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# ANNUAL REPORT *2020*

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**CMI** CHR.  
MICHELSEN  
INSTITUTE

90  
years

# Knowledge for global development and justice

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# Director's introduction



## CMI 90 YEARS

The plan was for 2020 to be a special year for CMI. Indeed, it was a special year – but in a completely different way than anticipated. The plan was to celebrate the institute's 90th anniversary with a bang. We had invited prominent guests, speakers, and artists to what was bound to be a memorable celebration with interesting discussions about how to address climate and poverty, music, speeches, and an exquisite dinner.

The date was set for March 12, 2020, however, on that day, Norway shut down. Instead of the celebrations, we entered a period that has been difficult for many, with long periods of home office, limited social interaction, and strong restrictions on international travel, – an essential part of CMI's work.

Despite challenges, CMI has managed quite well during the pandemic and we have been privileged in many respects. None of our employees have become seriously ill, and we have been able to maintain progress in most projects through our close partnerships with research institutions in the global south. CMI has also grown significantly. We have recruited many

new, talented staff, increased the turnover, and won several new projects that lay a solid foundation for the future.

Chr. Michelsen's Institute for Science and Intellectual Freedom was the first independent research institute in Northern Europe, based on the largest private individual donation in Norway at the time. Ambitions were high and the aim was that the institute should attract particularly talented researchers and enable them to concentrate on their research in complete freedom, without financial worries or teaching duties.

For a long time, CMI was mostly known for its technological research, for innovations in radar technology, microwave technology and telephony, radiation therapy and nuclear physics, including the planning of CERN's first particle accelerator.

The foundation for CMI as we know it today was laid in the early 1960s when the visionary economist Just Faaland established a program for research and advice on the challenges facing developing countries.

In the following decades, an interdisciplinary milieu was established at the institute for research on development and human rights issues. When the institute's technological division became a separate institute in 1992 (Chr. Michelsen Research), CMI became a pure development research institute.

This began a period of growth and renewal. In 1990, CMI had only 14 researchers in the development research division. The institute has since developed into a powerhouse for Norwegian development research, with a strong ability to attract research fund-

ing from both national and international sources. Today, CMI has 70 employees in research positions and 20 in administrative positions. The institute has also become truly international with almost fifty percent of the employees coming from abroad.

We celebrate 90 years in gratitude to those who set the course and initiated CMI's work on the greatest challenges facing humanity. We are grateful to those who have built the institute step by step through dedication to the institute's purpose, and through their professionalism and entrepreneurship. Not least, we are grateful to all our trusted partners in the global south, for cooperation and friendship through ups and downs.

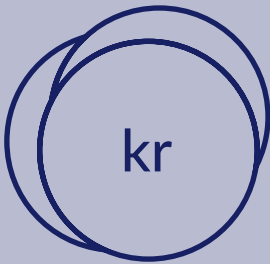
Above all, we are grateful to everyone who has made the research possible as they have shared from their lives and their stories. You made it possible to spot what previously was unknown, to see new relationships, to understand more and deeper, and to change the way we think and understand the world and each other. It is based on these encounters with people we aspire to achieve what Christian Michelsen defined as an overarching goal for the institute – to promote tolerance and mutual understanding between nations and peoples.

This mission is no less important today than it was 90 years ago.



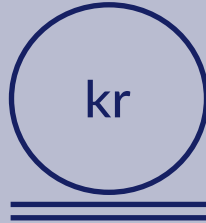
*Ottar Mæstad*  
(Director)

## 2020 in numbers



**87.7**

Mill. NOK  
total revenue



**5.3**

Mill. NOK  
annual result



**+8.5%**

Revenue growth



**197**

Publications  
by CMI staff



**30**

U4 webinars,  
workshops  
and courses



**80**

events hosted by  
Bergen Global



**6**

new projects from  
Research Council of  
Norway



**17**

new employees



**90**

total employees

# 2020 highlights

## Research in the time of Covid-19

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This year was marked by the Covid-19 pandemic. Despite challenges, lockdowns, and travel restrictions, we adapted to the situation and managed well. We turned around quickly and provided our stakeholders with reports and briefs on consequences of the pandemic.

We analysed how the pandemic is affecting household wellbeing and coping strategies in Norwegian partner countries in Africa, studied [the implications of the pandemic for revenue generation in African countries](#), and we pointed at the urgent need to [protect women against violence during the pandemic](#).

We summarised research-based knowledge about the [impacts of school closures](#) on children in developing countries and [how the pandemic could affect food security](#). We highlighted [lessons learnt from the Ebola outbreak in West Africa in 2014](#) about potential effects on health services, and we studied [effects of corona on efforts to reduce maternal mortality](#).

We also conducted an overall analysis of how the pandemic affected [Norwegian development aid priorities](#).

## Strengthening anti-corruption efforts during the pandemic

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Development aid used to counter the crisis must be safeguarded from corruption. The U4 Anti-Corruption Resource Centre developed a guide to and an overview of how corruption and the coronavirus pandemic are connected. The guide was very well received, widely spread, and used by development actors to build corruption risk mitigation into their responses.

→ Link to the guide:  
[Covid-19 and corruption \(u4.no\)](#)

## New research funding

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One of our main strategic goals is to increase and expand our funding base. This year, Research Professor Antonio De Lauri received the prestigious ERC Consolidator Grant as one of eight to receive the grant in Norway.

We continue to achieve great success in the highly competitive funding from the Research Council of Norway in the competition for funding from the Research Council of Norway (RCN). In 2020, we got six new RCN-projects, including our first KSP-project (Kompetanse- og samarbeidsprosjekt). The KSP project is led by Research Professor Sarah A Tobin and investigates how Muslim immigrant entrepreneurs navigate Norway's financial environment.

The Ministry of Foreign Affairs (MFA) also funded a new long-term research programme with partner institutions in Angola, with the aim of strengthening research capacity in the country.

The U4 Anti-Corruption Resource Centre secured funding from Norad to strengthen the work on anti-corruption in the health sector through research, technical assistance, and capacity building. The project will contribute to activities in the ACTA alliance (Anti-Corruption, Transparency and Accountability), launched by the World Health Organisation (WHO), United Nations Development Programme (UNDP) and the Global Fund to Fight HIV/AIDS, Tuberculosis and Malaria.

## Chr. Michelsen Prize for excellent research 2020: Vincent Somville

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Chr. Michelsen's Prize for outstanding development research aims to highlight and inspire development-related research of high quality and relevance. The award is given for the best article written by a researcher based in Norway under the age of 40.

This year, Vincent Somville won the Prize for the article "Saving by default: Evidence from a field experiment in rural India", which he co-authored with Lore Vandewalle. The article is a significant contri-

bution to our understanding of savings behavior and how the payment mode – cash or bank deposits – affects savings.

Somville is an Assistant Professor at the Norwegian School of Economics (NHH) and an Associated Senior Researcher at the Chr. Michelsen Institute (CMI). In addition to the topic of savings and banking, Somville researched a variety of issues in development research – from health, fertility and childcare to tax compliance, entrepreneurship, and business development.

## Bergen Global: Making sense of global challenges

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Bergen Global hosted eighty events during 2020. The pandemic led to a significant shift towards digital events, resulting in an even broader outreach towards target audiences outside of Bergen.

The annual Bergen Exchanges organised by the Centre on Law and Social Transformation took place in August 2020 on a slightly smaller scale than usual due to corona restrictions. The main focus was Law & (In)equality.

Bergen Global is a collaboration between the University of Bergen and Chr. Michelsen Institute – a platform for researchers, students and others who share an interest in international development. The venue provides top notch technical equipment to stream and record events. Our archive of podcasts and videos can be accessed by everyone everywhere. In addition, Bergen Global houses a library with one of the largest specialised collections in Norway of books and periodicals on Africa, Asia, the Middle East and Latin America.



## Seventeen new employees

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We continued to follow our active recruitment strategy through 2020 and added seventeen great new employees from eleven different nations to our international and vibrant research environment.

