achieved by our Humanitarian Reporting Fellow, Iván Reyes, who spent part of his fellowship documenting how citizens in Venezuela express both hope for change and fear of unrest. Two of his pieces were cited in a [US Department of Homeland Security notice](#) “extending the 2023 designation of Venezuela for Temporary Protected Status (TPS) for 18 months, beginning on April 3, 2025, and ending on October 2, 2026.” His work directly informed policy decisions, shaping responses that address the realities on the ground.

Readers also recognised the importance of this work: “few other media outlets have done so well [covering Venezuela]... from the ground, people really appreciate the work you all do and I do too. Thank you” – Reader of TNH

From shaping localisation debates to influencing asylum policies, TNH’s journalism continues to bridge the gap between information and action. Whether through investigative reporting, podcasts, or policy-driven newsletters, we remain committed to equipping decision-makers with the insights they need to create fairer and more effective humanitarian responses.

Providing accountability and transparency: Exposing atrocities in a year defined by impunity

TNH's investigative journalism has been instrumental in exposing human rights abuses, holding perpetrators accountable, and amplifying the voices of those affected. Our work has influenced policy decisions, strengthened advocacy, and driven institutional responses across multiple crises.

Egypt's illegal scheme to detain refugees

Our April [investigation](#), in collaboration with the Refugees Platform in Egypt (RPE), revealed Egypt's unlawful detention and deportation of Sudanese refugees, sparking wide-ranging impact:

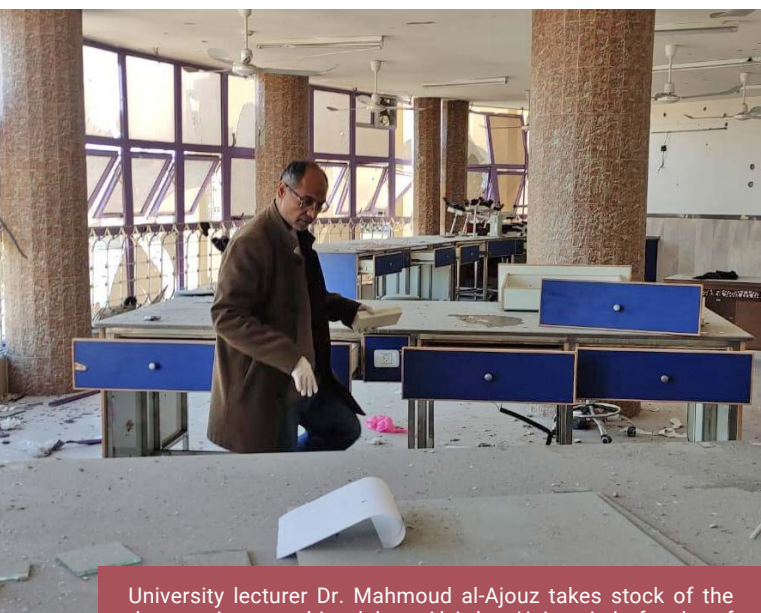
- *Policy influence:* Cited in an urgent [appeal](#) by the Global Detention Project urging the Egyptian president to reconsider asylum laws and calling on EU leaders to scrutinise migration policies.
- *Advocacy impact:* [Used](#) by Amnesty International and Human Rights Watch in reports and [joint statements](#) demanding an end to forced deportations.
- *Institutional responses:* prompted internal reviews by European embassies, Save the Children, and the European Commission on refugee treatment.

- *Public awareness:* Widely covered by [African Arguments](#), [Middle East Eye](#), and [AllAfrica](#); republished in Arabic by RPE, ensuring accessibility for affected communities.
- *Recognition:* Shortlisted for the 2024 Fetisov Award for Outstanding Investigative Reporting.

Investigating aid worker targeting in Gaza

Our December 2024 [investigation](#) exposed how Israeli forces targeted aid workers and weaponised starvation in northern Gaza. This groundbreaking work has already driven legal and political action:

- *Legal impact:* Submitted as evidence to the International Criminal Court (ICC) and shared with stakeholders in South Africa's genocide case against Israel at the International Court of Justice (ICJ).
- *Political reach:* Cited in UK and US parliamentary discussions, informing advocacy by MPs and human rights leaders.
- *Global amplification:* Republished in [Mondoweiss](#), translated into Arabic and republished by [Daraj](#), and widely shared across humanitarian networks.
- *Informing accountability:* A TNH survey respondent noted that, "TNH's coverage has encouraged people within my institution to speak up and engage beyond their typical work focus."



University lecturer Dr. Mahmoud al-Ajouz takes stock of the damage in a teaching lab at Al-Azhar University's faculty of medicine in Gaza earlier this year.
(Mahmoud Yousef Ahmed Ellouh/TNH)

“The New Humanitarian’s reporting on aid obstruction in Gaza has been really important over the last 15 months – they have brought a distinct blend of humanitarian expertise and ground-level testimonials that illuminates the policy, operational, and human dimensions of the war.”

- Jeremy Konyndyk, President of Refugees International



A tank belonging to the UN peacekeeping mission in the Central African Republic patrols through the eastern town of Bria. The mission is deployed to protect civilians, but its forces have repeatedly been accused of sexual violence. (Barbara Debout/TNH)

Uncovering sexual abuse by aid staff and peacekeepers

TNH continues to drive accountability on sexual abuse in the aid sector:

“TNH’s investigative reporting on sexual abuse within the aid sector over the years has forced real action and accountability.”

– Audience survey respondent

- **Central African Republic:** A 2024 **investigation** exposed ongoing sexual abuse by UN peacekeepers under MINUSCA, leading to official responses from the **mission** and the CAR **government** and an **interview** in TV5 Monde Afrique.
- **South Sudan:** Our 2022 **work** on sexual abuse in UN-run camps was cited in a **memorandum** for the UN’s Special Coordinator on Sexual Exploitation and Abuse.

- **WHO reform:** TNH’s **investigation** into the largest UN sexual abuse scandal was referenced in a 2024 MOPAN **assessment**, which noted how the investigation led WHO leadership to overhaul policies and increase accountability measures.

Driving global accountability through cross-border investigations

- **Syrian deportations from Lebanon:** Our **investigation** into the detention and mistreatment of Syrian deportees was reviewed by a UN expert in Geneva and submitted to the Independent International Commission of Inquiry on Syria.
- **UN Carbon Neutrality Claims:** Our 2023 joint investigation with Mongabay on flawed REDD+ carbon projects **informed** a legal recommendation by Brazil’s Federal Prosecution Service on indigenous rights and climate accountability.
- **Agrochemical industry influence:** TNH **contributed** to a global investigation into industry lobbying, which triggered a civil society **appeal** to the European Parliament demanding an investigation into corporate interference in EU policy.

Raising awareness: Building understanding and sparking action

TNH's journalism exposes injustices, amplifies underreported voices, and informs global audiences, shaping public discourse and influencing real-world decisions. Through investigations, partnerships, and multimedia storytelling, we ensure our work sparks action across governments, institutions, and civil society.

Diego Garcia: reporting that led to policy change

Our investigation into the inhumane **treatment** of Sri Lankan Tamil asylum seekers on Diego Garcia drove major policy shifts and public accountability:

- **Legal and political impact:** The UK government initially offered temporary relocation to Romania following TNH's revelations, later revising its stance to allow direct transfer to the UK. By December 2024, the asylum seekers had arrived in the UK, ending the horrific three-year ordeal.
- **Judicial action:** The British Indian Ocean Territory Supreme Court ruled the asylum seekers had been unlawfully detained.
- **Public and media pressure:** TNH's coverage was picked up by the **BBC** and other major **outlets**, increasing scrutiny of the UK government's actions.
- **Personal impact:** Asylum seekers directly credited TNH for exposing their plight, with one newly resettled individual living in London **saying**, "I can go outside, walking, running anywhere. No one asks me anything."

The investigation underscored the power of ethical journalism in holding governments accountable and advocating for systemic reform in asylum policies.

Expanding impact through multi-format storytelling

Beyond individual investigations, TNH ensures its journalism reaches diverse audiences through multiple platforms:

- **Expert commentary:** Our journalists were featured in major media, including, **The Negotiators**, **TRT World**, **RPX Radio**, and **Frontlines & Headlines**.
- **Podcasts that inform:** 93% of audience survey respondents who listen to TNH podcasts said they would recommend them, while 91% reported a better understanding of humanitarian issues.

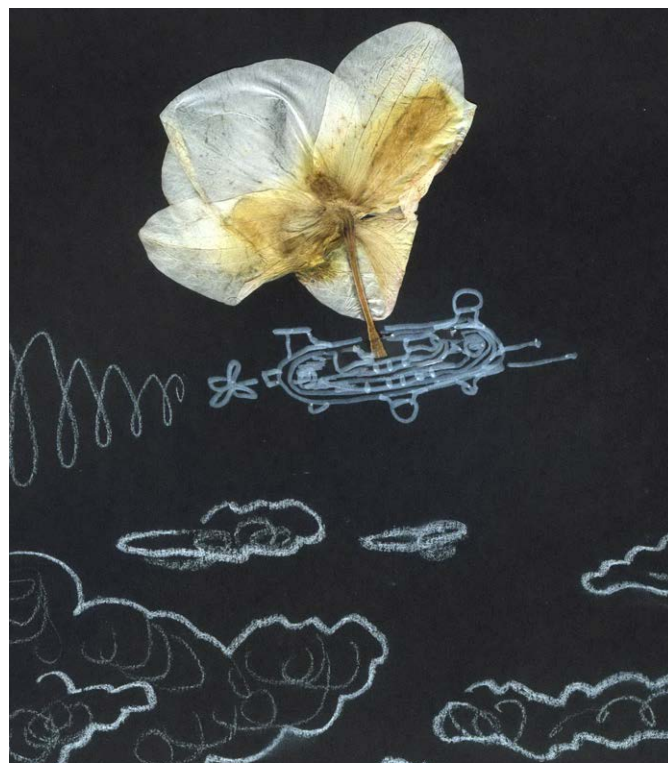
- **Strategic co-publishing:** In 2024, TNH partnered with Al Jazeera, The Guardian, ABC News Australia, Le Monde, Daraj, The Continent, and others, ensuring wider reach and deeper impact.
- **Triggering follow-up coverage:** Our reporting has prompted follow-ups by **The New York Times**, **Deutsche Welle**, and **Open Democracy** on topics as wide-ranging as Uyghur asylum seekers in Thailand and UN peacekeeper sex abuse.

