People
Change
the World

Diakonia

Annual Report 2024

WE SEE THE STRUGGLE, THE HOPE AND THE FAITH IN THE FUTURE

2024 was a year of many challenges. Destruction and unimaginable suffering in Gaza, war in Lebanon and Ukraine, attacks on human rights defenders in Cambodia and on dissidents in Nicaragua. In the US, Donald Trump won the presidential election and in Sweden, our government dismantled development assistance, with devastating consequences for people living in poverty and oppression.

Yes, there was already a great deal to keep us awake at night in 2024. But, as always, we also saw another side of the situation. We saw the struggle, the hope and the faith in the future. Because we work with people. Vulnerable people cannot afford to give up. For their own sake, and for that of their children and their fellow human beings, they fight on. Always. People have inner strength. We know that. We see it every day. And when subjugated people are aware of their rights, when they succeed in rising up, it is hard for dictators and authoritarian leaders to oppress them again. As Diakonia and as fellow human beings, it is our task to be there, to help in the small ways we are able to, to make life more bearable. Because we believe in the equal dignity of all people. That everyone should be equal before the law. In justice.

> **Vulnerable people cannot afford to give up**

The rules-based world order was put to the test during the year. We welcome the fact that the International Criminal Court adhered to its rules, issuing an arrest warrant against Israeli Prime Minister Netanyahu, among others. Laws must be followed, regardless of the perpetrator or their political affiliations.

The vision of a just and righteous society is old, but not obsolete. In the Old Testament, the prophet Isaiah called upon those in power to loose the chains of injustice, to untie the cords of the yoke, to set the oppressed free. Today, that exhortation is perhaps more urgent than ever.

Mattias Brunander
Secretary General

Pether Nordin
Chairperson

The war in Gaza continued throughout 2024. Tens of thousands of people were killed, many of them children. Almost the entire population was displaced. This boy is from northern Gaza and was living in a tent in the refugee camp in Deir Al Balah. The lack of food, medical treatment and clothing exacerbated the suffering. Diakonia's partner organizations on the ground in Gaza provided emergency relief. Photo: Feda Al Hassanat

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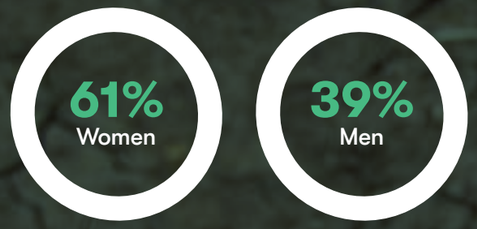
Photo: Lamech Mutava

2024 IN BRIEF

Gender distribution among Diakonia's employees



around 350

partner organizations in Africa, Asia, Latin America and the Middle East

14

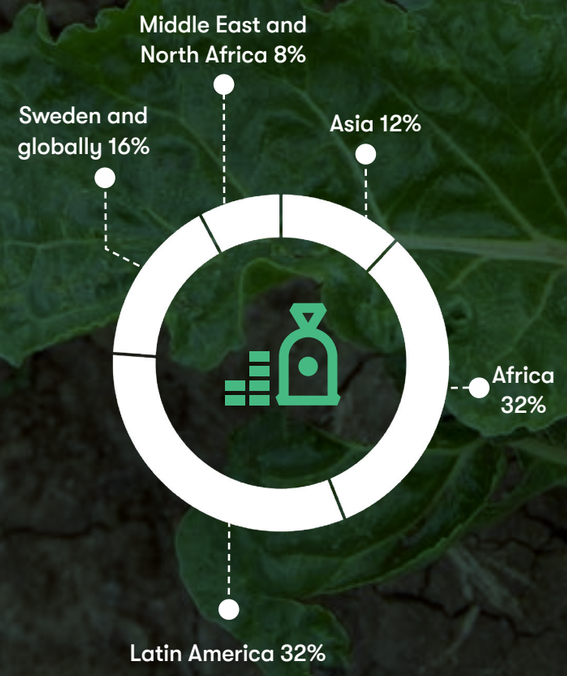
of the countries Diakonia works in are severely affected by violent conflict, according to the EU's INFORM risk index

Over 1 000

people took part in Diakonia's special programmes to strengthen democracy in Peru, Honduras and Colombia.

467

million Swedish kronor in operational expenses broken down per region



Breakdown of costs

41,9

million Swedish kronor collected from private individuals in Sweden

Donations from individuals, congregations, foundations and companies

150

congregations made a donation to Diakonia in 2024

18

disaster initiatives

1 800

families in Kenya received help to adapt their farming to climate change and now have secure access to food.

12 276

girls took part in the Cycling Project in 2024

140

teachers and social workers were trained in children's rights, teaching methods and gender equality in the School Project in Egypt.

UN SUSTAINABLE DEVELOPMENT GOALS

The UN Sustainable Development Goals have been developed in partnership with the countries of the world. There are 17 goals aiming to achieve four things by 2030: eradicating extreme poverty, reducing inequality and injustice in the world, promoting peace and justice and solving the climate crisis.

Diakonia's work in 2024 has mainly contributed to Sustainable Development Goals 1, 2, 5, 8, 10, 13, 16 and 17. Read more in the Sustainability Report on page 44.

OUR VISION IS A JUST, EQUAL AND SUSTAINABLE WORLD

Diakonia's mission is to change unjust structures that cause poverty, inequality and oppression. Everyone is entitled to a dignified life.

Together with people around the world, we come up with intelligent and sustainable solutions to the world's big problems. Our values are solidarity, justice, courage, commitment and responsibility.

A just world
All people have rights – by tackling the root causes of injustice, we contribute to greater justice.

An equal world
We work to ensure that all people have the freedom to shape and control their own lives and bodies.

A sustainable world Climate change is the defining issue of our time, requiring just solutions centred on people living in poverty and vulnerability.

The School Project gives girls a brighter future. In rural Egypt, gender norms are strong. Women and girls experience discrimination, and female genital mutilation is common. Many girls leave school and get married very young. The School Project is providing 12-year-old Yara Amer and her classmates with a better start in life. Photo: Sima Diab

HOW WE CHANGE THE WORLD

When people join forces to claim their rights, great things can happen. We see this every day.

Since 1966 Diakonia has worked side by side with vulnerable people and local organizations around the world. The model may seem as simple as it is obvious: When people gain knowledge, when we join forces and claim our rights, then change can happen. Diakonia is founded on Christian principles and the firm belief that all people are of equal dignity. We fight for the right of all people to a dignified life and to create fair social structures. Around the world, people are suffering from poverty and oppression. Girls, women and LGBTQI people are often particularly hard hit. We will not achieve justice without gender equality, which is why all our work is based on a feminist analysis. Gender equality, human rights and democracy are key factors in eradicating poverty and oppression. Diakonia's work is based on a rights perspective – that all people have the same fundamental rights, while government agencies and nations have a duty to respect and protect these rights. Diakonia has offices in 21 countries and works with around 350 local organizations. Together with our partner organizations, we analyse the problems people face, find smart solutions and adapt our activities to local conditions. To change the structures that keep people in poverty and injustice, we also work with opinion building and advocacy together with our partner organizations around the world and in Sweden. We engage and inform the public, decision makers and journalists. In order to solve major structural problems, we need to work on a broad front and on several levels simultaneously. We need more people to join forces in the struggle that is taking place. We take a long-term perspective in our work, and our opinions are always based on facts and knowledge. Diakonia's founding churches are the Swedish Alliance Mission and the Uniting Church in Sweden.