Trine Andersen  
*Facilities and Operations Officer*

Lucie Margot Ducarre  
*Research, Communication and admin assistant (U4)*

Hanna Fløysvik  
*Head of HR*

Jon Einar Flåtnes  
*Senior researcher*

Peter Hangoma  
*Post Doctoral Researcher*

Daniel Sejerøe Hausenkamph  
*Programme Adviser (U4)*

Siril Kobbeltvedt Herseth  
*Doctoral Researcher*

Paul Hofman  
*Post Doctoral Researcher*

Karine Aasgaard Jansen  
*Senior researcher*

Mia Kolbjørnsen  
*Communication Director*

Charlotte Ringdal  
*Post Doctoral Researcher*

Giedre Seduikiene  
*Research Assistant*

Ilker Gokhan Sen  
*Senior Researcher*

Eskindir Loha Shumbullo  
*Post Doctoral Researcher*

Ingrid Hoem Sjursen  
*Post Doctoral Researcher*

Rachael Lorna Tufft  
*Senior Learning Technology Adviser (U4)*

Saumya Pandey  
*Doctoral Researcher*

## Reaching out with Tax for Development

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The [Tax for Development Webinar Series](#) was organised for the first time during autumn 2020 and was a great success. The series is coordinated by CMI and the TaxCapDev-network and features ongoing research and initiatives to strengthen domestic revenue mobilisation in developing countries, with a and the U4 Anti-Corruption Resource Centre, Norwegian Institute of International Affairs (NUPI), Tax Justice Network-Norway, UNU-WIDER and the Danish Institute for International Studies (DIIS).



Meeting Norway's new Ambassador in Khartoum, Therese Gheziel, accompanied by special envoy Endre Stiansen and Jon Anton Johnson from the Sudan desk in Utenriksdepartementet. CMI and the University of Bergen cooperate closely with research partners in Sudan, and it's always a pleasure to meet and discuss with everyone who has a special place for the country in their hearts. Colleagues with the common cold participated via Teams.



Sometimes in the pandemic it felt like the world had fallen off its axis.



A few of our new employees welcomed in 2020.



2020 saw many video meetings  
- including lunches.



Webinar sendt from Bergen Global.

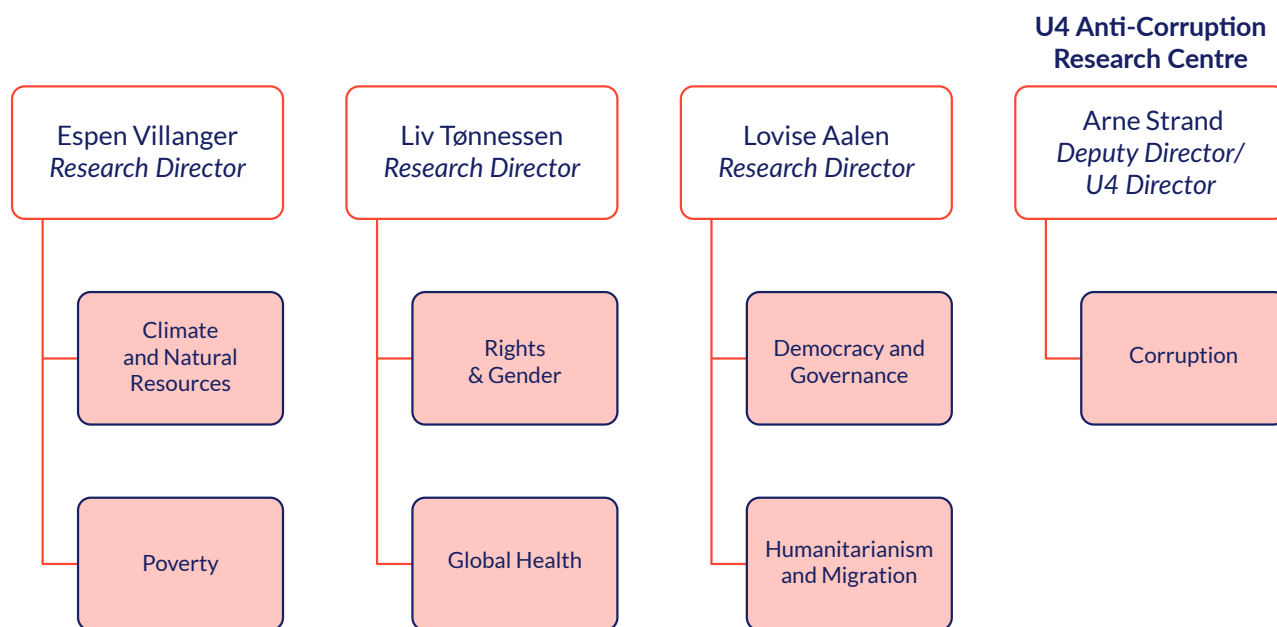
Hand sanitizer is in the forefront at all events.



# CMI Organisation



## Research groups & the U4 Centre



# The board of CMI and CMF



*Professor*  
**Gunn Mangerud**  
University of Bergen



*Associate professor*  
**Alexander W. Cappelen**  
NHH



*Associated professor*  
**Ragnhild Dybdahl**  
OsloMet



*Director*  
**Andrew Norton**  
International Institute for  
Environment and Development



*Senior Researcher*  
**Antonio De Lauri**  
CMI



*Senior Researcher*  
**Elin Skaar**  
CMI



*Head of IT*  
**Aksel Mjeldheim**  
(substitute)  
CMI

# Management group

## CMI



*Director*  
**Ottar Mæstad**  
CMI



*Deputy Director*  
**Arne Strand**  
CMI



*Administration and  
Finance Director*  
**Vigdis Gåskjenn**  
CMI



*Communications Director*  
**Mia Kolbjørnsen**  
CMI



*Research Director*  
**Espen Villanger**  
CMI



*Research Director*  
**Lovise Aalen**  
CMI



*Research Director*  
**Liv Tønnessen**  
CMI



# Staff

As per 31 December 2020

## Director

Ottar Mæstad

## Management

Arne Strand

*Deputy Director, Director U4  
Anti-Corruption Resource  
Centre, Research Director for  
Corruption*

Vigdis A. Gåskjenn

*Administration and Finance  
Director*

(Lars Petter Sjøberg

*Administration and Finance  
Director from 1 January  
2021)*

Ingvild Hestad

*Communications Director  
(until March 2020)*

Mia Kolbjørnsen

*Communications Director  
(from 1 June 2020)*

Lovise Aalen

*Research Director for  
Democracy & Governance,*

*Humanitarianism and  
Migration*

Liv Tønnessen

*Research Director for Rights,  
Gender and Global Health*

Espen Villanger

*Research Director for Poverty  
and Natural Resources*

## Administration

Trine Andersen

*Facilities and Operations  
Officer*

Frederik Degrave

*Project and Finance Officer*

Hanna Fløysvik

*Head of HR (from 1 August  
2020)*

Maya Havre

*Finance and Operations  
Manager, U4*

Merete Leby

*Head of Service (until  
August 2020)*

Petter Lohne

## Head of Accounts

Tineke Lohne

*Administration and Finance  
Adviser*

Guri Stegali

*Senior Travel and Payroll  
Adviser*

Reginald Christopher Jacob

*Office Support Coordinator*

## Project development unit

Steinar Hegre

*Project Director*

## IT

Lars Ivar Høberg

*Executive IT officer*

Aksel Mjeldheim

*Head of IT*

Bjørn-Ivar Krüger Nilsen

*IT officer*

Robert Sjørnsen

*Senior IT Adviser*

## Communication

Lisa Maree Arnestad

*Digital Communications  
Adviser, U4*

Kirsty A. Cunningham

*Senior Communication  
Adviser, U4*

Åse Johanne Roti Dahl

*Senior Communication  
Adviser*

Pernille Jørgensen

*Graphic Designer Adviser*

## Bergen Global

Vigdis A. Gåskjenn

*Operations Manager*

Ingvild Hestad

*Communication Director  
(until March 2020)*

Mia Kolbjørnsen

*Communication Director  
(from 1 June 2020)*

Ragnhild Osnes Legreid

*Communication Adviser,  
University of Bergen (UiB)*

Reidunn Ljones  
*Principal Librarian*

Tord Rø  
*Communication Adviser,  
University of Bergen (UiB)*

Anja Christine Rønnes  
Tucker  
*Communication Adviser  
(temporary), University of  
Bergen (UiB)*