A platform that shapes humanitarian conversations

TNH's ability to influence awareness and action is recognised across the sector:

“The crucial role TNH has played in exposing the truths and mistruths in our sector and equipping us with thought-provoking insights cannot be overstated.”

– TNH Member



In his diary reflecting on two years of war in Ukraine, Nizar Al Rifai shares this artwork: "Hope is to fly again: Before the full-scale invasion, I would travel around the area where I live in a small electric car picking flowers from fields and watching small aircraft that took off from a nearby airfield cruise in the sky." (Nizar Al Rifai/TNH)

Raising awareness goes beyond publishing – it requires sustained engagement, diverse storytelling formats, and strategic amplification. Whether through investigative

journalism, expert commentary, or high-impact collaborations, TNH ensures critical humanitarian issues are not just reported but acted upon.

Providing a platform for affected people: the power of participatory storytelling

Beyond informing policy and holding power to account, TNH is committed to ensuring those most affected by crises can share their own stories. Through innovative projects and diverse formats, we amplify the voices of refugees, migrants, and communities in crisis – reaching audiences beyond traditional media and influencing both public discourse and policy decision.

Dadaab Voices: Elevating refugee perspectives

In 2024, we launched **Dadaab Voices**, a series giving refugees in Kenya's Dadaab camp a platform to discuss issues directly affecting them. Published on our website and broadcast in Somali via community station Radio Gargaar, the series sparked critical conversations:

- *Exposing aid cuts*: Our first piece, detailing the impact of a 60% food ration reduction, shed light on worsening conditions and rising despair.
- *Questioning policy decisions*: A follow-up investigation, alongside a **What's Unsaid podcast episode**, revealed how Kenya's refugee integration plan lacked consultation without those it affected.
- *Local and global engagement*: The radio broadcast drew overwhelming participation, with jammed call lines and strong positive feedback from former refugees.

“Dadaab Voices has bridged critical information gaps, ensuring that we are informed and empowered. It reminds us that information is indeed a form of aid, giving us the power to share our concerns and shape solutions together.”

– Mohamed Abdullahi Jimale, Youth Leader

The project also attracted **attention** from humanitarian organisations, was **republished** by The African Mirror, and cited in an Environmental Justice Foundation **report**. One contributor published a related piece in Al Jazeera, expanding its reach.

The Yemen Listening Project: Where Yemenis talk and the world listens

In March, we launched the Yemen Listening Project, a groundbreaking initiative aimed at amplifying the voices of Yemenis affected by the ongoing conflict. By directly engaging with over 100 individuals from within Yemen and the diaspora, this project sought to present an authentic and diverse range of personal experiences. These narratives, conveyed through emails, WhatsApp messages, voice notes, videos, poems, and pictures provide a profound insight into the daily realities of living through Yemen's devastating war.

- *Strong local and global engagement*: Within two months, the project garnered 16,000+ views and high engagement on social media.
- *Bringing Yemenis to global forums*: Project coordinator Nuha Al-Junaïd was invited to speak on Yemeni TV and at a UK Parliament panel, influencing international discussions.
- *Media and academic recognition*: Covered by **PRX**, The Times of London Radio, **Monocle**, and **Journalism.co.uk**, and **featured** in the International Journalists' Network.
- *A model for ethical journalism*: Showcased at the Berlin Human Rights Film Festival, DW Global Media Forum, and re:publica as a new approach to crisis reporting.

By ensuring Yemenis could tell their own stories, the project reshaped how humanitarian crises are reported – driving engagement, influencing discussions, and fostering greater empathy.

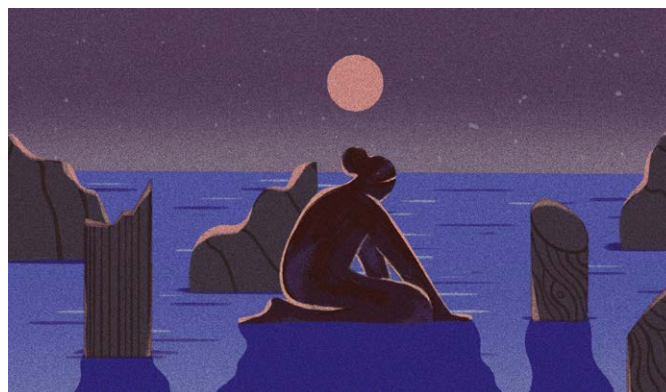
The Year in review

The impact section above highlights the work that had the clearest and most tangible impact in 2024, but many other stories and streams of reporting are worth noting too. Here is just a small selection that walks you through the year in humanitarian news month by month.

January

Services under threat after UN emergency funding for gender-based violence runs out

We began the year with an investigation that exposed how emergency UN funding for victims of gender-based violence was running out, putting vital services at risk. It included reporting from the ground on rising rates of femicide, sexual violence, and trafficking in the Colombian city of Cúcuta. Violence there has surged since to a whole new level, while GBV programmes globally are among those most at risk from Trump's swingeing foreign aid cuts.



"They took my documents, locked me in the room, and drugged me," said Luz Vargas, who had left Venezuela to find a better-paying job in Colombia. (JC/TNH)



Food is prepared at a displacement camp in Ouagadougou. More than two million Burkinabè have been uprooted by violence in recent years, and dozens of towns are under siege. (Warren Saré/TNH)

February

To end siege on my Burkinabè town, we must open a dialogue with the jihadists

One of the world's fastest-growing but most neglected humanitarian crises lies in Burkina Faso. For years, we've provided **early warning** about the scale of the killings and displacement. Nowhere is the situation more acute than in Djibo, where 300,000 people have been blockaded for years by jihadists. In this rare first person account, an exiled community leader courageously calls for talks with those laying siege to his hometown.

March

Behind the numbers: Gaza's unprecedented aid worker death toll

If one single thread dominated our month-by-month coverage in 2024, it was **giving voice** to the victims of Israel's brutal military campaign in the Gaza Strip. The stated aim was to wipe out Hamas, but the scale of civilian killing, compounded by comments by senior Israeli officials that appeared to show intent, led to **accusations of genocide** and a host of other war crimes. What received less attention was the staggering toll amongst the aid community. In March, through this maps and graphics explainer, we showed just how unprecedented that toll was, especially for local staff.



Rita Baroud sitting on the roof of the partially destroyed house where she was sheltering with her extended family in Deir al-Balah, Gaza. (Rita Baroud/TNH)

April

The UN envoy, the controversial aid plan, and Myanmar's fast-changing war

Key among the challenges confronting the UN and other aid agencies in Myanmar is access, especially as international actors have chosen to concentrate their assistance in territory controlled by the junta. What if there was a plan to open up the relief effort to the growing area run by opposition armed groups? Well, it turns out there was. So why was it canned, and how can it inform efforts to look again at access as needs soar? Towards the end of the year, as the civil war intensified, we began a dedicated stream of reporting on Myanmar.



Shan refugees working in the fields, in Wiang Haeng district in northern Thailand. Hundreds of thousands of Myanmar civilians have sought refuge in Thailand as the country's civil war has escalated in recent years. (Antonio Graceffo/TNH)



Gustavo moved to La Planeta after leaving his farm in southern Honduras, due to repeated droughts and floods. (Fritz Pinnow/TNH)

June

Haiti in-depth: Ten key questions as Kenyan police deploy to restore order

Another humanitarian crisis that saw a drastic worsening in 2024 was Haiti. Throughout the year, we ran a stream of in-depths looking at aid access, sexual violence, and the fast-evolving dynamics. This one was timed with the launch of a Kenya-led police mission tasked with helping to rein in the rampant gang violence. By the end of the year, it was clear that answers to these 10 questions we posed in June were few and far between, and the UN was looking to revamp a mission that appeared to be making little to no headway.



A member of the G9 gang stands guard in the Delmas 4 area of Port-au-Prince, Haiti. Almost 100 gangs vie for control of different neighbourhoods and strategic crossroads in the capital. (Jess DiPierro Obert/TNH)



Migrants cross one of the Darién Gap's many rivers in early April 2024. On 24 July, Panamanian authorities reported finding the bodies of 10 people who had drowned. (Joshua Collins/TNH)

July

Drowning, sexual violence, or robbery: Pick your route through the Darién

While 2024 saw a reduction from 2023's record high numbers of migrants and asylum seekers traversing the perilous Darién Gap between Colombia and Panama in the hope of reaching the US, more than 300,000 people crossed, the second highest figure ever and a dramatic increase from a few years back. At the height of the crossing period, this interactive explainer showed just how dangerous all the different routes are. Now, people are being deported back – stranded or facing these same hazardous journeys in reverse.

August

Three years on, the Taliban's Islamic Emirate is full of contradictions

Much Western media attention on Afghanistan focuses on the Taliban's restrictive policies on women and girls. We didn't shy away from covering these, especially their impacts on **engagement with the Islamic Emirate** and on aid agencies responding to one of the world's largest humanitarian crises. But we also tried to show other sides to life in Afghanistan. In this Editor's take, timed three years after the Taliban returned to power, Ali M. Latifi shows us a country of nascent commerce, of workarounds, and of blatant contradictions.