Our founding churches, the Uniting Church in Sweden and the Swedish Alliance Mission, involve thousands of people in the struggle for a better world. The Uniting Church in Sweden in Fiskebäck organizes a market twice a year, with the profits going to projects supporting children. In 2024 the spotlight was on Diakonia's work in Gaza and the School Project in Egypt. Louise Green was one of around a thousand people who visited the market in September. Photo: David Ahnstedt

Eunice Luka lives in Baringo County, Kenya. Like many other people in the area, she makes a living raising cattle. But the drought resulting from climate change means that the struggle for grazing land often turns violent. Diakonia's partner organization *Christian Impact Mission*, CIM, passes on knowledge about climate-smart farming and irrigation, enabling people to provide for themselves through farming instead. This reduces the fighting, allows more children to attend school and boosts households' disaster resilience. Photo: Lamech Mutava

AFRICA

85
employees in the region

150
million Swedish kronor in operational expenses

2024 was a super election year with record numbers of elections worldwide, including in Africa. Unfortunately, despite this, we witnessed the democratic space shrinking rapidly in several countries. To find new paths towards an inclusive democracy that supports young people's participation, we launched the global project *Rethinking Democracy*, involving several organizations in countries such as Zimbabwe, Burkina Faso and Sri Lanka.

In Kenya, large numbers of young people took part in demonstrations against controversial tax rises. The protests were organized on TikTok and the social media platform X. Diakonia's partner organizations provided the protesters with medical treatment and legal support, documented police brutality, organized political discussions and helped ensure that the protesters detained were released.

Anti-LGBTQI legislation was made more stringent in several places, including Uganda, Mali and Burkina Faso.

Young women making their presence felt

Burkina Faso. Here, Diakonia supports a feminist movement in which experienced women's rights defenders, social leaders and young activists collaborate to challenge patriarchal structures and affect change. In 2024 74 young women journalists, influencers, politicians and members of organizations received training in democracy and human rights and were provided with the tools to become more active in decision-making and promoting young women's participation in democratic processes. Arielle, Sacarlene and Fatimata are three of the women who took part.

Girls able to stay in school

Mali. Gold mining is the primary source of income in the village of Louguelé. Many young people, especially young girls, work in the mines. They drop out of school so they can contribute to their family's income. Diakonia's partner organization, *Comité d'Appui pour le Développement de la Jeunesse*(CADJ), helps mothers earn their own money through activities such as farming, baking and making soap. This way, they can keep their daughters in school. The photo depicts Awa Diallo, who thanks to the project was able to stop working in the mine and attend school instead.

Faith leads to effective work

Africa. The report *"The Community Trusts Us: Faith-based organizations' role in advancing SRHR globally"*, produced by Diakonia along with *Act Church of Sweden*, *Islamic Relief*, *PMU (the Swedish Pentecostal churches' development cooperation organization)* and *Karolinska Institutet*, shows that faith-based organizations, with their in-depth understanding of and close contact with local communities, can play a crucial role in contexts in which sexual and reproductive health and rights are controversial topics. Diakonia's employees and partner organizations in Zimbabwe provided key expertise for the report.

Farwin teaches women in Sri Lanka to sew and make a living for themselves and their families. At the same time, they learn about women's rights and gender equality. They also receive legal advice and a chance to talk about their problems. The training is run by the *Muslim Women's Research and Action Forum*, MWRAF.

ASIA

38
employees in the region

56
million Swedish kronor in operational expenses

2024 was a year of political change and social challenges in Asia.

In Cambodia, human rights defenders continued to be oppressed and civil society saw further restrictions. In Thailand, the parliament voted down the winner of the election, a youth-led party opposed by the political elite. Instead, it appointed a new prime minister from a controversial political family. At the same time, the human rights situation was challenging. The humanitarian crisis in Myanmar was exacerbated due to war, with an urgent need for international support.

In Bangladesh, mass demonstrations raised hopes of democratic reform.

Sri Lanka stabilised economically, with new political leadership raising hopes of lower corruption.

Phally's life was transformed

Cambodia. Ten years ago, Phally Norm was involved in a road accident, severely injuring one of her legs. Besides the pain and mobility difficulties, she has also faced discrimination and stigmatisation. Things turned around when she joined Diakonia's partner organization *Women's Resource Center*, WRC. The organization provides support and training to women and girls with disabilities.

Phally's confidence has grown and she is now able to express her needs and assert her rights. She was given help with starting a small business and now teaches children Cambodian and raises chickens.

Non-violent masculinity

Cambodia. In collaboration with several organizations, Diakonia runs a working group on feminism, alternative masculinities and LGBTQI rights. The aim is to challenge the patriarchal system and demonstrate that masculinity does not have to be characterised by dominance, violence and discrimination against women and LGBTQI people – that relationships can be built on mutual respect and understanding. Local leaders trained in 2024 are now promoting gender equality and LGBTQI rights in their villages.

The forest as a home

Thailand. In northern Thailand, the Karen people are fighting to protect their cultural heritage and secure rights to their land. With support from Diakonia's partner organization, *Northern Development Foundation*(NDF), they combine traditional knowledge with modern advocacy work to preserve their forests and way of life. In 2024 NDF helped the Karen people achieve Special Cultural Zone status for their land in Tak Province and provided support to other groups working on the same process.

The School Project in Egypt provided Karas, Yara, Jana and many other children with a chance for a better future. In the impoverished countryside, there is widespread discrimination against women and girls, with many girls being married off at a young age and female genital mutilation a frequent occurrence. The project provides teachers, students and parents with new knowledge that gives the children a better start in life and keeps more girls in school. Photo: Sima Diab

MIDDLE EAST AND NORTH AFRICA

17
employees in the region

35
million Swedish kronor in operational expenses

The region has been hard hit by wars and conflicts between major powers. At the end of the year, the regime of Syrian dictator Bashar al-Assad fell and the balance of power in the region changed.

Israel's war in Gaza caused tens of thousands of deaths and indescribable human suffering. On the West Bank, violence against Palestinians escalated further. Diakonia's partner organizations distributed food, water, blankets, mattresses and other necessities, and provided children in Gaza and the West Bank with medical treatment and psychosocial support.

Israeli attacks in Lebanon displaced more than a million people. Our partner organizations immediately adapted their activities to provide urgent assistance to IDPs. In Sweden, Diakonia expanded its fundraising for Gaza to encompass emergency response measures in Lebanon.

Egypt was experiencing an economic crisis, with poverty affecting women and girls the most. We focused on boosting civil society's efforts in the areas of gender equality and women's rights during the year.

Greater focus on gender equality

Middle East and North Africa. Diakonia supports cooperation between various feminist initiatives and organizations in Egypt, Palestine, Lebanon and Tunisia. The aim is to strengthen the organizations and, in the long term, increase women's participation and gender equality in the region. Training sessions were held and experiences were exchanged between organizations during the year. One key area is reforming the countries' legislation related to families.

Photo: Sima Diab

Emergency relief in Lebanon

Lebanon. The war in Gaza generated fear and uncertainty throughout the region. In Lebanon, Israel waged war against Iran-backed Hezbollah. Thousands of people, many of them civilians, were killed. One million people were displaced. Diakonia's partner organizations *Female* and *Lebanese Women Democratic Gathering* (RDFL) distributed food, medicines and hygiene items to affected families. They also offered temporary accommodation and psychosocial support.

More children attend school

Egypt. By working with children, parents, teachers and village leaders, Diakonia's partner organization, *Eparchial Development Office* (EDO) is succeeding in empowering women and girls through the School Project. More children are in school, the education provided has improved and attitudes towards girls have changed. In 2024 over 70 meetings for parents were held and 140 teachers and social workers were trained, and there were 64 training sessions on gender equality in schools and 48 workshops for girls aged 12 to 15.