### Natural Resources

Anwasha Dutta  
*Postdoctoral Researcher*

Odd-Helge Fjeldstad  
*Research Professor*

Jon Einar Flåtnes  
*Senior Researcher*

Päivi Lujala  
*Associated Research Professor*

Edyta Roszko  
*Senior Researcher*

Ingrid Hoem Sjursen  
*Postdoctoral Researcher*

### Corruption

Inge Amundsen  
*Senior Researcher*

### Democracy & Governance

Kendra Dupuy  
*Associated Researcher*

Pauline Marguerite  
Lemaire  
*Doctoral Researcher*

Aslak Jangård Orre  
*Senior Researcher*

Lise Rakner  
*Associated Research Professor*

### Emeritus

Johan Helland  
Jan Isaksen  
Eyolf Jul-Larsen  
Astri Suhrke  
Gunnar M. Sørbo  
Arne Tostensen

### Gender

Anna Elizabeth Gopsill  
*Doctoral Researcher, Project  
Adviser*

Marianne Tøraasen  
*Doctoral Researcher*

Vibeke Wang  
*Senior Researcher*

Torunn Madsen  
Wimpelmann  
*Senior Researcher*

### Global Health

Camila Gianella Malca  
*Senior Researcher*

Siri Lange  
*Associated Research Professor*

Peter Hangoma  
*Postdoctoral Researcher*

Karine Aasgaard Jansen  
*Senior Researcher*

Eskindir Loha Shumbullo  
*Postdoctoral Researcher*

Joar Svanemyr  
*Postdoctoral Researcher*

### Humanitarianism and Migration

Synnøve Bendixsen  
*Associated Senior Researcher*

Kjersti Gravelseter Berg  
*Postdoctoral Researcher*

Antonio De Lauri  
*Research Professor*

Robert Aleksander Forster  
*Doctoral Researcher*

Siril Kobbeltvedt Herseth  
*Doctoral Researcher*

Are John Knudsen  
*Research Professor*

Carlo Koos  
*Senior Researcher*

Jessica Leigh Schultz  
*Senior Researcher*

Cathrine Talleraas  
*Postdoctoral Researcher*

Kari Grøtterud Telle  
*Senior Researcher*

Elling N. Tjønneland  
*Senior Researcher*

Salla Katariina Turunen  
*Doctoral Researcher*

### Poverty

Merima Ali  
*Senior Researcher*

Magnus Hatlebakk  
*Senior Researcher*

Paul Hofman  
*Postdoctoral Researcher*

Ivar Kolstad  
*Associated Research Professor*

Saumya Pandey  
*Doctoral Researcher*

Charlotte Ringdal  
*Postdoctoral Researcher*

Hilde Beate Selbervik  
*Senior Researcher*

Vincent Somville  
*Associated Senior Researcher*

Måns Söderbom  
*Associated Research Professor*

Arne Wiig  
*Research Professor*

### Rights

Siri Gloppen  
*Associated Research Professor*

Malcolm Stroud Langford  
*Associated Senior Researcher*

Giedre Seduikiene  
*Research Assistant*

Ilker Gokhan Sen  
*Senior Researcher*

Rachel Henriette Sieder  
*Associated Research Professor*

Elin Skaar  
*Research Professor*

Hugo Stokke  
*Senior Researcher*

Sarah Ann Tobin  
*Research Professor*

Bruce Wilson  
*Associated Senior Researcher*

### U4 Anti-Corruption Resource Centre

Per S. Aarvik  
*Senior Programme Adviser*

Vera Devine  
*Senior Programme Adviser*

Lucie Margot Ducarre  
*Research and Administration  
Officer*

Daniel Sejerøe  
Hausenkamph  
*Programme Adviser*

David Alexander Jackson  
*Senior Programme Adviser*

Monica Twesiime Kirya  
*Senior Programme Adviser*

Sophie Lemaître  
*Senior Programme Adviser*

Saul C. B. Mullard  
*Senior Programme Adviser*

Guillaume Nicaise  
*Senior Programme Adviser*

Sofie Arjon Schütte  
*Senior Programme Adviser*

Rachael Lorna Tufft  
*Senior Learning Technology  
Adviser*

Cecilie Wathne  
*Senior Programme Adviser*

David Aled Williams  
*Senior Programme Adviser*

# Publications

by CMI staff

## Peer Reviewed Journal Articles

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Aalen, Lovise (2020) "The revolutionary democracy of Ethiopia: A wartime ideology both shaping and shaped by peacetime policy needs" in *Government and Opposition* vol. 55, no. 4

Ali, Merima, Odd-Helge Fjeldstad and Abdulaziz Shifa (2020) "European colonization and the corruption of local elites: the case of chiefs in Africa" in *Journal of Economic Behavior & Organization* vol. 179 pp. 80-100

Belayneh, Mehretu, Eskindir Loha, Bernt Lindtjørn (2020) "Seasonal Variation of Household Food Insecurity and Household Dietary Diversity on Wasting and Stunting among Young Children in A Drought Prone Area in South Ethiopia: A Cohort Study" in *Ecology of Food and Nutrition* vol. 60 no. 1 pp. 44-69

Bell, Clive and Abhiroop Mukhopadhyay (2020) Income Guarantees and Borrowing in Risky Environments: Evidence from India's Rural Employment Guarantee Scheme in *Economica*. Early view.

Bell, Clive and Susanne van Dillen (2020) "Kinship, Caste, and Health: Illness and Treatment in Upland Orissa" in *Journal of Development Studies* vol. 56 no. 1 pp. 45-62

Berg, Kjersti G. (2020) "Midlertidig og evig: UNRWA og det palestinske flyktningsspørsmålet" in *Babylon: Norsk Tidsskrift for Midtøstenstudier* no. 1 pp. 34-49

Blanchet, Karl, Ala Alwan, Caroline Antoine, Marion Jane Cros, Ferozuddin Feroz, Tseguaneh Amsalu Guracha, Oystein Haaland, Alemayehu Hailu, Peter Hangoma, Dean Jamison, Solomon Tessema Memirie, Ingrid Miljeteig, Ahmad Jan Naeem, Sara L Nam, Ole Frithjof Norheim, Stéphane Verguet, (2020) "Protecting essential health services in low-income and middle-income countries and humanitarian settings while responding to the COVID-19 pandemic" in *BMJ global health* vol. 5 no. 10

Bjorvatn, Kjetil, Tigabu Degu Getahun, Sandra Kristine Halvorsen (2020) "Conflict or cooperation? Experimental evidence on intra-household allocations in Ethiopia" in *Journal of Behavioral and Experimental Economics* vol.85