Mossahi, once one of the most dangerous districts of Kabul Province in Afghanistan, has become significantly safer for travelers and residents in the past three years. (Ali M. Latifi/TNH)

September

"My heart is bleeding": Congolese youth on the M23 war and prospects for peace

In many of the conflict settings we cover, from the Sahel to Colombia, we try to analyse peacebuilding efforts – not just from the point of view of international stakeholders, whose efforts often ignore or blind-side the local communities, but from the grassroots, giving the perspectives of those most affected by the crisis. As the M23 rebel group made inroads into eastern Democratic Republic of the Congo, we asked five participants at a youth peace forum in the provincial capital of Goma for their views. Goma has since fallen to the rebels.



Attendees of a recent peace forum in eastern Democratic Republic of the Congo spoke to The New Humanitarian about the impact of the M23 conflict, which has displaced more than 1.7 million people. (Fidèle Kitsa/handout/TNH)

October

“We’re all next”: One year of covering Israel’s war in Gaza

In 2024, Mohamed Soulimane al-Astal produced more than 20 text and video stories for The New Humanitarian from the Gaza Strip, most of them from a tent in the camp he was displaced to by Israel’s military onslaught. In this heart-wrenching and achingly humanising first person account, he gives us a glimpse of what it has been like for the local reporters who have brought Israeli atrocities to the world. He explains that sources are no longer just sources: “Interviews now often turn into intimate, vulnerable conversations with emotions being shared, tears shed, and fears disclosed.” By February 2025, at least 170 journalists and media workers had been killed in Gaza, the West Bank, Israel, and Lebanon since the war began, marking the deadliest period for the profession on record.



A photo of Ahmed Abu Nahia taken in January in Gaza. He was killed in an Israeli airstrike in July. (Mohamed Soulimane al-Astal/TNH)

November

Inside the battle for El Fasher: “Innocent lives are lost every day”

With everything happening in Gaza in 2024, it was perhaps all too easy to neglect events in Sudan, where the worsening war between the paramilitary Rapid Support Forces and the Sudanese army spawned the world’s largest displacement and hunger crises. We did not, although we wish we could have found a way to do more. From the vital work of the emergency response rooms to the all-too-regular reports of civilian atrocities, there was much to cover, including, here, the siege and starvation of people in Darfur’s El Fasher.



Hindiya Saleh Mahdi, an El Fasher resident and social worker, said emergency response rooms and local charities are the main groups helping people survive the conflict in Sudan. (Journalist in El Fasher/TNH)

December

Joy and pain in Aleppo as residents ask: What’s next?

The one seismic event in 2024 that no one seemed to see coming was the sudden collapse, in December, of Bashar al-Assad’s regime in Syria. Emotions in Aleppo were mixed. From 2012 to 2016, the city was fiercely contested between rebel groups and al-Assad’s forces, culminating in a horrific Russian-backed siege marked by extensive war crimes. As some family members reunited for the first time in years, there was a joy many struggled to put into words. But others were also trying to come to terms with the deep pain inflicted on them through more than five decades of authoritarian rule and 13 years of civil war.



Residents of Syria’s Aleppo celebrate the fall of the al-Assad regime in the city’s central Saadallah Al-Jabiri Square. (Mahmoud Abo Rass/TNH)

Becoming a transformative newsroom: making progress on our strategy

At TNH, we believe it can be transformative to challenge the power structures within journalism, especially how stories are told and who sets the narrative. We believe it can be transformative to intentionally pursue impact as central to the production of our journalism. For us, putting our journalism at the service of the millions of people affected by humanitarian crises means we must embrace transformative concepts of journalism, impact, sustainability and culture. We aim for each of our stories to find an audience that can use it to drive positive social change. In 2024, we continued to advance the strategic goals we set in 2022 to achieve our vision of becoming a transformative newsroom.

Decolonising our journalism

This year, TNH continued to work on decolonising journalism, shifting the focus to the most affected by crises and rethinking how humanitarian stories are told.

Two new Humanitarian Reporting Fellows, Iván Reyes from Venezuela and Zeina Shahla from Syria, brought local expertise to our coverage, ensuring that stories about their regions weren't just reported on – but reported by those who understand them best. The impact of this approach was clear: our inaugural fellow, Zubaida Baba Ibrahim, saw her

work recognised on the One World Media Awards longlist. Meanwhile, editorial interns from Pakistan and Mozambique/South Africa gained hands-on experience in our newsroom, reinforcing our push to create space for emerging voices in global journalism.

Our commitment to shifting power in storytelling was reflected in our coverage. More than 66% of our stories featured local sources, ensuring that those directly impacted by crises shaped the narrative. 51% of our stories were from contributors local to the context they were reporting on, and 34% were women. We also worked to strengthen accountability in humanitarian reporting, with 3/4 of our stories incorporating an accountability angle, and more than half focusing on power dynamics.

We also expanded how we tell stories. The Yemen Listening Project and Dadaab Voices, mentioned in our impact section above, are building on participatory ways of doing journalism. Our Snapshots Video Series captured personal visual stories from hard-to-reach communities in Sudan, Gaza, and Syria while the launch of First Person: Audio Podcasts allowed reporters to share their experiences from the field in real time, giving audiences a more intimate look at crisis reporting.

Beyond producing journalism, we pushed to make decolonisation a newsroom-wide practice. New editorial guidelines were developed to help



The Adashe system provides a vital source of lending or financial support in Nigeria when traditional institutions are either unavailable or unreliable - often the case in regions of conflict or disaster. (Zubaida Baba-Ibrahim/TNH)

contributors integrate decolonisation principles into their work, set to be published in 2025. Regular decolonisation chats kept these discussions alive internally, while staff underwent equity and inclusion training. Outside TNH, we took this conversation global – speaking at various panels and spaces to share insights and learn together on ethical crisis reporting.

We also set the stage for long-term change in the sector. The Decolonise How? Column continued to challenge outdated media practices, and we piloted a podcast

version launching next year. Work began on a white paper aimed at creating an ethical framework for humanitarian journalism, a resource we plan to use to drive industry-wide conversations. Meanwhile, preparations continued for the Power Shift podcast, where aid decision-makers will sit down with those affected by their policies. Senior Africa Editor Obi Anyadike transitioned into a new role as Head of Africa Partnerships, working to build an Africa hub to strengthen our regional presence.

We look to 2025 to keep pushing for more solutions-driven,

Centering impact in our work



A picture of Maha Hussaini as she reports from Gaza. (Maha Hussaini/TNH)

inclusive storytelling.

In 2023, we laid the foundations for building a loyal and engaged audience of 100,000 by 2026 and began to focus on centering impact more in our approach. In 2024, we introduced accessible, timely on-site formats, including In the news for short-form updates and an expanded *Snapshots* series, which garnered up to 20,000 views per video from hard-to-reach areas. To stay ahead of social media trends, we launched a WhatsApp channel and a Bluesky account, contributing to a 13% increase in our social following, which now exceeds 305,000 across platforms, complementing our 72,000 newsletter subscribers.

To deepen audience engagement, we conducted a bi-

annual survey, mapped niche audience segments, and hired an impact editor to align our work with meaningful change. A new impact tracker now enables more systematic reporting on the outcomes of our journalism.

We also launched targeted impact campaigns to amplify our investigative and editorial work. These ensure that our reporting reaches the decision-makers, experts, and affected communities, sparking actionable dialogue. Recent campaigns include:

- Peacekeeper abuse in CAR: Hosted an online event engaging humanitarian, development and peacebuilding practitioners, proactively inviting key voices.
- Aid worker killings in Gaza: Engaging policymakers,

judicial bodies, and international law experts to drive accountability.

Collaborations remain central to our strategy, with 17 new partnerships in 2024, including Al Jazeera, Minority Africa, and Le Monde. We also advanced accessibility with a prototype article translation button to ensure our journalism reaches those most affected by crises.

Strengthening the newsroom

In 2024, we made significant progress towards strengthening our newsroom by deepening our thematic expertise and enhancing our collaborative efforts, particularly in investigative and in-depth enterprise reporting to maximise impact. We also continued to improve our risk and duty of care procedures, offering psychosocial support to a wider group of freelance contributors working in challenging environments through our specialist counselling partner, KonTerra.

On the tech support side, we laid the groundwork for integrating artificial intelligence into our work by developing project proposals, initiating funding applications, and engaging with experts from FT, Google, DeepL, and OpenAI, alongside participating in AI and journalism workshops.

Our newsroom's workflows were streamlined through new regular meetings on Tuesday afternoons to refine commissioning, editing, and production practices. We also enhanced our CMS backend with interactive and embeddable components, and developed a prototype for an article translation button that integrates multiple generative AI models, with a feedback loop for readers to rate translations.

Our website underwent improvement sprints, involving testing and refining designs for consistency and modern standards, as well as mobile-specific adjustments for better readability and functionality.

To bolster security and performance, we joined Cloudflare's "Project Galileo", which provides advanced security



Despite an escalation of border tensions in recent years, a growing number of Venezuelans have been migrating to Guyana, many of them members of the Warao Indigenous community, including this man and his son pictured next to the hostel they are staying at. (Euan Wallace/TNH)

features, and upgraded our CMS to the latest version with essential security patches, ensuring our website remains secure and operational.

Building a more sustainable business model

In 2024, we achieved financial commitments of more than CHF 3.2 million for the year. We renewed eight grants and secured increases in contributions from three existing donors, representing more than CHF 350,000 in additional funding and demonstrating a sustained and positive engagement with our partners. We brought on board one new donor, the Robert Bosch Stiftung, who also provided a second grant to support our event on the sidelines of the UN General Assembly. We secured two additional project grants from the H2H Network to support our coverage of crises in Myanmar and Lebanon.