Diakonia supported the organization *Visitación Padilla* in Honduras in setting up a system of comprehensive support for women victims of domestic violence. Between 2021 and 2024, over a thousand women received legal advice and psychological counselling via the organization. Ruth Núñez and her daughter Nathaly Ester Osorto were among the participants. Photo: Fernando Silva

LATIN AMERICA

59
employees in the region

149
million Swedish kronor in operational expenses

Major political and social changes took place in Latin America during the year. The space for civil society continued to decline in several countries. In Paraguay, a new law was passed to establish greater control over human rights organizations, which has raised concerns among Diakonia's partner organizations and allies. Similar bills have been under discussion in Peru, with political turbulence persisting after Pedro Castillo was ousted as president in 2023.

Venezuela held a contested presidential election marked by violence and controversy. This meant more intense migration flows to neighbouring countries, where many migrants encounter challenging conditions.

But there is also positive news. At the UN Biodiversity Conference, COP16, held in Colombia, a permanent subsidiary body for indigenous peoples and local communities was established, a key achievement for Diakonia's partner organizations, which have long been engaged in advocacy work on these issues.

We are strengthening democracy

Latin America. Through the *Cres* project, 62 organizations have received small-scale financial support to implement projects focusing on issues such as freedom of expression and the right to organize. More than 1 000 people took part in digital courses, workshops and other activities. Several organizations also reached a wider audience through podcasts and online publications. This has led to greater knowledge and exchange between different actors working for human rights and democracy.

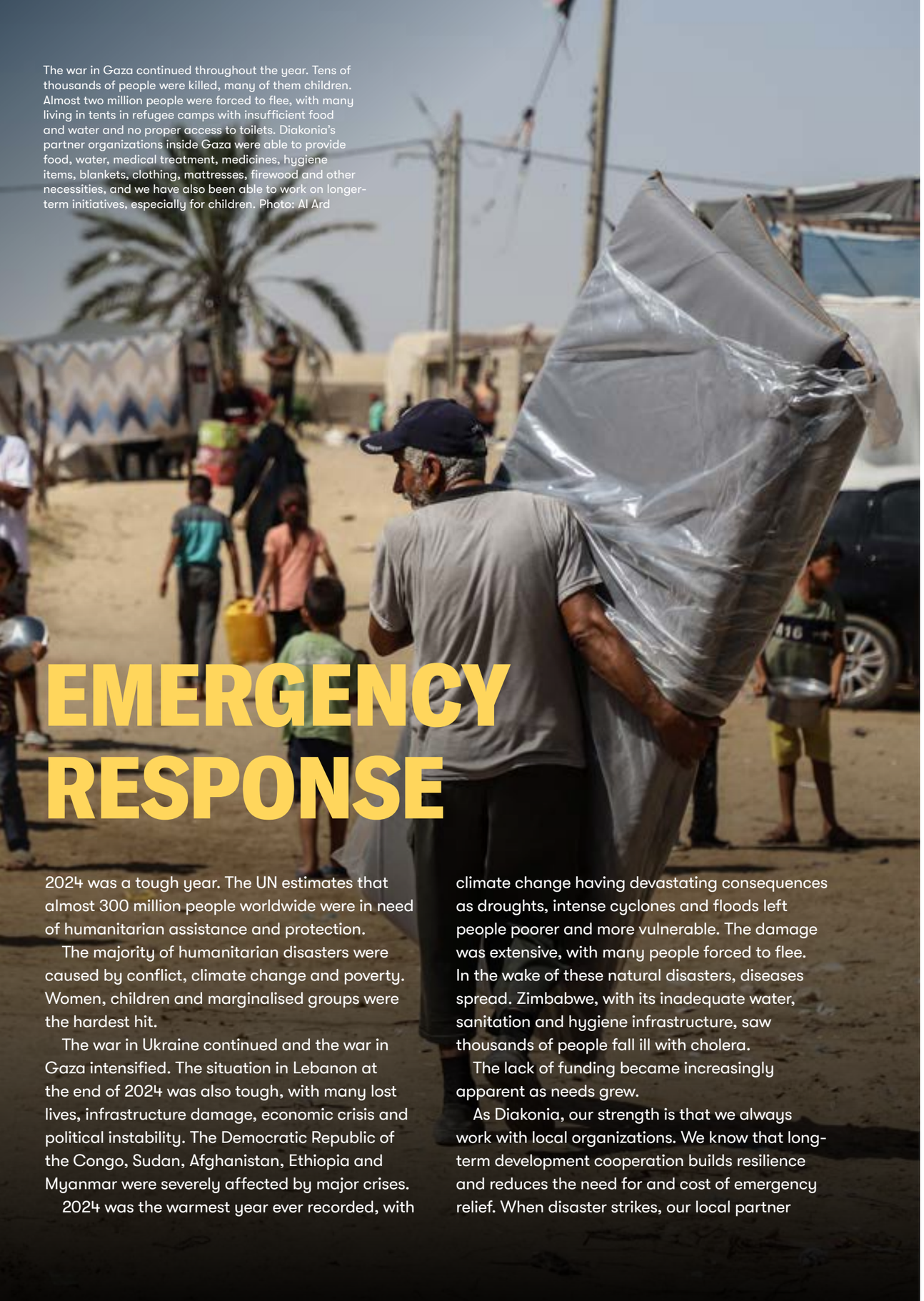
Game to combat violence against women

Paraguay. Diakonia worked with 24 other organizations in Paraguay to develop *Fuega*, a board game to raise awareness of men's violence against women. The game helps players recognise the warnings and early signs of violence, which can help prevent it. It also encourages reflection on the norms and attitudes on which violence is based while highlighting women's historical struggle for justice and equality. *Fuega* is an engaging tool that promotes a change in attitudes and behaviours, helping to combat gender-based violence in a sustainable manner.

Greater gender equality in politics and decision-making

Latin America. In collaboration with the organization *Cladem*, we launched a new regional project to increase women's participation in decision-making in ten countries in Latin America. The project aims to influence legislation related to democratic processes, and to increase gender equality in politics.

It includes a leadership programme for women and young people, campaigns, dialogues and coordination with policy makers to drive legislative reform. It also monitors policy and legislation and supports organizations in increasing gender equality.



The war in Gaza continued throughout the year. Tens of thousands of people were killed, many of them children. Almost two million people were forced to flee, with many living in tents in refugee camps with insufficient food and water and no proper access to toilets. Diakonia's partner organizations inside Gaza were able to provide food, water, medical treatment, medicines, hygiene items, blankets, clothing, mattresses, firewood and other necessities, and we have also been able to work on longer-term initiatives, especially for children. Photo: Al Ard

EMERGENCY RESPONSE

2024 was a tough year. The UN estimates that almost 300 million people worldwide were in need of humanitarian assistance and protection.

The majority of humanitarian disasters were caused by conflict, climate change and poverty. Women, children and marginalised groups were the hardest hit.

The war in Ukraine continued and the war in Gaza intensified. The situation in Lebanon at the end of 2024 was also tough, with many lost lives, infrastructure damage, economic crisis and political instability. The Democratic Republic of the Congo, Sudan, Afghanistan, Ethiopia and Myanmar were severely affected by major crises.

2024 was the warmest year ever recorded, with climate change having devastating consequences as droughts, intense cyclones and floods left people poorer and more vulnerable. The damage was extensive, with many people forced to flee. In the wake of these natural disasters, diseases spread. Zimbabwe, with its inadequate water, sanitation and hygiene infrastructure, saw thousands of people fall ill with cholera.

The lack of funding became increasingly apparent as needs grew.

As Diakonia, our strength is that we always work with local organizations. We know that long-term development cooperation builds resilience and reduces the need for and cost of emergency relief. When disaster strikes, our local partner organizations are there in the midst of the crisis. Diakonia's aim is not only to save people's lives in the emergency phase. It is also about cooperating with dignity, listening and being there, close by, as people move through and out of crises. It is important to us that all our work is based on the people we support, that it is transparent and accountable. Since 2020 we have been certified to the *Core Humanitarian Standards* (CHS), a quality label for organizations working with humanitarian assistance and long-term development cooperation. Diakonia is a member of the ACT Alliance, which is a network of churches and organizations in over 120 countries. This allows us, through our partner organizations, to quickly be present on the ground when disasters occur and provide professional assistance with a good knowledge of local needs.