- Borde, Moges Tadesse, Eskindir Loha, Bernt Lindtjørn (2020) "Incidence of postpartum and neonatal illnesses and utilization of healthcare services in rural communities in southern Ethiopia: A prospective cohort study" in *Plos One* vol. 15:e0237852 no. 8 pp. 1-19
- Borde, Moges Tadesse, Eskindir Loha, Kjell Arne Johansson, Bernt Lindtjørn (2020) "Financial risk of seeking maternal and neonatal healthcare in southern Ethiopia: a cohort study of rural households" in *International Journal for Equity in Health* vol. 19 no. 69
- Bulawayo, Maio, Adam Silumbwe, Margarate Nzala Munakampe, Nawa Mukumbuta, Juliet Musabula, Mwimba Chewe, Chris Mweemba, Charles Michelo, Peter Hangoma (2020) "A needs assessment for postgraduate training in selected public health disciplines: evidence from health services organisations in Lusaka, Zambia" in *BMC health services research* vol. 20 no. 1 pp. 1-10
- Chewe, Mwimba and Peter Hangoma (2020) "Drivers of Health in sub-Saharan Africa: A Dynamic Panel Analysis." in *Health Policy OPEN* vol. 1 no. 10001
- Chirwa-Kambole, Eunice, Joar Svanemyr, Ingvild Sandøy, Peter Hangoma, Joseph Mumba Zulu (2020) "Acceptability of youth clubs focusing on comprehensive sexual and reproductive health education in rural Zambian schools: a case of Central Province" in *BMC health services research* vol. 20 no. 1 pp. 1-9
- Chunga, Joseph; Arne Tostensen (2020) "Clergy in Politics: The Opportunistic Engagement of Faith-Based Organisations in Malawi's Politics" in *Journal of Religion in Africa* vol. 49 no. 1 pp. 1-33
- Dougherty, John P., Jon Einar Flåtnes, Richard A. Gallenstein, Mario J. Miranda, Abdoul G. Sam (2020) "Climate Change and Index Insurance Demand: Evidence from a Framed Field Experiment in Tanzania" in *Journal of Economic Behavior & Organization* vol. 175 pp. 155-184
- Dutta, Anwesha (2020) "Forest becomes frontline: Conservation and counter-insurgency in a space of violent conflict in Assam, Northeast India" in *Political Geography* vol. 77 pp. 1-10
- Fjeldstad, Odd-Helge, Aslak Orre and Francisco Paulo (2020) "The non-oil tax reform in Angola: Escaping from petroleum dependency?" in *The Extractive Industries and Society* vol. 7(4)
- Fjeldstad, Odd-Helge, Cecilia Kagoma, Ephraim Mdee, Ingrid Hoem Sjursen, Vincent Somville (2020) "The Customer is King: Evidence on VAT Compliance in Tanzania" in *World Development* vol. 128
- Gallenstein, Richard A., Jon Einar Flåtnes, Abdoul G. Sam (2020) "The Role of Social Capital on Risk-Taking Decisions Under Joint Liability Lending" in *The Journal of Development Studies* vol. 56 no. 12 pp. 2194-2211
- Gianella, Camila, Jasmine Gideon, Maria José Romero (2020) "What does COVID-19 tell us about the Peruvian health system?" in *Revue canadienne d'études du développement*
- Hangoma, Peter, Maio Bulawayo, Mwimba Chewe, Nicholas Stacey, Laura Downey, Kalipso Chalkidou, Karen Hofman, Mpuma Kamanga, Anita Kaluba, Gavin Surgey (2020) "The potential health and revenue effects of a tax on sugar sweetened beverages in Zambia" in *BMJ global health* vol. 5 no. 4 e001968 p.
- Jackson, David (2020) "Does aid promote electoral integrity?" in *Journal of Development Studies* vol.56 no.6
- Kirkebø, Tori Loven and Malcolm Langford (2020) "Ground-breaking? An empirical assessment of the draft business and human rights treaty" in *American Journal of International Law Unbound* vol.114

Kirya, Monica Twesiime (2020) “Promoting anti-corruption, transparency and accountability in the recruitment and promotion of health workers to safeguard health outcomes” in *Global Health Action* vol. 13

Knudsen, Are John (2020) “Sheikhs and the City: Urban Paths of Contention in Sidon, Lebanon” in *Conflict and Society* vol. 6 no. 1 pp. 34-51

Knudsen, Ståle, Dinah Rajak, Siri Lange, Isabelle Hugøy (2020) “Bringing the State back in. Corporate Social Responsibility and the paradoxes of Norwegian state capitalism in the international energy sector” in *Focaal: Journal of Global and Historical Anthropology* vol. 88 pp. 1-21

Kolstad, Ivar (2020) “Too big to fault? Effects of the 2010 Nobel Peace Prize on Norwegian exports to China and foreign policy” in *International Political Science Review* vol. 41 no. 2 pp. 207-223

Kolstad, Ivar, Arne Wiig and Odd-Helge Fjeldstad (2020) “Does an economics education produce technocratic paternalists? Experimental evidence from Tanzania” in *Journal of Development Studies* vol. 56

Koos, Carlo, Clara Neupert-Wentz (2020) “Polygynous Neighbors, Excess Men, and Intergroup Conflict in Rural Africa” in *Journal of Conflict Resolution* vol. 64 no. 2-3 pp. 402-431

Lange, Siri (2020) “Doing global investments the Nordic way. The 'business case' for Equinor's support to union work among its employees in Tanzania” in *Focaal: Journal of Global and Historical Anthropology* vol. 88 pp. 22-39

Langford, Malcolm (2020) “Taming the digital leviathan: Automated decision-making and international human rights” in *American Journal of International Law Unbound* vol.114

Lázaro, Gilson and Inge Tvedten (2020) “Espaço e pobreza em bairros de Luanda: apropriação e imbricação.” in *Revista Angolana de Ciências Sociais* vol. 7 no. 13

Lemaître, Sophie and Nathalie Hervé-Fournereau (2020) “Fighting Wildlife Trafficking: An Overview of the EU's Implementation of Its Action Plan Against Wildlife Trafficking” in *Journal of International Wildlife Law & Policy* vol. 23 no. 1 pp. 62-81

Lujala, Päivi, Sosina Bezu, Ivar Kolstad, Minhaj Mahmud, Arne Wiig (2020) “How do host-migrant proximities shape attitudes toward internal climate migrants?” in *Global Environmental Change* vol. 65

Mori, Amani Thomas, Peter Binyaruka, Peter Hangoma, Bjarne Robberstad, Ingvild Sandoy (2020) “Patient and health system costs of managing pregnancy and birth-related complications in sub-Saharan Africa: a systematic review” in *Health Economics Review* vol. 10 no. 1 pp. 1-15

Orsango, Alemselem Zebdewos, Eskindir Loha, Bernt Lindtjørn, Ingunn Marie S. Engebretsen (2020) “Efficacy of processed amaranth-containing bread compared to maize bread on hemoglobin, anemia and iron deficiency anemia prevalence among two-to-five year-old anemic children in Southern Ethiopia: A cluster randomized controlled trial” in *Plos One* vol. 15 no. 9

Pesantes, Maria Amalia, Camila Gianella (2020) “¿Y la salud intercultural?: Lecciones desde la pandemia que no debemos olvidar (What about intercultural health? : Lessons from the pandemic that we should not forget, E a saúde intercultural: lições da pandemia que não devemos esquecer)” in *Mundo Amazónico* vol. 11 no. 2 pp. 93-110

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## Master's Theses

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Beeder, Monica (2020) *The effect of a supply shock in the production of cocaine on violence: Evidence from Colombia and Venezuela*

Gåskjenn, Vigdis Anita (2020) *Muligheter og begrensninger for innovasjon med endrede rammebetingelser i instituttsektoren* Masteroppgave i Organisasjon og ledelse, Spesialisering i Innovasjon og Endring-sledelse.