We raised CHF 44,000 in membership revenue from our readers. Our newly incorporated entity in the United States received the 501c3 charitable status, meaning we will be able to provide tax deductions for US donors. We made good use of our reserves fund to steer the organisation through a challenging transition year while continuing to prioritise its growth such that it stood at CHF 466,000 by

the year-end. We also fully onboarded a new auditor – one of the Big Four auditing firms – to further bolster our financial integrity.


Nurturing our culture

In 2024, TNH integrated our newly agreed values into how we work individually and collectively by developing, including through internal consultations with staff, a new Code of Conduct, Disciplinary Procedure, Grievance Procedure, and Procedure for Investigating Harassment Mobbing Bullying and Sexual Harassment. These policies were presented and publicised internally on a new SharePoint-based intranet and were accompanied by a comprehensive training programme for managers and board members on Harassment, Bullying, Mobbing, Sexual Harassment and Violence.

Throughout the year, TNH developed a new flattened organisational structure that aligns roles and responsibilities across the enlarged team. This new flattened structure enables direct contact between the CEO and heads of functional areas – whose roles, responsibilities, and accountabilities were redesigned accordingly – to encourage collaborative decision-making and position TNH for sustainable growth and success in the future. We also created cross-team staff committees to tackle emerging issues and stimulate innovation, such as a Staff Council, a Freelancers Committee, and a CEO Selection Committee.

Audience and reach

2024 audience in numbers

 **3,245,000**
total visitors in 2024


 **152,000**
average monthly users

 **72,000**
newsletter subscribers

 **612**
members

 **305,000**
social media followers

 Reproduction by
more than
61 publishers

 **142,000**
podcast downloads

Our **bi-annual survey** reinforced the influence and impact of our journalism within the sector. 55% of respondents are senior professionals or executives, and nearly half have significant decision-making power. With 63% stating that their work has a major or moderate impact on humanitarian action and policy, it's clear TNH reaches the people shaping the sector.

The survey also highlighted the role our reporting plays in informing and influencing our audience:

- Over 80% said our coverage prompted them to explore new topics.
- 78% reported that it stimulated further research or advocacy.
- Nearly a quarter said our journalism led them to advocate for internal or external policy changes.
- 36% of respondents consider our journalism essential to their work.

With only 5% of respondents believing other media outlets hold the humanitarian sector accountable, TNH places a unique role in filling that gap – nearly 60% of readers recognise our work as a critical tool for accountability, while 71% praise our investigative reporting for its unmatched depth and rarity. 65% of readers rely on us for expert insights unavailable elsewhere, reaffirming our mission to deliver trusted, impactful journalism that

informs, empowers, and drives meaningful change across the humanitarian landscape.

Expanding our reach

Despite global declines in platform engagement, TNH continued growing its audience, ending the year with 305,000 social media followers – a 13% increase from previous years.

Instagram saw the biggest jump (around 28%), followed by LinkedIn (23%), while X grew by 1%. Our YouTube videos were viewed 335,000 times, marking significant growth.

Across all platforms – including YouTube, X, Facebook, LinkedIn and Instagram – our total social impressions reached just under five million people. Meanwhile, our website saw 152,000 average monthly visitors, reflecting strong ongoing engagement.

Our podcasts continue to be a well-loved TNH product, downloaded 134,000 times in 2024. According to our bi-annual survey, 93% of listeners would recommend them, with 91% saying they gained a deeper insight into humanitarian issues and best practices.

Our newsletter audience reached nearly 72,000 subscribers, after a modest growth of 1,279 new readers. Inklings, introduced in 2023, has quickly become a reader favourite, with one survey respondent calling it a “must-read”, and another recommending it to “newbies in the

sector” while noting it still provides fresh insights for seasoned professionals. Subscribers for this specialist aid policy newsletter increased from 2,000 in 2023 to 5,000 by the end of 2024.

With steady audience growth and high engagement across platforms, TNH continues to expand its reach, ensuring its journalism informs and influences the right audiences.

“h/t to the Inklings newsletter from @newhumanitarian, which every time brings fascinating issues on the radar from the humanitarian world.”

– Professor Kristof Titeca

Partnerships with other media, republication and translations

We partnered with media outlets across the world, notably with Al Jazeera, Le Monde, Daraj, Refugees Platform in Egypt, Minority Africa, Internews, Solomon, Die Tageszeit, ARIJ, El Pais, Lighthouse Reports, The Guardian, Africa Uncensored, New Lede, ABC News Australia, The Continent, and The Wire.

After putting our work under a Creative Commons License in 2023, our stories were republished over 224 times this year. This helped ensure that our work hit a wide audience in both local and international news outlets, reaching 202,000 people across the world. Many outlets that republished our work also translated them into languages such as Italian, Spanish, German and Portuguese, improving access to our journalism.

Where TNH stories traveled



The New Humanitarian on the global stage



Namukabo Wehrungah at the European Humanitarian Forum. (European Humanitarian Forum)

In 2024, TNH staff spoke at major humanitarian and journalism conferences, briefed policymakers and international organisations, and engaged with students on ethical storytelling and crisis reporting.

Highlights of appearances in 2024 include:

- **European Humanitarian Forum:** Staff Editor Namukabo Werungah joined a panel on the media's role in covering neglected crises, addressing how to sustain attention on protracted emergencies.
- **DW Global Media Forum and re:publica:** Middle East Editor Annie Slemrod discussed on-the-ground **reporting** in conflict zones and led a **workshop** on listening as a tool for better storytelling, drawing from TNH's Yemen Listening Project.
- **Irish Red Cross International Humanitarian Law Conference:** Africa Correspondent and Editor Philip Kleinfeld explored the use and misuse of information in crises and the role of aid organisations in shaping narratives.
- **ICVA Annual Conference:** Senior Policy Editor Irwin Loy joined a panel on credibility in aid, discussing how the sector can better adapt to politicised crises.
- **International Cooperation Futures Forum:** Podcast producer Melissa Fundira moderated a discussion on reshaping narratives for a more ethical humanitarian sector.

Online events

- Asia Editor Ali Latifi **spoke** at the LSE South Asia Centre on life under Taliban rule.
- Latin America Editor Daniela Mohor **participated** in a Mixed Migration Centre panel on global migration trends.
- Staff Editor and Investigations Reporter Jacob Goldberg **joined** a Climate Action Accelerator event on carbon offsets and net-zero accountability.

TNH-led conversations

- **Online convenings:**
 - Charting the Course: Navigating 2024's humanitarian landscape
 - Beyond Zero Tolerance: Closing gaps in UN peacekeeper accountability and survivor support

On 27 September, TNH, together with Refugees International and the Center for Transformational Change, hosted a high-profile event on the sidelines of the UN General Assembly in New York. The event drew a full-capacity in-person audience and 511 online sign-ups, bringing together UN officials, diplomats, policymakers, humanitarian leaders, journalists, and researchers.



Melissa Fundira at the International Cooperation Futures Forum. (Nick Ghattas/Cooperation Canada)

The first panel (Gaza, Sudan, and the limits of humanitarian action) tackled the failures of aid responses in both crises, questioning whether traditional humanitarianism is equipped to address today's challenges. Moderated by Migration Editor Eric Reidy, the discussion featured Sudanese activist Hanin Ahmed, former CNN journalist and INARA founder Arwa Damon, and Palestinian-American physician Thaer Ahmad, alongside president of Refugees International, Jeremy Konyndyk.



Panelists and attendees at the UNGA sideline event in September. (Irwin Loy/TNH)



Panelists at the UNGA sideline event in September. (Eric Reidy/TNH)

The second panel (If not aid, then what?), explored whether power can truly shift in a sector rooted in colonial structures – or if alternative models must emerge. Moderated by Lina Srivastava, co-host of TNH's upcoming Power Shift podcast, it featured local and global experts, including Lebanese NGO leader Nadine Saba, disaster philanthropy expert Alex Gray, future strategist Aarathi Krishnan, and activist Hanin Ahmed.

The discussions sparked high engagement, prompting TNH to publish a follow-up Q&A to address audience questions, underscoring the urgency of rethinking humanitarian responses.

Awards

The Fetisov Journalism Awards recognised our work this year with two pieces that were shortlisted in the Outstanding Investigative Reporting category: *Revealed: Why the UN is not climate neutral*, in collaboration with Mongabay, and *Inside Egypt's scheme to detain and deport thousands of Sudanese refugees*, in collaboration with the Refugees Platform in Egypt.

“The more sobering stocktake of the issues few want to talk about, but must. Two panels on the ‘orchestrated anarchy’ of both Gaza and Sudan convened by Refugees International and The New Humanitarian described international inaction and cowardice in human terms – cruelty, famine, abandonment, and despair – and asked what might lie beyond humanitarian aid.”

– Christina Bennett, CEO, Start Network

At the One World Media Awards, *Art in time of crisis: Drawing Derna* by Zainab Chamoun was longlisted for the Environmental Reporting Award. TNH fellow Zubaida Baba Ibrahim's piece, *Money clubs help displaced Nigerians create their own safety nets*, was longlisted in the Women's Solutions category. Additionally, Goma-based documentary photographer Arlette Bashizi was longlisted for the New Voice Award for her reporting on displacement in the Democratic Republic of the Congo.