Emergency response in 2024

Burkina Faso
Armed violence resulted in many people being displaced. Women were taught to grow crops in kitchen gardens, families received help with installing solar-powered water pumps and a water reservoir was built to provide people and animals with drinking water.
Initiative pour un Développement Durable (IDD: SEK 147 500).

Costa Rica
Families from the Miskitu people were displaced from their land in Nicaragua by people taking advantage of the political unrest to steal land. Through Diakonia, 100 households, led by Miskitu women, received food, hygiene kits, basic household items, building materials and psychosocial support. The families come from the Caribbean coast of Nicaragua and have moved to the San José area of Costa Rica. The Miskitu people have long been subjected to violence and discrimination and been severely impacted by natural disasters. *Fundación Centro de Derechos Sociales del Inmigrante, Cenderos*: SEK 600 000.

Egypt
The humanitarian situation in Sudan deteriorated rapidly after violent battles broke out in several parts of the country in April 2023, forcing hundreds of thousands of people to flee. Refugees who made their way from Sudan to Cairo received support from Diakonia's partner organization, *Eparchial Development Office*(EDO), which provided food, clothing, medicine, hygiene items and financial support to cover rent and school fees. EDO: SEK 230 400.

Lebanon
The conflict on the Lebanon-Israel border escalated, and southern Lebanon was severely affected by the cross-border conflict and the spillover effects of the Gaza crisis, with frequent clashes, air strikes and military operations causing widespread death and destruction. The ongoing bombing, destruction of agricultural land, non-stop drone activity and low-level, sometimes supersonic, flights by fighter jets have caused great hardship for the civilian population.

One million people were forced to flee and thousands lost their homes, possessions and livelihoods. Diakonia's partner organizations provided support to refugee women and children. They distributed food and hygiene items and provided psychosocial support. *Female* and *Lebanese Women Democratic Gathering* (RDFL): SEK 552 000

Palestine
The situation in Gaza was disastrous during the year. There was also great human suffering in the West Bank. Diakonia distributed firewood, blankets, mattresses and cash to the most vulnerable families via our local partner organizations. We gave out pencils, paper and crayons, as well as organizing psychosocial activities to help children deal with traumatic experiences. We also supported activities including polio vaccinations, maternity care and mobile health clinics. *Al-Ard*, *Tamer Institute*, *Physicians for Human Rights Israel* (PHRI), *ACT Alliance*: SEK 1 250 000.

Zimbabwe
Thousands of people fell ill, with hundreds dying in the major cholera outbreak that hit Zimbabwe back in 2023. The outbreak had severe socio-economic consequences. Diakonia's partner organizations distributed cholera medicine and personal protective equipment for medical staff in 2024. Also, activities were organized to raise awareness of cholera, how to contain it and the importance of vaccination. *Methodist Development and Relief Agency* (MeDRA), *Zimbabwe Council of Churches* (ZCC), *Lutheran Development Services* (LDS), *Evangelical Fellowship of Zimbabwe* (EFZ) and *Tree of Life* (ToL): SEK 472 500.

Other projects
Diakonia provided additional funding of SEK 1 190 000 during the year in support of emergency response measures that cannot be described in detail for security reasons.

The war in Gaza has had catastrophic consequences. Large parts of the region are in ruins, with tens of thousands of people killed and thousands incarcerated. The IHL Centre kept close track of developments, publishing regular statements and reports. Photo: Al Ard

INTERNATIONAL HUMANITARIAN LAW

The IHL Centre is an independent group of experts in international humanitarian law, or the laws of war as this is sometimes known. The Centre provides rapid, in-depth legal advice and training and conducts advocacy work. The aim is to provide greater protection for people living in areas afflicted by armed conflict around the world.

The Centre carried out work in 12 conflict areas, mainly in the Middle East and Africa. It has regional teams in Jerusalem, Beirut, Nairobi and Bamako. These teams are supported by staff in Brussels, Stockholm and Geneva. Also, the Centre has a global team, which works on areas afflicted by conflict, such as Ukraine, Sudan, South Sudan, the Democratic Republic of the Congo, Ethiopia and Mozambique. The Centre employs around 30 people.

In 2024, with the humanitarian situation acute in many parts of the world and the rules-based world order under threat, the IHL Centre expanded to cover further areas. This included expanding the team covering East Africa.

The IHL Centre has established itself as a unique, specialised, credible and in-demand resource for humanitarian actors. During the year, IHL Centre staff featured in international media reports on several occasions, including from the BBC and The Canary, covering issues such as the situation in Sudan, Gaza, Ukraine and Lebanon.

Laws of war in Israel and Palestine

The Jerusalem Team monitored developments in Israel and Gaza and spoke out on issues including Israel's imprisonment of thousands of Palestinians from Gaza, the siege of northern Gaza, Israel's responsibility for settler violence in the West Bank, and restrictions on civil and political rights in the occupied Palestinian territories.

The team also followed the ongoing legal proceedings closely. These included the case before the International Court of Justice (ICJ), in which South Africa has accused Israel of violating the UN Genocide Convention and the ICJ Advisory Opinion on Legal Consequences arising from the Policies and Practices of Israel in the Occupied Palestinian Territory, including East Jerusalem. They also included the International Criminal Court's (ICC) investigation into the situation in Palestine.

Advice and support

The global Team developed materials on protecting civilians in armed conflict, which can be used by relief organizations and others. Humanitarian actors received customised advice via the IHL Centre's advisory service. The team also started developing a monitoring tool that can be used by organizations to investigate whether violations of international humanitarian law may have taken place. The year also saw the launch of *Inclusion Network Expert Group*, which brings together international experts on inclusion and IHL. The first meeting of the network took place in Geneva. Its work includes disseminating knowledge on how different groups, such as children, women, the elderly, LGBTQI+, people with disabilities, migrants and ethnic minorities are affected by armed conflict, as well as on the support they need.

The team increased its presence in East Africa, organizing a series of training sessions and activities for humanitarian actors in the region.

Unrest and violence drove people to flee

The Bamako Team provided rapid legal analysis to relief organizations and trained key actors in international humanitarian law.

Particular focus was directed at areas in Mali severely impacted by violence, with local organizations acquiring greater knowledge of international humanitarian law. They are now able to talk to government agencies and armed groups about issues such as child soldiers and humanitarian assistance.

The team supported government agencies in Burkina Faso and Niger and pushed for the political reforms necessary to achieve international legal standards.

Sexual violence and recruitment of child soldiers are common in the region. To keep such crimes in check, major emphasis was placed on providing women and women-led organizations with information on international humanitarian assistance.

Humanitarian needs increased in Mali and the Sahel during the year. Political instability, greater violence and human rights violations forced people to flee and made it more difficult for humanitarian assistance to get through.

Visit to partners on the ground in Syria

The Beirut Team provided basic legal support and training, answered questions and assisted humanitarian actors and organizations with difficult legal challenges.

In October, the team visited northeast Syria to meet partners on the ground and provide them with custom legal training, advice and analyses.

The training aimed to boost the organizations' legal expertise and their knowledge of legal frameworks and how to produce documentation.

Together for girls' freedom in Bangladesh.
On 8 June 130 Diakonia supporters and fitness personality Stephan Wilson took part in the Halvvättern cycling race in support of the Cycling Project and the girls in Bangladesh. The Cycling Project is about teaching girls to ride a bike. Because if they can do this, they can make their way to school on their own, get an education and thus avoid being married off while still a child. An intelligent solution to a major problem!