## Newspaper Op-Eds

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Berg, Kjersti G. (2020) *Korona i Israel og Palestina: Ett virus, tre systemer* in *Bistandsaktuelt*, 25 March 2020

Dutta, Anwasha (2020) *Yoga og kumøkk mot korona* in *NRK online*, 15 March 2020

Knudsen, Are J. (2020) *Ekspløsjonen er et symptom på en stat i krise* in *Bergens Tidene* 15 August 2020

Lemaître, Sophie (2020) L'après-Covid-19 pourrait-il être enfin l'ère de la justice fiscale et sociale dans le monde ? in *Le Monde* (France), 22 April 2020

Mæstad, Ottar (2020) Korona i Afrika – hva nå? inn *Bistandsaktuelt* 20 March 2020

Ringdal, Charlotte (2020) Bør mannen inkluderes i familieplanlegging? in *Bistandsaktuelt*, 2 October 2020

Sørbø, Gunnar M. (2020) Sri Lanka ett år etter terrorbombene in *Bergens Tidende*, 21 April 2020

Sørbø, Gunnar M. (2020) Norsk bistand i en spagat mellom retorikk og virkelighet in *Bistandsaktuelt*, 12 March 2020

Tjønneland, Elling N. (2020) Evaluation View: Norwegian Development Aid in the Age of the Corona in *EVALNews, Norad Evaluation Department*, 6 November 2020

Tjønneland, Elling N. (2020) Er norsk bistand rigga for støtte til sårbare statar? Lærdommar frå Somalia in *Bistandsaktuelt*, 25 November 2020

Tønnessen, Liv (2020) Det handler om dollar og militær makt in *Bistandsaktuelt*, 4 December 2020

Villanger, Espen and Andreas Kotsadam (2020) How women's employment affects partner violence in *Development Today*, 6 May 2020

Wiig, Arne, Rune Jansen Hagen, Ivar Kolstad (2020) Omdømmerisikoen for både Norge og Equinor bør tas opp til bred diskusjon in *E24*, 22 September 2020

Wimpelmann, Torunn (2020) Skal de ofres for freden? in *Klassekampen*, 18 November 2020

## Book Reviews

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Gopsill, Anna (2020) "Jessica Stern: My War Criminal: Personal Encounters with an Architect of Genocide" in *Public Anthropologist* vol. 2 no. 2

Jackson, David (2020) "Khalid Sekkat: Is Corruption Curable?" in *Public Anthropologist* vol. 2 no. 2

# Board of Directors' report

## Vision and mission

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Founded in 1930, Chr. Michelsen Institute (CMI) is an independent, multi-disciplinary research institute, located in Bergen, Norway.

Inspired by its vision Knowledge for development and justice, the Institute addresses global development challenges by providing research-based knowledge that informs and inspires practice and policy. The Institute has a particular focus on challenges facing poor and vulnerable groups in the global South, and the primary audience are national and international actors who influence international development.

The Institute carries forward the legacy of its founder, the late Christian Michelsen, to promote respect, understanding and amicable relations between nations and peoples. The work is carried out in close collaboration with partners from all over the world, including the people to whom the research is most important.

## Strategic priorities

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It is CMI's goal to be an internationally recognized research institute with impact on development policy and practice. The strategic goals are:

- Enhance the impact of CMI's research through
  - A challenge driven research agenda*
  - Research excellence*
  - Interaction with users*
- Foster an enabling work environment
- Increase and diversify income
- Build partnerships

## Organization

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CMI had a total of 90 employees as of 31.12.2020 and conducted 65 man-years (full time equivalents) during the year.



The research is organized in seven multi-disciplinary research groups:

- Poverty
- Rights and Gender
- Democracy and Governance
- Global Health
- Climate and Natural Resources
- Corruption
- Humanitarianism and Migration

CMI runs the U4 Anti-Corruption Resource Centre. The centre provides knowledge that can reduce the harmful effects of corruption on development. The Centre is funded by Australia, Canada, Denmark, Finland, Germany, Norway, Sweden, Switzerland, and the UK.

CMI is a partner in four cross-institutional centres:

#### Centre on Law & Social Transformation (LawTransform)

LawTransform brings together scholars, students and practitioners who share an interest in how law shapes societies, and in the use of rights and courts as tools for social change. The annual Bergen Exchanges on Law and Social Transformation is a flagship event. The centre is a cooperation with the Department of Comparative Politics at the University of Bergen.

#### Bergen Global

Bergen Global is a hub for research communication on global challenges and hosts a comprehensive library. The centre hosted 80 events in 2020, of which 61 were webinars or hybrid events with possibilities for digital participation. The centre is a cooperation with the University of Bergen.

#### Norwegian Centre for Humanitarian Studies

The centre is a hub for research and policy discussions on humanitarian issues and brings together schol-

ars, policymakers and practitioners both in Norway and internationally. The centre is a cooperation with NUPI and PRIO. The secretariat of the centre was relocated from PRIO to CMI from 1.1.2021.

#### Centre for Intervention Science in Maternal and Child Health (CISMAC)

This is as a Centre of Excellence, assigned by the Research Council of Norway. The centre is a cooperation with Centre for International Health at the University of Bergen as well as other national and international partners.

The members of the Board per 31.12.2020 are Gunn Mangerud (chair), Ragnhild Dybdahl, Andrew Norton, Alexander Cappelen, Antonio De Lauri, Elin Skaar, and Aksel Mjeldheim (deputy).

## Developments, activities, and outputs

CMI has defined ambitious goals for further development and growth. A recruitment process initiated in 2018 has resulted in the recruitment of 13 new researchers, of which 11 had started before the end of 2020. In 2020, two senior advisers were also recruited, as well as three PhDs and post docs. The administration was also strengthened by one person.

In 2020, the Institute again had a high success rate in the Research Council of Norway, for the third year in a row. Six new projects were granted. CMI also won its first ERC consolidator grant. A large contract on research collaboration in Angola was signed with the Ministry of Foreign Affairs, and a new major grant related to corruption in health enabled further expansion of the U4 Centre.

In 2020, the Institute published 4 books, 46 peer reviewed articles, and 21 book chapters. A high share of the publications was at the highest quality level in the Norwegian publication system.

The Institute also published 37 reports and issue papers, 39 briefs/insights, 27 op-eds/newspaper arti-

cles, 56 blog posts, and held 29 conference presentations and 67 popular presentations.

The U4 Centre held five workshops/trainings and six webinars, hosting a total of 447 participants. The Centre also facilitated sixteen online courses with a total of 322 participants, in addition to three self-paced online courses completed by 775 participants.

CMI researchers are popular sources for journalists, both nationally and internationally. In 2020 they appeared in 575 news articles, potentially reaching 63 million people. 31 percent of the articles was about corona. 69 percent of our coverage was online. 56 percent of the coverage was outside Europe, mostly in the US, followed by Africa, Asia, and Latin America.

The Institute continued an active presence in social media in 2020 and the number of followers is steadily increasing.

## Financial performance

### Revenue

The Institute's total revenue increased from NOK 80.8 mill. in 2019 to NOK 87.7 mill. in 2020. CMI carried out externally funded projects of a total value of NOK 67.0 mill., compared to NOK 61.7 mill. in 2019. Fee revenues increased from NOK 47.4 mill. to NOK 53.6 mill., while the number of researcher / project staff increased from 43.0 to 50.4 full time equivalents.

Core funding increased from NOK 17.6 mill. in 2019 to NOK 18.8 mill. in 2020. In addition, NOK 1.55 mill. was contributed from the Chr. Michelsen Fund (CMF), a 19% increase.

Projects with funding from the Research Council of Norway constitute 39 % of external revenue, compared to 35 % in 2019 (core funding not included).

Revenue from international sources continued to grow and accounted for 46 % of external revenue in 2020, compared to 43 % in 2019. The increase is due

to increased activity at the U4 Anti-Corruption Resource Centre, through core funding and additional funding from USAID and GIZ. It is also due to the start-up of 2 EU-projects.

The Norwegian government administration (Ministry of Foreign Affairs and Norad) represents important clients for the Institute, accounting for 13 % of project revenues. This is a decrease from 20 % last year.

CMI aims to develop an even broader funding base. The Institute has succeeded in widening the international funding base and works systematically to increase income from commissioned research in Norway.

### Result and continued operation

In 2020, CMI had a positive operating result of NOK 5.5 mill., compared to NOK 3.3 mill. in 2019. The increase is driven by a temporary Covid-19 stimulus from the government that resulted in NOK 1.0 mill. in lower payroll expenses. The non-project training and conference costs are also NOK 0.85 mill. lower than in 2019.

The annual result of 2020 is positive by NOK 5.3 mill. Currency gains resulted in a positive financial result. The payable tax on commissioned research this year amounts to NOK 0.5 mill.

Current liabilities have increased by 35 %, but the reduction in long term loans by NOK 1 mill and the positive result means that the equity ratio stands at 30%.

In accordance with the Accounting Act, section 3-3a, the Board confirms that the requirements for continued operations are fulfilled.