Congolese civil society and ordinary citizens have played a leading role in responding to the humanitarian fallout of the M23 insurgency, hosting the majority of the 1.5 million displaced people. Likewise, Congolese artists have been organising various cultural initiatives and events, including here with members of the Kivu Dancers Collective in Goma in April 2024. (Arlette Bashizi/TNH)

From start-up to scale-up: organisational developments

A new CEO as TNH marks 30 years

Following an extensive CEO selection process that included several rounds of panel interviews, psychometric assessments, and a presentation to all staff, the board appointed Dr. Tammam Aloudat as the new CEO of The New Humanitarian, with effect from November 1, 2024.

Tammam, a Syrian-Swiss physician with over two decades of experience at the forefront of international humanitarian organisations, is a leading advocate for decolonising global health and advancing humanitarianism.

He started his humanitarian career as a volunteer for the Syrian Red Crescent, and then with the International Federation of Red Cross and Red Crescent Societies (IFRC) in Iraq after the invasion in 2003. Over the last 20 years, he has worked in emergencies ranging from conflicts and forced displacement to disasters and disease outbreaks – from Darfur to the Indian Ocean tsunami to the Haiti earthquake. His most recent role was as President of MSF Netherlands and as a member of MSF's International Board.

"As we mark 30 years of covering global humanitarian crises, we remain committed to reporting from the heart of crises and building understanding of how to improve the lives of millions of people. Dr Aloudat's global expertise will be instrumental in guiding us through the next phase of our strategic plan, with a focus on sustainability, growth, and a renewed commitment to ethical and inclusive journalism," said TNH President Paula Fray, who has served as the interim CEO.

Nurturing our culture: strengthening our collective impact

At TNH, our people are at the heart of everything we do. Our work covering humanitarian crises is only possible because of the passion, dedication, and resilience of our team. In 2023, we solidified our core values – Courage, Accountability, Humility, and Solidarity – which continue to guide us as we strengthen our organisational culture and impact. 2024 has been a year of transformation – one that has empowered us to redefine how we work, how we lead, and how we support one another.

“

"I am excited to join The New Humanitarian, an organisation that has emerged over the past decade as the world's leading humanitarian newsroom... We need this rigorous and critical voice now more than ever. I am looking forward to being part of the TNH team and its upward trajectory."

– Dr Tammam Aloudat

”

A bold shift towards an inclusive and empowered culture

During 2024, we embraced an ambitious commitment to ensuring that our values are more than just words – they are the lived experiences of our staff. TNH committed to an organisational culture-shift that will enable meaningful Equity, Diversity, Inclusion, and Justice through emphasis on our strategic pillar: Nurture Our Culture. A culture strategy that has meaningful impact necessitates three profound shifts:

1. Embrace diverse perspectives, amplify marginalised voices, and acknowledge historical biases. Embrace Indigenous knowledge and prioritise their narratives. Embed equity and inclusion.
2. Foster collaboration, shared leadership, and cross-functional teams. Value input from all team members, regardless of their roles. Create spaces for open dialogue, collective innovative thinking, and a growth mindset.
3. Create an environment where individuals feel safe expressing ideas, challenging the status quo, and learning without fear of retribution. Promote empathy, trust, and constructive feedback.

Our New Structure

In 2024, we reimagined our organisation's structure, moving towards a flatter, more connected model. By enabling direct contact between the CEO and Heads of Functional Areas, we have fostered greater collaboration, faster decision-making, and a stronger sense of ownership.

Building Global Diversity

Embracing diverse perspectives begins with building a globally diverse team. We welcomed new staff, fellows, and interns from South Africa, the Philippines, Mozambique, Pakistan, Syria, and Venezuela – expanding the global perspectives within TNH.

A Safe and Respectful Workplace

"The same duty of care we extend to the communities we serve must be mirrored in the way we support and protect our team." – Paula Fray, TNH President

At TNH, we believe that a safe and respectful workplace is non-negotiable. To ensure every member of our team is supported and protected, we requested an independent review of our Human Resources processes. Decisive action was taken to implement the recommended actions, as an outcome of the review and lessons learned from reported workplace incidents that affected TNH operations.

- A comprehensive training programme was launched to equip managers and Board Members with the tools to foster a workplace free from harassment, bullying, and discrimination.
- Bolstered policies and procedures were implemented to prevent and address workplace misconduct, ensuring a culture of accountability.
- A new Staff Handbook was created as a comprehensive guide to our workplace policies, expectations, and support systems – a resource available to all staff via our NuHu intranet.
- A Staff Council was formed to serve as a representative advisory body, providing a platform for staff to voice their concerns, interests, and issues. It plays a crucial role in advising on staff-related matters, aiding in decision-making processes that impact employees, and promoting active participation and engagement among staff.

Communication, Collaboration & Connection

This year, we strengthened our culture of open dialogue and transparency by introducing bi-weekly All-Hands Staff Meetings – ensuring that everyone, regardless of location, stays informed, engaged, and connected. We also took an important step in understanding how our team truly feels about working at TNH. A company-wide Engagement Survey was conducted to gauge:

- Staff sentiment towards TNH as an organisation
- Confidence in our leadership and management teams
- Team dynamics and workplace relationships
- Employee well-being
- Professional development

The results of this survey will directly shape how we move forward, ensuring that TNH continues to be a place where people feel valued, heard, and empowered.

Co-creating our Future

These shifts were not made in isolation – our team played a critical role in shaping them. Cross-functional staff committees were deeply involved in:

- The new organisational structure
- The selection of our CEO
- Freelancer onboarding processes
- The development of our Code of Conduct, policies, and procedures

Looking Ahead: Our Commitment to 2025 and Beyond

We are proud of how far we have come, but we are not stopping here. As we look to 2025, we are committed to:

- Deepening our work on decolonisation and inclusivity – ensuring that our policies, leadership approach, and hiring practices reflect our commitment to diversity and justice.
- Continuing to foster psychological safety – making TNH a place where individuals feel safe expressing ideas, challenging the status quo, and learning without fear of retribution.
- Measuring and improving employee well-being – using insights from engagement surveys to ensure we meet our commitment to implementing our culture strategy.

At TNH, our culture is the foundation of our impact. When our team thrives, our journalism thrives. Together we produce fact-based journalism from the heart of conflicts and disasters to build understanding of how to improve the lives of the millions of people affected by humanitarian crises around the world.

Board and sub-committees



Paula Fray

President

(until April 2025)

Founder,
frayintermedia,
South Africa



Churchill Otieno

President

(May 2025 onwards)

Journalist and Media Leader,
Kenya



Martin Aked

Treasurer

(until 4 May 2025)

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



Zeynep Kudatgobilik,

Treasurer

(5 May 2025 onwards)

Chair of Finance, Audit, Risk and
Compliance Sub-Committee
Transformation Lead for Risk
and Controls, Citigroup,
United Kingdom



Sacha Meuter

Vice President

(until April 2025)

Secretary

Head of Research and Policy,
Fondation Hironnelle,
Switzerland



Hayley Nelson

Vice President

(May 2025 onwards)

Chair of Human Resources and
Leadership Sub-Committee
Marketing and Leadership
Consultant and Adjunct Faculty,
Northwestern University Medill
School of Journalism,
United States of America



**Dominique Ben
Dhaou**

Member

Founder and Managing Director,
PointNorth International,
Switzerland



Dr Joanne Liu

Member (resigned in 2024)

Paediatrician and former
International President,
Médecins Sans Frontières,
Canada



Lucie Laplante

Member (17 March 2025
onwards)
Under Secretary General
for Legal, Governance and
Accountability, ad interim,
International Federation
of Red Cross and Red
Crescent Societies,
Switzerland



**Paula Escobar-
Chavarría**

Chair of Journalism and
Audience Sub-Committee,
Professor of journalism,
Universidad Diego Portales,
Chile



Syed Nazakat

Member
Founder and CEO,
DataLeads,
India



Tirana Hassan

Member (resigned in
2024)
Former Executive
Director, Human Rights
Watch,
United States of America



Zaina Erhaim

Member
Communications
consultant and trainer,
United Kingdom

Sub-committees of the board

Finance, Audit, Risk and Compliance

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

Members: Martin Aked (Chair), Churchill Otieno, Dr Joanne Liu, Lucie Laplante, Paula Fray, Syed Nazakat, Zeynep Kudatgobilik

Human Resources and Leadership

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

Members: Hayley Nelson (Chair), Dominique Ben Dhaou, Churchill Otieno, Paula Fray, Sacha Meuter, Tirana Hassan

Journalism, Innovation and Audience Engagement

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

Members: Paula Escobar-Chavarría (Chair), Churchill Otieno, Hayley Nelson, Paula Fray, Syed Nazakat, Zaina Erhaim

Our team

CEO, Tammam Aloudat

Chief of Staff, Yasmine Kergoat

Editorial

Managing Editor, Andrew Gully

Head of Africa Partnerships, Obi Anyadike

Middle East Editor, Annie Slemrod

Asia Editor, Ali Latifi

Senior Policy Editor, Irwin Loy

Policy Editor, William Worley

Senior Editor, Inclusive Storytelling, Patrick Gathara

Correspondent and Editor, Africa, Philip Kleinfeld

Staff Editor and Reporter, Migration and Special Coverage, Eric Reidy

Staff Reporter and Editor, Investigations, Jacob Goldberg

Podcast Producer, Melissa Fundira

Podcast Producer, Frederica Boswell

Audience & Product

Head of Audience and Product, Whitney Patterson

Impact Editor, Janine Bressmer

Staff Editor and Reporter, Social and Breaking News, Namukabo Werungah

Web Developer, Marc Duby

Production Editor, Sofia Kuan

External Relations

External Relations Lead, Emmeline Booth

External Relations Officer, Jijo Vadukoot

Operations

Head of Finance, Administration and Compliance, Jill Bolanos

Operations and Administration Assistant, Antonia Tsiko

Finance Analyst, Zion May Briones

Accounting Assistant, Elisa Manuela

People & Culture

Head of People and Culture, Celita Begbie

Partners

The New Humanitarian's funding comes largely from governments, foundations and high net-worth individuals. We also generate small amounts of revenue from other sources, including membership, honorariums for speaking roles, and donations from individual readers. Below are our partners as of the end of 2024.