OUR WORK IN SWEDEN

2024 was a year of uncertainty and rearmament in Sweden, too. Despite major need in the world, the Swedish Government continued to cut development assistance and focus more sharply on our immediate surroundings. Sweden's development cooperation policy thus abandoned the world's poorest and most vulnerable people.

Diakonia has been working to restore development assistance to one percent of GNI by contacting decision-makers and people in the media. In discussions with politicians, both in opposition and in government, we consistently emphasised the need for a feminist perspective on development cooperation policy and the importance of the integrity of development cooperation – that people in receipt of development assistance should also be involved in deciding how the money is spent. This is how development cooperation can make the greatest impact.

Diakonia was in close contact with congregations all over Sweden during the year. They talked about our work at church services, during theme nights and at other gatherings. Congregations pushed for more a sustainable and effective development cooperation policy and raised funds for Diakonia's activities. They continued to be an important voice in support of robust Swedish development cooperation and global solidarity.

Diakonia on Agenda

Diakonia took part in the debate on development cooperation and its effectiveness during the year. The debate that probably had the most impact was that between Diakonia's Secretary General Mattias Brunander and the Minister for International Development Cooperation and Foreign Trade Benjamin Dousa in Swedish public service channel SVT's Agenda programme.

Present in Almedalen

Diakonia organized three seminars in Vårdklockan Church during the Almedalen political week (held each year on the island of Gotland): "Fair energy transition or greater injustice?" on the fact that strategic raw materials for climate transition lead to increasing conflicts and human rights violations."Should development cooperation respond to Swedish needs or be for the world's poor?", in which we asked political parties about their Swedish development cooperation policies. Also "What does the Swedish Government want from civil society – to strangle it or support it?" on the role of civil society in our democracy.

Hearts for Palestine

Commitment to the children of Gaza was strong during the year, with Diakonia taking part in several events. The names of children killed in Gaza were read out at Sergels torg in central Stockholm. In Jönköping, 13 500 hearts were threaded onto a ribbon that ran through the city – one heart for every lost child.

Photo: David Ahnstedt

Supporting children

The Uniting Church in Sweden in Fiskebäck organizes a children's market every term, always focusing on projects supporting children. In 2024 the spotlight was on the work in Gaza and the School Project in Egypt.

One thousand people visited the church on each occasion, and part of the proceeds from the sales of second-hand items were shared between the international work of the Uniting Church in Sweden and Diakonia.

The congregation's fantastic efforts generated over SEK 100 000 for Diakonia in 2024.

Approx. 4 000 scouts ran the Children's Think Tank Challenge at the Uniting Church in Sweden's scout camp.

25 pastors made a development cooperation appeal that was published in the magazine Sändaren.

SEK 65.9 million was raised in total for the Världens Barn 2024 fundraising campaign. Stuvsta-kyrkan, Stockholm, was one of the churches that took part.

MANAGEMENT REPORT

Diakonia's Board of Directors and Secretary General hereby submit the following Annual Accounts for 2024.

Church, state and human rights. In La Paz, Bolivia, we held the *Creo y defiendo* seminar along with our partner organizations. The seminar brought together experts from 12 countries to discuss the link between human rights and faith, and to analyse the impact of church-state relations on human rights in Latin America. *Creo y defiendo* is a platform for dialogue, action and exchange of experience at the intersection of human rights and faith, taking a feminist, anti-racist and decolonial perspective. Photo: Antonio Nores

General information on the organization

Diakonia, corporate identity number 802017-3517, is a Swedish development organization and non-profit association that works for a just, equal and sustainable world. We are convinced that the most important drivers behind social change are people who become aware of their rights and join forces to assert them. Our goal is a world free from violence, oppression and poverty. Diakonia works with long-term development cooperation, emergency response and advocacy. We work on the basis of human rights and feminist principles.

Diakonia is based on Christian values, and our founding churches are the Christian denominations the Swedish Alliance Mission and the Uniting Church in Sweden. The organization is decentralised, and decisions are made as close to the activities as possible. Diakonia works with around 350 locally rooted movements and organizations in Asia, Africa, Latin America, the Middle East and Sweden. Diakonia is a member of the ACT Alliance, a global network of churches and Christian development organizations in 127 countries.

Diakonia's activities are funded by gifts from congregations, individuals and foundations, along with grants from Sida (the Swedish International Development Cooperation Agency), the EU, the charitable foundation Radiohjälpen, the Swedish Postcode Lottery and other financiers. Diakonia has a charity account (90 account) checked annually by Swedish Fundraising Control, and is part of the sector organization Giva Sverige, which works to safeguard serious fundraising and has developed ethical rules for fundraising that Diakonia follows. Diakonia has been certified to the *Core Humanitarian Standard* (CHS).

Diakonia's work is guided by an overall policy, a global strategy and country strategies. Diakonia has several roles: providing financial support and ensuring the best use of the money, contributing to capacity building and resource mobilisation, and acting as a sounding board and creating synergies between different actors – nationally, regionally and globally. Diakonia's theory of change forms the basis for our work, and we apply management by objectives, performance management and adaptable management processes. Our working methods vary depending on, among other things, donor requirements, the type of partner organization and the form of funding.

Overall, 2024 was a difficult year, characterised by war, rearmament, economic crisis, political instability and shrinking democratic space. Nevertheless, due to strategic and consistent monitoring of Diakonia's contexts of operation and management, risk analysis and the ability to adapt the programmes, key results have been achieved.

Humanitarian efforts took centre stage during the year. Diakonia always works with local organizations. Our partner organizations are on the ground before, during and after a disaster. Through its partner organizations, Diakonia was able to distribute necessities in places such as Gaza, the West Bank and Lebanon. In Egypt, Diakonia's partner organization *Eparchial Development Office* (EDO) was able to assist refugees from Sudan; in Burkina Faso, displaced women were given support; and in Costa Rica, our partner organization *Cenderos* was able to help families driven out of Nicaragua.

2024 was a super election year around the world, yet in many countries, the democratic space rapidly shrank. In Latin America, we run the *Cres* project, which strengthens organizations defending human rights such as freedom of expression and the right to organize. Sixty-two organizations received small-scale financial support through the project during the year.

Women and LGBTQI people are often particularly hard hit by crises. Violence against these groups is increasing, fewer girls are attending school and access to sexual and reproductive health and rights is deteriorating. We have witnessed this in countries such as Egypt, where there was an economic crisis, with poverty hitting women and girls the hardest. We have focused on strengthening civil society's efforts in the areas of gender equality and women's rights. This has included our partner organization EDO working with children, parents, teachers and village leaders to empower girls and young women. More children are in school, the education provided has improved and attitudes towards girls have changed.

The existence and voice of feminist movements are crucial if gender equality in a society is to

January
Diakonia provides information on myths that politicians spread about development cooperation.

February
Cholera outbreak in Zimbabwe. Diakonia launches fundraising campaign.

March
The Postcode Lottery distributes SEK 20 million to Diakonia.

March
Sida announces that agreements with Diakonia and all other strategic partner organizations in Sweden will be terminated prematurely.

April
Diakonia's nominee, Sithar Chhim, is awarded the Per Anger Prize for her trade union work.

June
130 people take part in the Vätternrundan cycling race with Diakonia and Stephan Wilson to raise funds for the Cycling Project in Bangladesh. They raise over 230 000 euros.

increase. During the year, Diakonia launched a regional programme for cooperation between various feminist initiatives and organizations in the Middle East and North Africa, particularly focusing on Egypt, Palestine, Lebanon and Tunisia. The aim is to strengthen the organizations and, in the long term, increase gender equality and women's participation. Training was given and experience exchanged during the year.

In Burkina Faso, Diakonia supports a feminist movement in which experienced women's rights defenders, social leaders and young activists work together to challenge patriarchal structures and effect change. In Kenya, we support *Groots*, a grassroots movement working for women's rights and economic empowerment, and against gender discrimination. The women are developing their leadership skills, and women are increasingly being elected to political office.