### Cash flow, investments, finances and liquidity

The Institute's liquidity reserves increased from NOK 33.3 mill. to NOK 58.4 mill. during 2020. The increase is mainly due to the increase in pre-invoiced/pre-paid projects by NOK 9.1 mill, but also a currency gain of NOK 0.7 mill.

As of 31.12.2020, the Institute's liquid reserves cover 112 % of short-term debts. In 2020, the working capital increased to NOK 13.2 mill. from NOK 7.5 mill. in 2019.

The risk of loss, except from exchange rate fluctuations, is minimal as revenue comes mainly from Norwegian and international development aid agencies.

The increase in total capital from NOK 87.6 mill. to NOK 106.1 mill. is mainly attributed to an increase in retained earnings by NOK 5.3 mill. and in pre-invoiced/pre-paid projects by NOK 9.1 mill.

In the view of the Board, the annual accounts of 2020 provide an accurate picture of the Institute's assets and liabilities, financial position, and result.

### Market and financial risks

There are no signals of major changes in the market opportunities for CMI. The opportunities for further growth and development of the Institute are considered to be good.

CMI is exposed to fluctuations in exchange rates. The exposure is increasing due to an increasing share of revenue in foreign currency. 46 % of the Institute's external project revenue is paid in foreign currency.

In 2020, the Institute entered a net exchange gain of NOK 0.7 mill. In 2019, there was a gain of NOK 0.9 mill. The gain in 2020 can be fully attributed to the weakening of the Norwegian krone during the year.

The Institute has implemented routines for risk assessment, and access to highly qualified and motivated staff is considered the most important factor to sustain revenue. The number of staff is increasing and will continue to grow in 2020.

### Working environment and personnel

The sick-leave rate was 3.9% in 2020 compared to 3.9% in 2019. Most of the sick-leave is due to long-term illness.

A work environment survey was implemented in 2020.

### Gender equality

Among the Institute's 90 employees as of 31.12.2020, 50 are women. 50% of the members of the Board are women, as are 57% of the management team. Of the new employees CMI hired in 2020, 56% were women and were 44% men, meaning our slight gender-imbalance has not been adjusted. It is however important to note that we received more female applicants to our job advertisements in 2020 (65,3%).

CMI has designed its wage system and welfare schemes to provide equal opportunities for wage and career development. The election rules for Board members selected among staff imply that both genders are represented.

We acknowledge that in the past, employment in the administration has not always require higher education, and this has been reflected in CMI's wage policy. There has been a focus on correcting inequality in pay, as several women in lower administrative positions received promotions in 2020.

There is now a requirement for higher education for most positions in the administration, and most new hires have a master's degree and professional orientation before starting at CMI. This means that they have greater expectations of being paid according to competency. We are therefore not worried that inequality in pay will be an issue going forward, as education is an important factor for determining wage for new hirers. CMI aims to pay staff equally within the same job categories (adjusted for seniority / experience in working life).

### Discrimination

Through its recruitment policies, CMI seeks to ensure equal opportunities for all, and to prevent discrimination based on a person's country of origin, ethnicity, religion or beliefs. We see that we have a broad reach through our recruitment system and have many candidates from different nationalities. We would like to emphasize that in 2020, 64% of all hires were non-Norwegian nationals.

2020 employment statistics	Men	Women	Total
Number of employees	40	50	90
Temporary employees	8	18	24
Part-time employees	6	5	11
Management	3	4	7
Sick-leave	5.5%	2.5%	3.9%

CMI seeks to ensure that working conditions allow all individuals to enjoy equal work opportunities regardless of disability and age.

## Environmental report

The Institute's activities are not regulated by licenses or directives, and do not have a direct impact on the external environment. However, extensive travels contribute to greenhouse gas emissions. The Insti-

tute has started processes to reduce its environmental footprint.

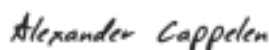
## Annual profit/loss and allocations

The annual result of NOK 5.3 mill. was added to existing equity. The Institute had NOK 16.1 mill. in unrestricted equity as of 31.12.2020, in addition to paid in and restricted equity of NOK 15.3 mill.

Bergen, 16 March 2021



Gunn Mangerud, Chair



Alexander Cappelen



Ragnbild Dybdahl



Andrew Norton



Antonio De Lauri



Aksel Mjeldheim



Ottar Mæstad  
(Director)

# Financial Statements

## Accounting principles

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The annual report is prepared according to the Norwegian Accounting Act 1998 and generally accepted accounting principles.

### Project Revenues

Grants and other contributions are recognized at the time of remittance. Revenues from external commissioned research are recognized by the level of project completion. The level of completion is an estimate based on accrued hours and other costs held against estimated total hours and other costs.

### Classification and valuation of assets and liabilities

Net current assets comprise creditors due within one year, and entries related to goods circulation. Other entries are classified as fixed assets and/or long-term creditors. Current assets are valued at the lower of acquisition cost and fair value. Short term creditors are recognized at nominal value.

Fixed assets are valued by the cost of acquisition, in the case of non-incident reduction in value the asset will be written down to the fair value amount. Long term creditors are recognized at nominal value.

### Receivables

Accounts receivable and other receivables are listed in the balance sheet at nominal value.

### Currency

Closed projects/accounts receivable/accounts payable held in foreign currency are valued by the exchange rate on 31 December.

### Short-term investments

Short term investments (stocks and shares are valued as current assets) are valued at the lower of acquisition cost and fair value at the balance sheet date. Dividends and other distributions are recognized as other financial income.

### Fixed assets

Property and equipment are capitalized and depreciated over the estimated useful economic life. Direct

maintenance costs are expensed as incurred, whereas improvements and upgrading are assigned to the acquisition cost and depreciated along with the asset. If carrying value of a non-current asset exceeds the estimated recoverable amount, the asset is written down to the recoverable amount. The recoverable amount is the greater of the net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value.

### Cash flow

The cash flow statement is presented using the indirect method. Cash and cash equivalents includes cash, bank deposits and other short term highly liquid placement with original maturities of three months or less.

### Pension

The premium paid is regarded as the pension cost for the period and classified as wage cost in the profit and loss statement.

### Tax

Tax expenses in the profit and loss account comprise of tax payable for the accounting period. Deferred tax is not recognized in the profit and loss account or in the balance sheet as future taxable income is not made probable.

## Income statement

Amounts in 1000 NOK

	Note	2020	2019
<i>Operating revenues</i>			
Project revenues	1	87 386	80 586
Other revenues	2	319	249
<b>Total operating revenues</b>		<b>87 705</b>	<b>80 835</b>
<i>Operating expenses</i>			
Project expenses		13 435	14 292
Payroll expenses	3,4	58 929	54 455
Depreciation	5	1 056	1 214
Other operating expenses	2,3	8 788	7 538
<b>Total operating expenses</b>		<b>82 208</b>	<b>77 499</b>
<b>Operating result</b>		<b>5 498</b>	<b>3 336</b>
<i>Financial income/expenses</i>			
Interest income		98	32
Other financial income		1 308	933
Interest cost mortgage loan		-480	-647
Other financial costs		-577	-68
<b>Total financial income/expenses</b>		<b>350</b>	<b>251</b>
<b>Ordinary result before tax</b>		<b>5 848</b>	<b>3 587</b>
Tax	11	501	162
<b>Net result</b>		<b>5 347</b>	<b>3 425</b>

## Cash flow statement

Amounts in 1000 NOK

	2020	2019
<i>Cash flow from operating activities</i>		
Annual result	5 347	3 425
Depreciations	1 056	1 214
Changes in pension scheme assets/liabilities	0	0
Changes in long term receivables	-41	-99
Changes in trade receivables	5 628	-6 325
Changes in other short term receivables	2	-502
Changes in trade payable and other short term liabilities	14 127	5 220
<b>Net cash flow from operating activities</b>	<b>26 119</b>	<b>2 933</b>
<i>Cash flow from investments</i>		
Purchase of tangible fixed assets	0	-0
<b>Net cash flow from investments</b>	<b>0</b>	<b>-0</b>
<i>Cash flow from financing activities</i>		
Repayment of long term loans	-1 000	-1 000
Changes of shares	-	-
Changes in value, shares and bonds	0	0
<b>Net cash flow from financing activities</b>	<b>-1 000</b>	<b>-1 000</b>
<b>Net change in cash flow total</b>	<b>25 119</b>	<b>1 933</b>
Cash and cash equivalents at 1 January	33 264	31 331
Cash and cash equivalents at 31 December	58 383	33 264
<b>Change in cash and cash equivalents</b>	<b>25 119</b>	<b>1 933</b>