1. Australian Department of Foreign Affairs and Trade
2. Belgian Federal Public Service of Foreign Affairs
3. Bill & Melinda Gates Foundation
4. Conrad N. Hilton Foundation
5. Ford Foundation
6. Global Affairs Canada
7. Hans Wilsdorf Foundation
8. Humanity United
9. IKEA Foundation
10. Irish Aid
11. Luminate
12. Luxembourg Ministry for Development Cooperation and Humanitarian Affairs
13. New Venture Fund
14. Norwegian Ministry of Foreign Affairs
15. Robert Bosch Stiftung
16. Service de la solidarité internationale (Canton of Geneva, Switzerland)
17. Swiss Federal Department of Foreign Affairs
18. Swedish International Development Cooperation Agency
19. The H2H Network's H2H Fund, supported by the UK Foreign Development and Commonwealth Office
20. The Patrick J. McGovern Foundation
21. Wellspring Philanthropic Fund

Individuals who supported our work included hundreds of our readers who are members.

Paying subscribers to TNH's Dawns Digest newsletter, which curates international aid, development and



security news, include US National Public Radio, UK House of Commons and Global Citizen.

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

Finances

As a small/medium size association, The New Humanitarian is required by the Swiss Code of Obligations to undergo only a limited statutory examination in accordance with Swiss accounting law. However, owing to donors' requirements and to improve the quality of our financial reporting, we implemented Swiss GAAP FER accounting standards in 2021 and we chose to be subject to a full ordinary audit in 2022. In 2023, we further converted from a full ordinary audit conducted in accordance with Swiss auditing standards (NA-CH 700) to a full ordinary audit conducted in accordance with International Standards of Auditing (ISA 700). Despite the switch, we still engage our auditors, for compliance purposes, to perform a limited statutory audit alongside the international audit.

In 2024, based on best practice, we changed our auditors after seven years. We selected Pricewaterhouse Coopers SA (PwC) as our new auditors for the financial year ending 31 December 2024. Our 2024 financial statements and the report of the auditors, confirming that in their opinion our financial statements present a true and fair view of our financial position at December 31, 2024 and of its financial performance and its cash flows for the year then ended in accordance with Swiss GAAP FER, can be found in Annex 1.

Our total income has grown by 7% from last year's CHF 3,062 thousand to this year's CHF 3,273 thousand. More than 77% of our income or CHF 2,516 thousand are grants and donations that are unearmarked for our general core operations. Grants that are earmarked for specific projects comprise 21%, or CHF 673 thousand. We allocated about 3% of our income, or CHF 85 thousand, to our reserves coming from individual donations, earned self-generated income, and a small portion of grants.

This year we have maintained our reach and operations. Our total expenses, excluding net financial income, however, increased by 7.2% from last year's CHF 3,468 thousand to this year's CHF 3,721 thousand, owing to unforeseen costs which were covered by our reserves.

Significant portions of our income are in the form of grants or donations intended for projects or expenses of more than one calendar year. Thus, we started 2024 with funds carried over from 2023 of CHF 1,142 thousand. The income received and recognised in 2024, some of which was intended for later years, amounted to CHF 3,188 thousand. We used up CHF 3,480 thousand for the year, thereby carrying over CHF 851 thousand into 2024.

The 2024 income and expenditure result in a final loss for the year of CHF 120 thousand, being our unrestricted income minus certain expenditure, such as unforeseen costs, foreign exchange losses and bank fees, not eligible to be set against our restricted income. This loss decreased our free capital from CHF 586 thousand to CHF 466 thousand.



The New Humanitarian Geneva

Report of the independent auditor
to the Executive Committee
on the financial statements 2024



Report of the independent auditor to the Executive Committee of The New Humanitarian, Geneva

Opinion

We have audited the financial statements of The New Humanitarian (the Association), which comprise the balance sheet as at 31 December 2024, and the income statement, the statement of changes in funds and capital and the cash flow statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Association as at 31 December 2024 and of its financial performance and its cash flows for the year then ended in accordance with Swiss GAAP FER.

Basis for opinion

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

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

Executive Committee's responsibilities for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISA and SA-CH, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

PricewaterhouseCoopers SA, Avenue Giuseppe-Motta 50, 1202 Genève
Téléphone : +41 58 792 91 00, www.pwc.ch

PricewaterhouseCoopers SA is a member of the global PricewaterhouseCoopers network of firms, each of which is a separate and independent legal entity.



- Conclude on the appropriateness of the Executive Committee's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Executive Committee or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PricewaterhouseCoopers SA

Patrick Wagner

Alexandre Lemonnier

Geneva, 02 April 2025

Enclosure:

- Financial statements (balance sheet, income statement, statement of changes in funds and capital, cash flow statement and notes)

THE NEW HUMANITARIAN

Geneva

Financial statements
as at December 31, 2024

THE NEW HUMANITARIAN, Geneva

BALANCE SHEET AS AT DECEMBER 31, 2024

<u>ASSETS</u>	Notes	31/12/2024	31/12/2023
		CHF	CHF
CURRENT ASSETS			
Cash and cash equivalents		1'499'116	1'875'350
Receivables		1'866	3'811
Prepaid expenses and accrued income	12	80'019	65'889
TOTAL CURRENT ASSETS		1'581'001	1'945'050
NON-CURRENT ASSETS			
Financial assets	8	79'870	74'451
TOTAL NON-CURRENT ASSETS		79'870	74'451
TOTAL ASSETS		1'660'871	2'019'501

THE NEW HUMANITARIAN, Geneva

BALANCE SHEET AS AT DECEMBER 31, 2024

<u>LIABILITIES AND RESERVES</u>	Notes	31/12/2024	31/12/2023
		CHF	CHF
CURRENT LIABILITIES			
Trade creditors		56'697	116'513
Other current liabilities		16'196	78'394
Accrued expenses	13	134'866	96'668
Provisions		136'767	-
TOTAL CURRENT LIABILITIES		344'526	291'575
TOTAL LIABILITIES		344'526	291'575
RESTRICTED FUNDS - BALANCES UNUSED			
Funds restricted in time and purpose		197'020	456'621
Funds restricted in time only (unearmarked general support)		653'727	685'253
TOTAL RESTRICTED FUNDS		850'747	1'141'874
CAPITAL OF THE ORGANISATION			
Free capital			
- results brought forward		586'052	494'024
- result for the year		(120'454)	92'028
TOTAL CAPITAL OF THE ORGANISATION		465'598	586'052
TOTAL LIABILITIES AND CAPITAL		1'660'871	2'019'501

THE NEW HUMANITARIAN, Geneva

INCOME STATEMENT FOR THE YEAR ENDED DECEMBER 31, 2024

	Notes	Project Funding	Restricted in time only	Unrestricted	Total 2024	Total 2023
		CHF	CHF	CHF	CHF	CHF
INCOME						
RESTRICTED INCOME						
Project funding (restricted in both time and purpose)		672'570	-	-	672'570	772'039
Unearmarked general support (restricted in time only)			2'515'807	-	2'515'807	2'189'373
Subtotal restricted income		672'570	2'515'807	-	3'188'377	2'961'412
UNRESTRICTED INCOME						
Grants or portions of grants (unrestricted in purpose or time)	14	-	-	22'019	22'019	22'733
Membership fees		-	-	43'995	43'995	48'519
Donations from individuals		-	-	5'811	5'811	16'611
Self-generated revenue (speaking fees, service delivery)		-	-	12'732	12'732	12'480
Subtotal unrestricted income		-	-	84'557	84'557	100'343
TOTAL INCOME		672'570	2'515'807	84'557	3'272'934	3'061'755
EXPENDITURE						
Editorial production	15	(633'370)	(1'463'694)	-	(2'097'064)	(2'168'397)
Audience development	16	(84'876)	(209'719)	-	(294'595)	(253'232)
Subtotal production and distribution of journalism		(718'246)	(1'673'413)	-	(2'391'659)	(2'421'629)
Fundraising, revenue generation and outreach	17	(33'213)	(222'675)	-	(255'888)	(356'542)
General management, organisational development and administration	18	(145'154)	(639'833)	(288'346)	(1'073'333)	(690'256)
TOTAL EXPENDITURE	9	(896'613)	(2'535'921)	(288'346)	(3'720'880)	(3'468'427)
OPERATING EARNINGS BEFORE INTEREST		(224'043)	(20'114)	(203'789)	(447'946)	(406'672)
Financial income	19	4'847	-	110'890	115'737	19'842
Financial expenses	20	(40'405)	(11'412)	(27'555)	(79'372)	(105'289)
RESULT OF THE YEAR BEFORE CHANGE IN RESTRICTED FUNDS		(259'601)	(31'526)	(120'454)	(411'581)	(492'119)
Change in restricted funds		259'601	31'526	-	291'127	584'146
RESULT OF THE YEAR				(120'454)	(120'454)	92'028