In Latin America, we launched a new regional project, *Programa Paridad*, to increase women's political participation in ten countries. The project includes a leadership programme for women and young people, campaigns, dialogue with decision-makers and support for organizations.

In Paraguay, Diakonia and 24 other organizations have created a board game, *Fuega*, which aims to raise awareness about men's violence against women.

In northern Thailand, the Karen people are fighting to protect their cultural heritage and secure rights to their land. Diakonia's partner organization *Northern Development Foundation*(NDF) helped the Karen people to achieve Special Cultural Zone status for their land in 2024 and supported other groups working on the same process.

Significant events during the year of activity

Diakonia carried out comprehensive restructuring in 2024 to establish a more efficient organization that is sustainable in the long term and adapted to the changing world in which we operate. The aim is to optimise the use of resources, enhance activities in the field and focus more sharply on partner organizations and rights holders.

Administrative costs – what are they?

Functioning administration is necessary in order to be able to carry out key strategic and programmatic activities. This requires both staff and systems. To a large extent, administration is about ensuring that the money arrives at the correct destination and is used effectively. Diakonia has, for example, secure financial systems and systems for detecting suspected corruption. In 2024 Diakonia's administrative and fundraising costs amounted to 8 percent of turnover.

Diakonia retains its broad geographical presence, with proximity to programme activities continuing to be one of our most important added values.

Diakonia phased out all regional offices and developed new, flexible operating models during the year. By boosting efficiency and optimising human resources, we are able to maintain a presence and robust programme activities. Country and programme managers now have a stronger mandate, and new global advisers and support functions have been introduced.

A new financial structure was also developed to meet the needs of the new organization. A global financial management service centre was established in Chiang Mai and trialled in 2024. The new structure will take effect in 2025, starting with a transitional and start-up phase. The change management process has also involved reducing the number of staff.

The development cooperation policy implemented by the Swedish Government has led to significant budget cuts, affecting Diakonia's activities. In February 2024, the Government adopted a new civil society strategy, and in March, the Swedish International Development Cooperation Agency (Sida) announced that all agreements within the framework of civil society support, CIVSAM, would be terminated on 31 December 2024. This meant that Diakonia's global programmes were one year shorter than the five years originally planned. Following extensive advocacy work by Diakonia and other civil society organizations, the decision was amended. At the end of the year, the Government and Sida announced that current agreements would instead be extended until September 2025. However, the uncertain situation and late decisions had a major impact on the activities of Diakonia and our partner organizations. To mitigate this negative impact, activities have been reprioritised, focusing on ensuring stability. At the same time, Diakonia has started planning the application for a new five-year programme, which is expected to start in October 2025.

In 2024 the Swedish Government phased out bilateral development assistance to three of Diakonia's countries of operation: Mali, Burkina Faso and Cambodia. This impacts Diakonia activities, staff and partner organizations financed by these funds. However, the activities will continue within new operating models. Diakonia shut down its country programme in Mozambique in 2024 due to lack of funding. Some activities will continue to be run in the country via our global International Humanitarian Law (IHL) programme.

During the year, the funds raised by Diakonia from individuals and churches continued to increase. Our fundraising in support of people affected by the war in Palestine generated a lot of interest. In total, the number of donors increased by around 14 percent in 2024.

Year	Revenues SEK th.	Operational expenses SEK th.	
2024	516 884	466 844	90%
2023	532 746	489 986	92%
2022	489 288	468 373	96%
2021	465 620	421 311	91%
2020	558 414	509 764	91%

Diakonia's Board of Directors adopted an updated policy on environmental and climate justice in 2024. This focuses on human rights, democracy and gender equality, in line with our programme development and advocacy strategies. The environmental action plan was also revised and we are continuing to follow up on our commitments.

Diakonia continued to develop and strengthen the global International Humanitarian Law (IHL) programme. The programme diversified its funding during the previous period, including through new ECHO contracts. Activities encompass 14 contexts impacted by conflict.

The Postcode Lottery distributed SEK 20 million to Diakonia's activities. Pictured are some of our colleagues from Latin America, grateful for the money they have received and all the crucial work it makes possible.

July

Diakonia and the Uniting Church in Sweden organize seminars in Almedalen.

August

Start of the school year. Diakonia draws attention to the fact that 250 million children in the world do not attend school and provides information about the School Project in Egypt.

September

Thousands of pagers explode in Lebanon. Israel attacks large parts of the country. Diakonia's partner organizations provide emergency relief.

October

The war in Gaza has been going on for a year. Over 40 000 people killed. At least 13 000 of them are children.

November

Mattias Brunander, Secretary General of Diakonia, takes part in a debate with Benjamin Dousa, Minister for International Development Cooperation and Foreign Trade in SVT's Agenda programme.

December

In partnership with celebrity chef Paul Svensson, Diakonia produces a calendar featuring sustainable recipes and information about Diakonia's work.

Income and financial position, 2024
In 2024 Diakonia reported income of SEK 14.2 million after net financial items. This surplus can be explained by increased fundraising, income from financial investmentsand reduced costs. The Board of Directors proposes that the organization's income be appropriated through allocation to the fund for operations and investment. The year's income after changes in earmarked funds amounted to SEK 0.6 million.

In 2024, Diakonia's revenue increased to SEK 516.9 million. Of the year's revenue, SEK 466.8 million has been used for operational expenses. This also includes the extraordinary costs for the year.

Financing of operations
Total operating revenue for 2024 amounted to SEK 516.9 million. Public funds totalled SEK 416.9 million, and funds from other institutional donors amounted to SEK 27.2 million.

Gifts to Diakonia continued to increase in 2024, mainly in the bequests category. This resulted in SEK 62.6 million being raised, compared to SEK 55.6 million in 2023.

Diakonia's involvement in the Världens Barn fundraising campaign resulted in a grant of SEK 0.5 million. Other grants from Radiohjälpen totalled SEK 4.5 million. The Postcode Lottery contributed SEK 20 million. The Postcode Lottery's surplus goes to charitable organizations, with Diakonia being one of the beneficiaries.

Operating expenses
Operating expenses amounted to SEK 508.4 million. Of these, the largest share was allocated to Africa (30 percent), and Latin America (29 percent), followed by Asia (11 percent) and the Middle East and North Africa (7 percent). Twenty-one percent was spent in Sweden and globally and two percent on fundraising and marketing costs.

Financial instruments and investment policy
Diakonia's securities portfolio is invested in funds that adhere to the investment policy that Diakonia's Board of Directors has established. When we invest, it is important to us that human rights, working conditions and environmental issues are taken seriously and that corruption is combatted. The ethical criteria do not permit investment in activities

Year	Funds raised SEK th.	Fundraising costs SEK th.	
2024	67 572	9 660	14%
2023	61 235	10 149	17%
2022	57 915	9 924	17%
2021	55 550	7 209	13%
2020	62 668	7 295	12%

that involve arms, pornography, alcohol, tobacco or fossil energy sources. If all the criteria have been met, we invest in low-risk financial instruments, mainly interest-bearing securities. Shares received as gifts are sold immediately, and the sale value is recognised as revenue.

Sustainability information
In its sustainability report Diakonia describes how all its work aims to achieve a sustainable world in which all people have equal access to fundamental rights, resources and opportunities. We set out how we are working towards economic, social and environmental sustainability and how we can reduce the negative impacts of our activities. The statutory sustainability report can be found on page 44.