## Balance sheet

Amounts in 1000 NOK

	Note	2020	2019
<b>Assets</b>			
<b>Fixed assets</b>			
<i>Tangible fixed assets</i>			
Building at Jekteviksbakken	5	39 656	40 684
Equipment, inventory etc.	5	216	245
<b>Total tangible fixed assets</b>		<b>39 873</b>	<b>40 929</b>
<i>Financial fixed assets</i>			
Long term receivables	6	1 031	990
<b>Total fixed assets</b>		<b>40 904</b>	<b>41 919</b>
<b>Current assets</b>			
<i>Debtors</i>			
Accounts receivable	7	5 258	10 886
Others debtors		1 519	1 520
<b>Total debtors</b>		<b>6 776</b>	<b>12 406</b>
<i>Investments</i>			
Shares in other companies		0	0
Cash and bank deposits	8	58 383	33 264
<b>Total current assets</b>		<b>65 159</b>	<b>45 670</b>
<b>Total assets</b>		<b>106 063</b>	<b>87 589</b>

## Equity and liabilities

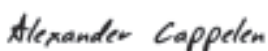
Amounts in 1000 NOK

	Note	2020	2019
<b>Equity and liabilities</b>			
<i>Equity</i>			
Paid-in capital			
Original fund	9	15 300	15 300
<i>Retained earnings</i>			
Other equity	9	16 094	10 747
<b>Total equity</b>		<b>31 394</b>	<b>26 047</b>
<b>Liabilities</b>			
Pension funds	4	0	0
<i>Long term liabilities</i>			
Long-term loans	10	22 250	23 250
<i>Current liabilities</i>			
Accounts payable		5 439	3 009
Public duties payable		3 948	3 533
Other short term liabilities		42 530	31 588
Tax payable	11	501	162
Total current liabilities		52 419	38 292
<b>Total liabilities</b>		<b>74 669</b>	<b>61 542</b>
<b>Total equity and liabilities</b>		<b>106 063</b>	<b>87 589</b>

Bergen, 16 March 2021



Gunn Mangerud, Chair



Alexander Cappelen



Ragnhild Dybdahl



Andrew Norton



Antonio De Lauri



Ottar Mæstad (Director)



Aksel Mjeldheim

# Notes to the accounts

## Note 1 – Project revenues

	<b>2020</b>	<b>2019</b>
Project revenues exclusive of cooperating partners*	67 043 358	61 679 415
Grants	18 793 000	17 597 000
Chr. Michelsen Fund	1 550 000	1 310 000
<b>Total project revenues</b>	<b>87 386 358</b>	<b>80 586 415</b>

\* External project revenues are stated without contributions to cooperating partners, NOK 10 283 226 in 2020

<i>Geographic distribution</i>	<b>2020</b>	<b>2019</b>
Norway	58 462 593	56 185 119
Abroad	28 923 765	24 401 297

## Note 2 – Joint Property

CMI and Nygårdshøyden Eiendom (a real-estate company under the University of Bergen) own the building in Jekteviksbakken 31. They have established a joint housing ownership, Sameiet Jekteviksbakken 31, to manage the property. The joint ownership's income is first and foremost contributions to a maintenance fund for future upgrading and maintenance of the building, and the owners' parts of the costs related to insurance premium and accounting. CMI owns 44.41% of the joint property. Income and costs from the joint property are included in the CMI accounts according to the owner's share. This is included in the income statement under respectively Other revenue and Other operating expenses.

<i>CMI's share</i>	<b>2020</b>	<b>2019</b>
Income	97 424	97 169
Cost	26 744	20 651

### Note 3 – Salaries and social costs

	<b>2020</b>	<b>2019</b>
Salaries	46 831 449	42 555 851
Social security taxes*	6 803 993	6 491 117
Pension costs	3 884 682	3 691 613
Other benefits	920 445	773 756
Other social costs	487 984	943 139
<b>Total</b>	<b>58 928 552</b>	<b>54 455 476</b>

\* Reduced tax (10,1%) in third periode 2020 due to Covid-19, NOK 326 242,-

Employees full-time equivalent	65,1	57,7
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	<b>2020</b>	<b>2019</b>
<i>Leadership remuneration</i>		
Director's salary	1 161 385	1 104 141
Other benefits	10 106	9 728
Pension costs paid by CMI	138 760	134 013
<b>Total</b>	<b>1 310 251</b>	<b>1 247 882</b>

CMI and CMF share the same Board. Board members' fees are paid 2/3 by CMI, NOK 227 577,- and 1/3 by CMF, NOK 113 788, in 2020.

There are no contractual obligations (bonuses or shares) in the event of termination of employment.

Long-term loans to employees amount to NOK 73 000. The interest rate equals the standard rate offered in employment relationships.

	<b>2020</b>	<b>2019</b>
Auditor's fees (excluding VAT)		
Audit for accounts	189 843	163 645
Consultant fees regarding pension and tax	9 500	9 000
Other services	64 258	47 139
<b>Total</b>	<b>263 601</b>	<b>219 784</b>

## Note 4 – Provision for pension liabilities, pension costs

CMI has a pension scheme in place satisfying the Act of Obligatory Pension Scheme. In relation to the transition as of 01.01.2017 from defined benefit plan to defined contribution scheme, an agreement was entered between CMI and the employees to compensate their future loss. The compensation consists of a yearly payment, which is dependent of the member still being employed by CMI. Compensation for loss of pension was recorded as salary with NOK 561 724 in 2020.

### Defined-contribution pension scheme

The defined-contribution pension scheme concerns all staff in 20 % position or more. Premiums are paid with 7 % of salaries up to 7.1 G, and 25.1 % for salaries between 7.1 G and 12 G.

81 persons at CMI are enrolled in this scheme by 31 Dec 2020.

	2020	2019
Deposits	3 020 520	2 926 035
Administrative costs	79 669	69 797
<b>Net costs before SST</b>	<b>3 100 189</b>	<b>2 995 832</b>
SST	437 127	422 412
<b>Result</b>	<b>3 537 316</b>	<b>3 418 244</b>

Defined-contribution pension scheme – employees' share is 2 % of pension base, NOK 864 220 in 2020.

### AFP – Early Retirement Scheme

CMI participates in the LO/NHO-agreements, which enables all employees to choose to retire and receive AFP (Early retirement agreement) from the age of 62. This arrangement gives a life-lasting addition to the ordinary public pension, and is financed by payment of a premium, which in 2020 is 2.5 % of all salary between 1 G and 7.1 G for employees under the age of 62. This is a defined contribution pension scheme and the premiums are charged as expenses continuously.

## Note 5 – Tangible fixed assets

	Property Jekteviken	Installations building	Office furniture, inventory	Office machinery	Sum
Acquisition cost 01.01	51 393 154	282 164	4 124 896	3 883 615	59 683 829
Acquisition this year	–	–	–	–	–
Decline/sales this year					–
<b>Acquisition cost 31.12</b>	<b>51 393 154</b>	<b>282 164</b>	<b>4 124 896</b>	<b>3 883 615</b>	<b>59 683 829</b>
Accumulated depreciation 01.01	10 709 015	37 617	4 124 896	3 883 615	18 755 143
Depreciation this year	1 027 860	28 212	0	0	1 056 072
<b>Balance value 31.12</b>	<b>39 656 279</b>	<b>216 335</b>	<b>0</b>	<b>0</b>	<b>39 872 614</b>
Expected life (year)	50	10	3, 5 and 10	3	
Depreciation per year	2%	10%		33 %	

Depreciation of property is related to the new building in Jekteviken as from 1 August 2009.