THE NEW HUMANITARIAN, Geneva

STATEMENT OF CHANGES IN FUNDS AND CAPITAL FOR THE YEAR ENDED DECEMBER 31, 2024

PROJECT FUNDING (RESTRICTED IN BOTH TIME AND PURPOSE) 2024

Donor	Balance at 01.01.2024	Income 2024	Used 2024	Balance at 31.12.2024
	CHF	CHF	CHF	CHF
Canton of Geneva, Service de la solidarité internationale - (01.06.22 - 31.12.25)	-	20'000	20'000	-
The Gates Foundation - (17.11.22 - 30.04.24)	99'844	-	99'844	-
Swiss Federal Department of Foreign Affairs - (01.09.23 - 31.12.25)	68'609	211'000	150'000	129'609
New Venture Fund - (01.10.22 - 31.01.25)	122'757	-	118'878	3'879
Humanity United (01.09.23 - 28.02.25)	17'976	-	17'976	-
Luminate (01.12.23 - 31.12.24)	147'435	30'828	178'263	-
Hans Wilsdorf Foundation (01.01.23-31.12.24)	-	50'000	50'000	-
The H2H Network's H2H Fund, supported by the UK Foreign Commonwealth and Development Office (16.09.24 - 31.05.25)	-	81'035	62'410	18'625
Robert Bosch Stiftung (17.09.24 - 16.03.25)	-	5'702	5'702	-
The Gates Foundation (01.06.24 - 31.05.26)	-	135'915	120'077	15'838
The Conrad N. Hilton Foundation (01.06.24 - 31.05.26)	-	135'915	109'021	26'894
Fund for Investigative Journalism (24.10.24)	-	2'175	-	2'175
TOTAL PROJECT FUNDING (RESTRICTED IN BOTH TIME AND PURPOSE) 2024	456'621	672'570	932'171	197'020

UNEARMARKED GENERAL SUPPORT (RESTRICTED IN TIME ONLY) 2024

Donor	Balance at 01.01.2024	Income 2024	Used 2024	Balance at 31.12.2024
	CHF	CHF	CHF	CHF
Australian Department of Foreign Affairs and Trade - (15.05.23 - 31.12.25)	26'740	135'044	161'784	-
Patrick J. McGovern Foundation - (01.01.23 - 31.12.24)	246'322	-	246'322	-
Global Affairs Canada - (19.08.21 - 30.06.24)	2'150	-	2'150	-
IKEA Foundation - (01.01.22 - 31.12.24)	171'000	-	171'000	-
Norwegian Ministry of Foreign Affairs - (01.01.22 - 31.12.24)	36'571	178'069	214'640	-
Humanity United (01.09.23 - 30.08.25)	67'537	128'433	110'348	85'622
Ford Foundation (01.07.23 - 30.06.26)	134'933	291'508	426'441	-
Hans Wilsdorf Foundation (01.01.23 - 31.12.24)	-	100'000	100'000	-
Luxembourg Ministry of Foreign Affairs (01.01.24 - 31.12.24)	-	119'900	119'900	-
Irish Ministry of Foreign Affairs (01.07.24 - 30.06.25)	-	193'300	96'650	96'650
Canton of Geneva, Service de la solidarité internationale (01.06.22 - 31.12.25)	-	130'000	130'000	-
Wellspring Philanthropic Fund (01.01.23 - 31.12.25)	-	198'175	198'175	-
Swedish International Development Agency (Sida) (01.01.21 - 31.12.25)	-	249'597	249'597	-
Robert Bosch Stiftung (15.06.24 - 14.06.26)	-	146'790	90'630	56'160
Belgian Ministry of Foreign Affairs (01.01.24 - 31.12.26)	-	147'735	147'735	-
IKEA Foundation (01.12.24 - 30.11.27)	-	400'000	33'333	366'667
Global Affairs Canada (08.07.24 - 30.06.27)	-	97'256	48'628	48'628
TOTAL UNEARMARKED GENERAL SUPPORT (RESTRICTED IN TIME ONLY) 2024	685'253	2'515'807	2'547'333	653'727

TOTAL PROJECT AND UNEARMARKED GENERAL SUPPORT FUNDING 2024

1'141'874	3'188'377	3'479'504	850'747
------------------	------------------	------------------	----------------

CAPITAL OF THE ORGANISATION

	Balance at 01.01.2024	Income 2024	Used 2024	Balance at 31.12.2024
	CHF	CHF	CHF	CHF
Free capital	586'052	-	120'454	465'598
TOTAL CAPITAL OF THE ORGANISATION	586'052	-	120'454	465'598

THE NEW HUMANITARIAN, Geneva

STATEMENT OF CHANGES IN FUNDS AND CAPITAL FOR THE YEAR ENDED DECEMBER 31, 2023

PROJECT FUNDING (RESTRICTED IN BOTH TIME AND PURPOSE) 2023

Donor	Balance at 01.01.2023	Income 2023	Used 2023	Balance at 31.12.2023
	CHF	CHF	CHF	CHF
Canton of Geneva, Service de la solidarité internationale - (01.06.22 - 31.12.25)	-	20'000	(20'000)	-
Bill & Melinda Gates Foundation - (17.11.22 - 30.04.24)	232'687	-	(132'843)	99'844
The H2H Network's H2H Fund, supported by the UK Foreign Commonwealth and Development Office - (15.03.23 - 15.08.23 & 01.06.23 - 31.10.23)	-	70'955	(70'955)	-
German Federal Foreign Office - (01.10.21 - 30.09.23)	630	179'944	(180'574)	-
Swiss Federal Department of Foreign Affairs - (01.09.21 - 31.08.23)	98'493	20'642	(119'135)	-
Swiss Federal Department of Foreign Affairs - (01.09.23 - 31.12.25)	-	119'000	(50'391)	68'609
New Venture Fund - (01.10.22 - 30.09.24)	132'358	135'735	(145'336)	122'757
The Conrad N. Hilton Foundation - (01.10.22 - 30.09.23)	213'625	-	(213'625)	-
Humanity United (01.09.23 - 28.02.25)	-	44'162	(26'186)	17'976
Luxembourg Ministry for Development Cooperation and Humanitarian Affairs (01.01.23 - 31.12.23)	-	23'243	(23'243)	-
Luminate (01.12.23 - 31.12.24)	-	158'358	(10'923)	147'435
TOTAL PROJECT FUNDING (RESTRICTED IN BOTH TIME AND PURPOSE) 2023	677'793	772'039	(993'211)	456'621

UNEARMARKED GENERAL SUPPORT (RESTRICTED IN TIME ONLY) 2023

Donor	Balance at 01.01.2023	Income 2023	Used 2023	Balance at 31.12.2023
	CHF	CHF	CHF	CHF
Australian Department of Foreign Affairs and Trade - (15.05.23 - 31.12.25)	-	133'699	(106'959)	26'740
Patrick J. McGovern Foundation - (17.12.20 - 31.05.23)	62'727	-	(62'727)	-
Patrick J. McGovern Foundation - (01.01.23 - 31.12.24)	492'644	-	(246'322)	246'322
David and Lucile Packard Foundation - (01.07.22 - 30.06.23)	112'088	-	(112'088)	-
Wellspring Philanthropies (01.01.23 - 31.12.25)	-	204'592	(204'592)	-
Swedish International Development Cooperation Agency (SIDA) - (01.01.21 - 31.12.23)	10'195	248'613	(258'808)	-
Belgian Federal Public Service of Foreign Affairs - (01.01.21 - 31.12.23)	46'782	150'450	(197'232)	-
Ministry of Foreign Affairs of Denmark - (01.01.21 - 31.12.23)	168'888	-	(168'888)	-
Global Affairs Canada - (19.08.21 - 30.06.24)	24'480	97'374	(119'704)	2'150
IKEA Foundation - (01.01.22 - 31.12.24)	29'560	220'988	(79'548)	171'000
Luxembourg Ministry for Development Cooperation and Humanitarian Affairs (01.01.23 - 31.12.23)	-	97'054	(97'054)	-
Norwegian Ministry of Foreign Affairs - (01.01.22 - 31.12.24)	21'807	182'855	(168'091)	36'571
Humanity United - (01.11.21 - 31.01.23)	19'265	-	(19'265)	-
Humanity United - (01.11.22 - 24.10.23)	39'832	-	(39'832)	-
Humanity United (01.09.23 - 30.08.25)	-	132'537	(65'000)	67'537
Canton of Geneva, Service de la solidarité internationale - (01.07.22 - 31.12.25)	19'961	180'000	(199'961)	-
Ford Foundation (01.07.23 - 30.06.26)	-	299'467	(164'534)	134'933
Irish Ministry of Foreign Affairs (01.11.23 - 31.03.24)	-	141'744	(141'744)	-
Hans Wilsdorf Foundation (01.01.23-31.12.24)	-	100'000	(100'000)	-
TOTAL UNEARMARKED GENERAL SUPPORT (RESTRICTED IN TIME ONLY) 2023	1'048'227	2'189'373	(2'552'347)	685'253
TOTAL PROJECT AND UNEARMARKED GENERAL SUPPORT FUNDING 2023	1'726'020	2'961'412	(3'545'558)	1'141'874

CAPITAL OF THE ORGANISATION

	Balance at 01.01.2023	Income 2023	Used 2023	Balance at 31.12.2023
Free capital	494'024	92'028	-	586'052
TOTAL CAPITAL OF THE ORGANISATION	494'024	92'028	-	586'052

THE NEW HUMANITARIAN, Geneva

CASH FLOW STATEMENT FOR THE YEAR 2024

	2024	2023
	CHF	CHF
RESULT OF THE YEAR (BEFORE ALLOCATION TO THE ORGANISATION'S CAPITAL)	(120'454)	92'028
Changes in restricted funds	(291'127)	(584'146)
Cash flow used in operations	(411'581)	(492'118)
Changes in receivables	1'945	1'528
Changes in prepaid expenses and accrued income	(14'130)	33'490
(Payment) of deposits to service provider	(5'419)	(10'498)
Return (payment) of deposits from lessors	-	5'755
Return of deposits to subtenants	-	(5'880)
Changes in trade creditors	(59'816)	15'810
Changes in other current liabilities	(62'198)	72'673
Changes in accrued expenses and provisions	174'965	(92'311)
CASH FLOW USED IN OPERATING ACTIVITIES	(376'234)	(471'551)
Investments paid	-	-
CASH FLOW USED IN INVESTING ACTIVITIES	-	-
Financing received	-	-
CASH FLOW USED IN FINANCING ACTIVITIES	-	-
NET INCREASE / (DECREASE) IN CASH	(376'234)	(471'551)
Cash and cash equivalents at the beginning of the period	1'875'350	2'346'901
Cash and cash equivalents at the end of the period	1'499'116	1'875'350
NET INCREASE / (DECREASE) IN CASH	(376'234)	(471'551)

THE NEW HUMANITARIAN, Geneva**NOTES TO THE FINANCIAL STATEMENTS**

1. GENERAL

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

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

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

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

2. ACCOUNTING PRINCIPLES**2a Accounting Principles**

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

2b Valuation principles

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

2c Foreign exchange

Monetary assets and liabilities denominated in foreign currencies are translated into Swiss francs at the exchange rate as at year end. Transactions in foreign currencies are translated into Swiss francs at the rate in effect on the dates of the transactions.