Expected future developments and material risks and uncertainties
Programmes in focus: "One Diakonia"
New procedures and systems will be developed to continue establishing the new organizational structure and reinforcing *'One Diakonia'*. As regional management and regional offices are phased out, a new management structure is taking shape and business-critical support functions are being transferred to the global teams. Most programme countries will transition to the new structure and operating model on 1 January 2025, while a few will undergo a transitional phase between January and June 2025. A new financial structure will be implemented as of 2025, including an updated accounting framework, a new budget and cost recovery model, and improved financial management, reporting and internal controls. Financial management will be centralised and moved from programme level to a global financial services team, offering a better overview and greater control.
Financial sustainability
Resource mobilisation will be reinforced at all levels by implementing the global strategy for resource mobilisation and financial sustainability, as well as the Swedish sub-strategy for fundraising. To address financial challenges, including the changes in Swedish development cooperation policy, including budget cuts and altered priorities in country strategies, we will develop new strategic partnerships, seek new actors and business models, and establish better conditions for collecting larger gifts. We will also continue our advocacy work in relation to decision-makers and donors. A global resource mobilisation team will be established on 1 January 2025, replacing the previous regional services.
Digitalisation and AI
Developing and upgrading digital systems for financial and programme management, fundraising, and knowledge and learning management will be prioritised in 2025. As of 2025,

Total costs per region (SEK th.)

	2024		2023		2022	
Middle East and North Africa	35 447	7%	50 397	10%	44 930	9%
Asia	55 843	11%	60 431	11%	64 547	12%
Africa	150 408	30%	181 111	34%	219 652	43%
Latin America	148 962	29%	127 444	24%	105 482	20%
Sweden and globally	108 137	21%	101 506	19%	69 710	14%
Fundraising and marketing costs	9 660	2%	10 149	2%	9 924	2%
Total	508 457	100%	531 038	100%	514 245	100%

This year's Per Anger Prize was awarded to Sithar Chhim, nominated by Diakonia. She was imprisoned for her work to achieve fair pay and reasonable working conditions for employees at the NagaWorld hotel and casino complex in Cambodia. Photo: Living History Forum

all IT-based systems will be cloud-based.
We will also focus on:

- Digital induction and capacity-building tools.
- Enhanced digital skills within the organization to boost collaboration, coordination and efficiency.
- Improved data collection in programme work for more focused impact measurement and target achievement.
- Exploring how AI can be used to support Diakonia's activities.

Management

The Annual Meeting is Diakonia's highest governing body and decides on the overall policy. The policy clarifies Diakonia's values and mission. The Annual Meeting also appoints the Secretary General, adopts the end-of-year accounts and makes decisions on discharging the Board of Directors from liability. The Annual Meeting's representatives are appointed by the founding churches. The Board of Directors bears ultimate responsibility for Diakonia's operations and makes decisions on strategy, the overall operational plan and the budget on the basis of the frameworks established by the Annual Meeting. The Board of Directors also makes decisions on authorised signatories, the right of attestation and the order of delegation, as well as issuing the Annual Accounts and Sustainability Report and preparing matters to be dealt with at the Annual Meeting. The Secretary General is Diakonia's most senior officer and is accountable to the Board of Directors. The Secretary General represents the organization and is to ensure that operations follow the guidelines and decisions adopted.

Diakonia's ordinary Annual Meeting was held in Stockholm on 3 June 2024. An extraordinary Annual Meeting was held on 25 November 2024 to decide on the orientation budget for 2025 submitted by the ordinary Annual Meeting. The Board of Directors met on seven occasions in 2024, with two of these being extraordinary Board meetings. Four of the meetings were held in person and three online. In 2024 the Board of Directors consisted of Chairperson Pether Nordin (attended 7/7), Vice-Chairperson Anette Drewitz (6/7), Andreas Linderyd (5/7), Emma Harrysson (5/7), Eva Eriksson (7/7), Göran Gunner (3/3), Linnea Gullholmer (2/3), Marie Lackenbauer (6/7), Mats Hårsmar (5/6) and Ulrika Erkenborn Rugumayo (6/7). At the ordinary Annual Meeting on 3 June, Board members Linnea Gullholmer and Göran Gunner were replaced by Hannah Akuffo (attended 4/4) and Therese Garmstedt (attended 4/4). Mats Hårsmar resigned as a member of the Board of Directors on 15 November 2024.

Employee representative Joakim Wohlfeil, who was co-opted onto the Board of Directors, attended 6/7 meetings.

The Nominating Committee for the 2024 Annual Meeting was Eva-Marie Cider, Anna Kimming, Ulrika Morazán and Kerstin Carlsson. Controllers for 2024 were Karin Hallin, Marcus Bernström and Micael Lindholm. Authorised Public Accountant Erik Albenius, PwC, was appointed auditor for 2024. Authorised Public Accountant Angelica Stööp, PwC, was appointed deputy auditor.

Diakonia produced a calendar focusing on food security and farming with chef Paul Svensson. It contains recipes composed by Paul, as well as images and information from some of Diakonia's projects, including the Greenhouse Project in Somalia.
"This is a calendar that does good – and tastes good," says Paul Svensson.

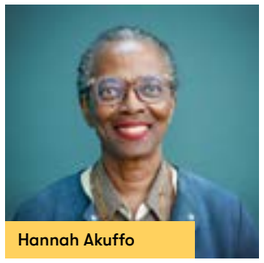
BOARD OF DIRECTORS

Pether Nordin

Board Chairperson. MBA, former manager at Ericsson, the Swedish Transport Agency and the Church of Sweden. Chair of the Shakespearefabriken theatre venue.

Anette Drewitz

Vice Chairperson. Teacher and special educator. Process coordinator in Jönköping Municipality. Member of the International Council of the Swedish Alliance Mission.



Hannah Akuffo

Senior Lecturer and Professor in Parasitology at Karolinska Institutet. Studied biochemistry and food science in Ghana and immunology in the UK. Has worked at Sida.

Anders Berntell

Former head of the Stockholm International Water Institute and the 2030 Water Resources Group at the World Bank, has also worked with water issues at the then Ministry of the Environment and the Swedish Environmental Protection Agency.

Eva Eriksson

Former Head of Quality and Sustainability at the coffee roaster Löfbergs, responsible for environmental and climate goals and certification programmes for sustainable development. Active in the Uniting Church in Sweden.

Ulrika Erkenborn Rugumayo

MBA and key account manager at Aspia. Previously worked for Diakonia's Regional Office in Africa. Former auditor at PwC focusing on international development cooperation.

Therese Garmstedt

Master's degree in Peace and Conflict Studies, Uppsala, and Master of Laws, Swedish Defence University. Programme Manager for international projects at children's rights organization Bris. Has worked at the Diakonia IHL Centre and the Swedish Red Cross as an international law advisor.

Emma Harrysson

Social work graduate, Master's in International Development Cooperation. Management consultant at Actea Consulting. Former head of the Swedish Migration Agency.

Marie Lackenbauer

District nurse specialising in international health. Worked for many years in Africa. Former Head of Health and Social Care. Currently a consultant in accounting and auditing.

Andreas Linderyd

Doctor of Economics, Research and Development Officer at the Swedish Sports Confederation. Has worked at the Ideell Arena non-profit network and has assignments at the Uniting Church in Sweden.

Do you want to know more about the Board of Directors? Scan the QR code with your mobile phone camera or click here.

Colourful fight for women's rights

Before Suntharalingam Kalyani joined the Suriya Women's Development Centre (SWDC), decisions about her life were usually made by others. She rarely had a say in anything. This included small, everyday issues, such as what she should wear.

Diakonia's partner organization SWDC in Batticaloa, eastern Sri Lanka, is more than an arts collective. It is a hub for women fighting for social change. Known for its theatre performances, SWDC challenges people to question the structures that are in place. The group also includes women severely affected by the civil war.

Today, Suntharalingam Kalyani wears exactly what she wants. Preferably bright yellow.

Diakonia's Head Office is in Stockholm.

Regional and country offices. Diakonia is a decentralised organization, having offices in 2024 in 21 of the countries in which long-term development cooperation and emergency response measures are carried out. Four regional offices supported the country offices in overall coordination and administration.