## Note 6 – Financial fixed assets

	2020	2019
Running account Sameiet Jekteviksbakken 31	810 151	739 471
Loans to employees *	220 807	250 729
<b>Total</b>	<b>1 030 958</b>	<b>990 200</b>

\* Loans to employees includes both long-term and short-term loans

CMI issued a subordinated loan of NOK 17.4 mill to Chr. Michelsen Research (CMR) in connection with the split in 1992. The loan agreement was reconfirmed in a new agreement dated 5 May 2004. There is no repayment and no interest payments from the loan, but CMI has the right to convert the loan to shares in case the share capital is expanded. CMR has merged with several other research institutes to become NORCE AS. Due to the precautionary principle/uncertainty on when this conversion might happen, the claim is not in CMI's balance, but CMI upholds these rights towards NORCE.

## Note 7 – Receivables

	2020	2019
Accounts receivable	1 433 327	2 780 685
Earned, non-invoiced revenues	3 824 318	8 105 460
<b>Total</b>	<b>5 257 645</b>	<b>10 886 145</b>
Pre-invoiced/Advances from customers	-30 153 034	-25 315 281

## Note 8 – Deducted Employee tax

By 31 Dec NOK 2 396 337 is deposited on a separate bank account. The corresponding figure at 31 December 2019 was NOK 2 113 910.

Unpaid deducted Employee tax as of 31 December 2020 is NOK 2 405 136.

## Note 9 – Equity

	Retained earnings	Paid-in capital	Total
Equity as of 01.01	10 747 484	15 300 000	26 047 484
Net result of the year	5 346 545	–	5 346 545
<b>Equity as of 31.12</b>	<b>16 094 028</b>	<b>15 300 000</b>	<b>31 394 028</b>

## Note 10 – Long-term debt

	2020	2019
Chr. Michelsens Fund (CMF)	–	–
Mortgage loan DNB	22 250 000	23 250 000
<b>Total</b>	<b>22 250 000</b>	<b>23 250 000</b>

CMF provided a long-term loan to CMI with a balance of NOK 30 mill. per 01.01.2018, for the building in Jektevikbakken 31. The loan was repaid and replaced by a mortgage loan in DNB ASA. According to the property deed, CMI owns a part of the building and the building site in accordance with CMI's fraction of the joint property. An underlying ground lease is securing UiB/Magør the right to receive payment for the value of the building site at a potential resale.

The property in Jektevikbakken 31, g.nr. 164 bnr. 1436 snr. 2 in Bergen kommune, is pledged as security for DNB mortgage loan NOK 25 000 000

## Note 11 – Tax

CMI is taxable for the part of the institute's operations which concerns commissioned research.

In 2020 this was 38,76 % of the total results.

<i>Tax this year</i>	<b>2020</b>	<b>2019</b>
Tax payable	501 437	162 085
Change in deferred tax	-5 929	171 710
This years tax effect of change in tax rate	0	0
<b>Sum tax</b>	<b>495 508</b>	<b>333 795</b>

### *Calculation tax base*

Ordinary result before tax	2 266 640	1 348 814
Permanent differences	-14 331	168 437
Change in temporary differences	26 951	-107 990
<b>Tax base before tax loss carried forward</b>	<b>2 279 259</b>	<b>1 409 260</b>

Use of tax loss carried forward	0	-672 511
<b>Sum tax base</b>	<b>2 279 259</b>	<b>736 749</b>

### *Temporary differences outlined*

Receivables	0	0
Goods	0	0
Fixed assets	-2 267 076	-2 240 125
Provisions	0	0
Pensions	0	0
Profit and loss account	0	0
Loss carry forward	0	0
<b>Sum</b>	<b>-2 267 076</b>	<b>-2 240 125</b>

Deferred income tax liability/-asset (22% this year, 22 % last year)	-498 757	-492 828
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Deferred tax assets are not recognized in the balance sheet as future taxable income is not made probable.

## Note 12 – Covid-19

A comprehensive vulnerability analysis due to the Covid-19 situation was conducted early in the pandemic and major risk factors were identified. Immediate measures were taken to reduce these risks. As a result, Covid-19 has had minor effect on productivity and progress in most projects. This is mainly due to restructuring of projects where some tasks have been transferred to our partners in the global south.



# Auditor's report



Statsautoriserte revisorer  
Ernst & Young AS

Thormøhlens gate 53 D, NO-5006 Bergen  
Postboks 6163, NO-5892 Bergen

Foretaksregisteret: NO 976 389 387 MVA  
Tlf: +47 24 00 24 00

Fax:  
www.ey.no  
Medlemmer av Den norske revisorforening

## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Stiftelsen Chr Michelsens Institutt for Videnskap og Åndsfrihet

### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of Stiftelsen Chr Michelsens Institutt for Videnskap og Åndsfrihet, which comprise the balance sheet as at 31 December 2020, the income statement and statements of cash flows for the year then ended and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements have been prepared in accordance with laws and regulations and present fairly, in all material respects, the financial position of the Company as at 31 December 2020 and its financial performance and cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway.

#### Basis for opinion

We conducted our audit in accordance with laws, regulations, and auditing standards and practices generally accepted in Norway, including International Standards on Auditing (ISAs). 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 Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Norway, and we have fulfilled our ethical responsibilities as required by law and regulations. We have also complied with our other ethical obligations 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.

#### Other information

Other information consists of the information included in the Company's annual report other than the financial statements and our auditor's report thereon. The Board of Directors (management) are responsible for the other information. Our opinion on the audit of the financial statements does not cover the other information, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information, and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Responsibilities of management for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and for such internal control as management 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, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless management either intends to liquidate the Company 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 laws, regulations, and auditing standards and practices generally accepted in Norway, including International Standards on Auditing (ISAs) 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 law, regulations and generally accepted auditing principles in Norway, including ISAs, we exercise professional judgment 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 Company's internal control;
- ▶ evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- ▶ conclude on the appropriateness of management'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 Company'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 Company 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 those charged with governance 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.

## Report on other legal and regulatory requirements

### Opinion on the Board of Directors' report

Based on our audit of the financial statements as described above, it is our opinion that the information presented in the Board of Directors' report concerning the financial statements, the going concern assumption and proposal for the allocation of the result is consistent with the financial statements and complies with the law and regulations.

### Opinion on registration and documentation

Based on our audit of the financial statements as described above, and control procedures we have considered necessary in accordance with the International Standard on Assurance Engagements (ISAE) 3000, *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*, it is our opinion that management has fulfilled its duty to ensure that the Company's accounting information is properly recorded and documented as required by law and bookkeeping standards and practices accepted in Norway.



Bergen, 16 March 2021  
ERNST & YOUNG AS

*The auditor's report is signed electronically*

Eirik Moe  
State Authorized Public Accountant (Norway)



*The signatures in this document are legally binding. The document is signed using Penneo™ secure digital signature. The identity of the signers has been recorded, and are listed below.*

*"By my signature I confirm all dates and content in this document."*

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**Statsautorisert revisor**  
 On behalf of: Ernst & Young AS  
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**Chr. Michelsen Institute (CMI)** is an independent development research institute based in Bergen, Norway. In cooperation with partners from all over the world, we address key development and scientific challenges that generate knowledge to promote justice and equality.

We combine high quality research with an engagement to make knowledge accessible and used. The main disciplines are economics, political science, and social and cultural anthropology.

**CMI** CHR.  
MICHELSEN  
INSTITUTE

90  
years

Chr. Michelsen Institute (CMI)  
+47 47 93 80 00  
From abroad:  
+47 55 70 55 65

P.O.Box 6033  
N-5892 Bergen  
Norway

*Visiting address:*  
Jekteviksbakken 31  
Bergen

E-mail: [cmi@cmi.no](mailto:cmi@cmi.no)  
[www.cmi.no](http://www.cmi.no)