2d Income recognition

Income is recognised when it is probable that the economic benefits associated with the transaction will flow to the organisation and the amount of income can be reliably measured. This means that all income is fully recognised upon receipt. In addition, it may be recognised as a receivable in advance of receipt, provided the donor contract is already signed. All income is classified as either restricted or unrestricted.

THE NEW HUMANITARIAN, Geneva**NOTES TO THE FINANCIAL STATEMENTS**

Restricted income:

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

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

Unrestricted income:

Income is classified as unrestricted when it is neither restricted to a specific purpose nor required to be spent within a specific time period.

Unrestricted income includes institutional funding and donations from individuals not subject to restrictions, income from membership fees, and self-generated revenue (for example speaking fees or service delivery).

Result of the year:

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

3. COMPOSITION AND REMUNERATION OF THE EXECUTIVE COMMITTEE

The Executive committee is composed of :

Paula Fray - President (until April 2025)

Churchill Otieno - President (May 2025 onwards)

Martin Aked - Treasurer (until 4 May 2025)

Zeynep Kudatgobilik - Treasurer (5 May 2025 onwards)

Sacha Meuter - Secretary

Dominique Ben Dhaou - Member

Zaina Erhaim - Member

Paula Escobar-Chavarria - Member

Syed Nazakat - Member

Hayley Nelson - Vice president (May 2025 onwards)

Dr. Joanne Liu - Member (resigned in 2024)

Tirana Hassan - Member (resigned in 2024)

Lucie Laplante - Member (started 17 Mar 2025)

The members of the Executive Committee are not compensated.

4. REMUNERATION OF THE MANAGEMENT

Gross salaries of the members of the management team: 2024: CHF674'492 for 5.6 FTE (2023: CHF 601'143 for 4.3 FTE).

THE NEW HUMANITARIAN, Geneva

NOTES TO THE FINANCIAL STATEMENTS

5.	<u>NUMBER OF FULL-TIME EMPLOYEES ON ANNUAL AVERAGE</u>	2024	2023
	The number of full-time employees on annual average was no more than	50	50
6.	<u>DEBTS ARISING FROM LEASING TRANSACTIONS LINKED TO SALES CONTRACTS AND OTHER DEBTS RESULTING FROM LEASING TRANSACTIONS</u>	31/12/2024	31/12/2023
		CHF	CHF
	Rental commitments	2'623	22'798
7.	<u>DEBT TO PENSION INSTITUTIONS</u>	31/12/2024	31/12/2023
		CHF	CHF
	Debt due to pension institution	860	553
8.	<u>TOTAL AMOUNT OF ASSETS PLEDGED OR ASSIGNED TO SECURE OWN LIABILITIES AND ASSETS UNDER RESERVATION OF OWNERSHIP</u>	31/12/2024	31/12/2023
		CHF	CHF
	Security deposits relating to service provider	70'510	65'091
	Security deposits relating to lessors	9'360	9'360
9.	<u>EXPENSES ANALYSED BY NATURE</u>		
2024		Other operating expenses	
	Staff expenses		Total
	Editorial production	1'395'255	701'809
	Audience development	231'240	63'355
	Subtotal production and distribution of journalism	1'626'495	765'164
	Fundraising, revenue generation and outreach	217'293	38'595
	General management, organisational development and administration	698'295	375'038
	Total	2'542'083	1'178'797
2023		Other operating expenses	
	Staff expenses		Total
	Editorial production	1'511'845	656'552
	Audience development	159'360	93'872
	Subtotal production and distribution of journalism	1'671'205	750'424
	Fundraising, revenue generation and outreach	293'446	63'096
	General management, organisational development and administration	575'578	114'678
	Total	2'540'229	928'198

THE NEW HUMANITARIAN, Geneva

NOTES TO THE FINANCIAL STATEMENTS

10. NON-CASH DONATIONS

The New Humanitarian benefits from discounts that technology companies offer to non-profit organisations, including from Microsoft Corporation, Salesforce, Inc., Dropbox, Inc., 1Password, Wisepops, LLC., Stripe, Inc., Zoom Communications, Inc., Adobe, Inc., and TechSoup Global. It also receives pro-bono legal counsel and professional services from Sigma Legal SA, Proxima Legal Sàrl and Ariska Consulting Sàrl. The members of its Executive Committee are also not remunerated. The value of these non-cash donations has not been quantified and is therefore not separately identified in the financial statements.

11. OTHER INFORMATION

The Association obtained in 2020 a COVID-19 credit facility guaranteed by the Swiss Federal government. The credit facility was initially for a period of 5 years but has been increased for up to a period of 8 years (with last credit availability on September 2027). The interest rate can be adjusted to market rates on March 31 of each year in accordance with the regulations of the Federal Department of Finance. As of December 31, 2024, the credit limit was CHF 97,200, and the interest rate was 1.5% per annum. The credit available is reduced by CHF 16,300 every March and September. No use has been made of this credit facility to date.

12. PREPAID EXPENSES AND ACCRUED INCOME

	31/12/2024	31/12/2023
	CHF	CHF
Prepaid expenses	37'275	48'056
Accrued income	42'744	17'833
Total	80'019	65'889

13. DEFERRED INCOME AND ACCRUED EXPENSES

	31/12/2024	31/12/2023
	CHF	CHF
Staff leave day provision	117'394	83'672
Other accrued expenses	17'472	12'996
Total	134'866	96'668

14. UNRESTRICTED INCOME FROM GRANTS OR PORTIONS OF GRANTS(UNRESTRICTED IN PURPOSE OR TIME)

	2024	2023
	CHF	CHF
Wellspring Philanthropic Fund	22'019	22'733

15. EDITORIAL PRODUCTION

	2024	2023
	CHF	CHF
Staff expenses	(1'395'255)	(1'511'845)
Commissioning content	(181'955)	(250'301)
Professional fees (editors, journalists and consultants)	(308'860)	(201'684)
Web platform	(44'595)	(44'069)
Reporting travel and insurance	(38'455)	(50'688)

THE NEW HUMANITARIAN, Geneva

NOTES TO THE FINANCIAL STATEMENTS

15. EDITORIAL PRODUCTION (continued)	2024	2023
	CHF	CHF
Strategic development and editorial staff gatherings	(33'118)	(48'802)
Staff wellbeing, recruitment, training and other HR costs	(30'887)	(44'692)
Other editorial expenses	(63'939)	(16'316)
Total	(2'097'064)	(2'168'397)
16. AUDIENCE DEVELOPMENT	2024	2023
	CHF	CHF
Staff expenses	(231'240)	(159'360)
Professional fees	(2'901)	(41'757)
Other audience development expenses	(60'454)	(52'115)
Total	(294'595)	(253'232)
17. FUNDRAISING, REVENUE GENERATION AND OUTREACH	2024	2023
	CHF	CHF
Staff expenses	(217'293)	(293'446)
Professional fees	-	(28'932)
Events and campaigns	(8'327)	(9'435)
Other fundraising and outreach expenses	(30'268)	(24'729)
Total	(255'888)	(356'542)
18. GENERAL MANAGEMENT, ORGANISATIONAL DEVELOPMENT AND ADMINISTRATION	2024	2023
	CHF	CHF
Staff expenses	(698'295)	(575'577)
Professional fees	(282'638)	(57'744)
General Assembly and Executive Committee meetings and related expenses	(15'786)	(599)
Administrative and accounting software costs	(7'315)	(6'566)
Other general management, organisational development and administration expenses	(69'299)	(49'769)
Total	(1'073'333)	(690'255)
19. FINANCIAL INCOME	2024	2023
	CHF	CHF
Foreign exchange gains	115'737	19'843
Total	115'737	19'843

THE NEW HUMANITARIAN, Geneva

NOTES TO THE FINANCIAL STATEMENTS

20. <u>FINANCIAL EXPENSES</u>	2024	2023
	CHF	CHF
Interest and bank fees	(10'081)	(7'609)
Foreign exchange losses	(69'292)	(97'680)
Total	(79'373)	(105'289)

Income is received in many different currencies. To limit operational exposure to foreign exchange risk, foreign currency funds received are held in or promptly converted to the currency in which they are expected to be spent. Restatement of foreign currency balances into Swiss Francs for the purposes of financial reporting at the period end or on the closure of a project leads to translation gains and losses. Appreciation of the Swiss Franc against another currency in which funds are held will automatically generate a foreign currency translation loss. Depreciation will result in a gain.

The New Humanitarian|

Journalism from the heart of crises

The New Humanitarian
Rue de Varembé 3
CH - 1202 Geneva
Switzerland
Tel: +41 22 525 6603
Email: hello@thenewhumanitarian.org