Africa. Regional Office: Kenya. Country Offices: Burkina Faso, the Democratic Republic of the Congo, Kenya, Mali, Mozambique, Somalia, Uganda, Zambia and Zimbabwe.

Asia. Regional Office: Thailand. Country Offices: Bangladesh, Cambodia, Sri Lanka and Thailand.

Latin America. Regional Office: Colombia. Country Offices: Bolivia, Colombia, Guatemala, Honduras, Paraguay and Peru.

Middle East and North Africa. Regional Office: At Diakonia's Head Office in Stockholm since 2018. Country Offices: Palestine and Lebanon, and representation in Egypt.

Key collaborations. Diakonia is a member of Giva Sverige, Svenska postkodföreningen (the association behind the Swedish Postcode Lottery) and the global network ACT Alliance. We participate in the ACT Alliance Middle East working group and in local ACT forums in several partner countries. We participate in several of Concord Sweden's working groups and are represented on the board of Swedwatch. We are also members of Swedish partnerships such as Fair Finance Guide Sweden, the Swedish Ecumenical Accompaniment Programme in Palestine and Israel, and the European Coalition for Corporate Justice in Sweden. We are part of the Swedish Platform for Colombia and the various networks of strategic partner organizations. Diakonia is the nominating organization for the Per Anger Prize, the Swedish Government's international award for human rights and democracy. At European level, we participate in Concord Europe, Eurodad, OIDAHCO for Colombia, Zimbabwe Europe Network (ZEN), European Network for Central Africa (EURAC), European Partnership for Responsible Minerals (EPRM) and EU-LAT Network for Latin America. Where humanitarian work is concerned, Diakonia is a member of the Core Humanitarian Standard (CHS), Charter for Change, Svenska Humanitära Nätverket (Swedish Humanitarian Network (SNHA)) and Resiliensnätverket (Swedish Network for Disaster Risk and Resilience). Diakonia is also a member of the Global Network for Disaster Reduction, the Alliance for Feminist Movements and the Global Alliance for Tax Justice. We have consultative status with the UN Economic and Social Council (ECOSOC) and observer status with the UN Framework Convention on Climate Change (UNFCC) and the UN Convention on Biological Diversity (CBD). Our important partnerships naturally include our financiers.

Members of the Board of Directors of Diakonia visited activities in Thailand and Cambodia. Also on the trip were Joakim Hagerius, who was at that time deputy church leader at the Uniting Church in Sweden, and Ulf Häggqvist, mission leader at the Swedish Alliance Mission. Pictured are Krister Adolfsson, Joakim Hagerius, Andreas Linderyd, Ulf Häggqvist, Eva Eriksson, Marie Lackenbauer, Emma Harrysson, Pether Nordin and Wipawan Khoonthaweelapphol.

PROFIT AND LOSS STATEMENT

	Note	2024	2023
Revenues for the association			
Grants		448 997	474 229
Gifts		62 580	55 579
Other revenues		5 307	2 938
Total revenues for the association	2, 3, 4	**516 884**	**532 746**
Expenses for the association			
Operational expenses		-466 844	-489 986
Fundraising and marketing costs		-9 660	-10 149
Administrative costs		-31 953	-30 921
Total expenses for the association	2, 11, 16, 18	**-508 457**	**-531 038**
Result from operations		**8 427**	**1 708**
Result from financial investments			
Result from securities and receivables held as non-current assets	5	3 077	5 017
Other interest income and similar profit/loss items	6	3 255	1 645
Interest expense and similar profit/loss items	7	-590	-1 704
Total result from financial investments		**5 742**	**4 958**
Net profit/loss for the year		**14 169**	**6 666**
Change in earmarked funds	4		
Net profit/loss for the year according to the profit and loss statement		14 169	6 666
Utilisation of earmarked funds		4 956	4 093
Utilisation of Fund for operations and investment		1 547	3 636
Allocation to/utilisation of Fund for operations and investment		-5 000	-8 000
Other earmarking of funds		-15 047	-6 238
Remaining balance for the year/change in amount carried forward		**625**	**157**

The totals may deviate from the subtotals due to rounding figures. All figures are in SEK thousands unless otherwise indicated

BALANCE SHEET

As per 31 December

	Note	31 December 2024	31 December 2023
Assets			
Non-current assets			
Non-current intangible assets			
Capitalised expenditure for software	8	0	0
Property, plant and equipment			
Equipment (furniture etc.)	9	87	113
Financial non-current assets			
Securities held as non-current assets	10	178 399	175 430
Total non-current assets		**178 486**	**175 543**
Current assets			
Current receivables			
Other receivables		2 956	3 323
Prepaid expenses and accrued income	12	9 754	5 353
Total current receivables		*12 710*	*8 676*
Cash and bank balances		117 351	171 631
Total current assets		**130 061**	**180 307**
Total assets		**308 547**	**355 850**
Equity and liabilities			
Equity			
Fund for operations and investment		50 230	46 777
Earmarked funds		20 560	12 480
Profit/loss brought forward		88 388	85 752
Total equity		**159 178**	**145 009**
Provisions			
Provisions for pensions and similar commitments	14	10 201	10 210
Other provisions	15	9 480	8 450
Total provisions		**19 681**	**18 660**
Current liabilities			
Trade payables		7 607	4 407
Liabilities for grants received but not used	13	92 372	157 158
Other liabilities		9 461	6 591
Accrued expenses and deferred income	17	20 248	24 025
Total current liabilities		**129 688**	**192 181**
Total equity and liabilities		**308 547**	**355 850**

The totals may deviate from the subtotals due to rounding figures.

Changes in equity

	Earmarked funds	Fund for operations and investment	Profit/loss brought forward	Total equity
Opening profit/loss	**12 480**	**46 777**	**85 752**	**145 009**
Allocation to/utilisation of Fund for operations and investment, net		3 453		3 453
Unused earmarked funds	15 047			15 047
Utilisation of earmarked funds	-4 956			-4 956
Reclassification	-2 011		2 011	0
Remaining balance for the year			625	625
Closing profit/loss	**20 560**	**50 230**	**88 388**	**159 178**

Scope and purpose of Diakonia's equity
Diakonia's equity is intended to cover fixed costs—such as rent and staff contracts at Head Office, regional, and country offices—for one year in case operations must be wound up. Current annual fixed expenses total SEK 106 million for regional and country offices (recognized as operating expenses per Sida agreements), SEK 27 million for global programmes, and SEK 66 million for Head Office (including SEK 32 million administrative and SEK 10 million fundraising costs). Most expenses are rent and personnel-related. All funds are used for operations or their administration. The required equity level, based on risk assessment, is set by the Board at approximately 25% of annual turnover. Diakonia also has an operations and investment fund, where any administrative grant surplus is allocated to support EU pre-funding, country office bridge funding, major IT investments, etc.

Cash flow statement

	2024	2023
Operating activities		
Result from operations	8 427	1 708
Depreciation/amortisation	243	192
Other non-cash items	587	-7 216
Interest received and result from currency transactions	3 255	1 645
Dividends received	3 077	5 017
Interest paid and result from currency transactions	-590	-1 704
Cash flow from operating activities before changes in working capital	**14 999**	**-358**
Increase/decrease in other current receivables	-4 034	7 869
Increase/decrease in trade payables	3 200	-984
Increase/decrease in other current liabilities	-65 693	-42
Cash flow from operating activities	**-51 528**	**6 485**
Investing activities		
Investments in non-current intangible assets	-	-
Investments in property, plant and equipment	217	136
Investments in financial non-current assets	-19 837	-22 646
Disposals of financial non-current assets	16 868	14 124
Cash flow from investing activities	**-2 752**	**-8 386**
Cash flow for the year	**-54 280**	**-1 901**
Cash and cash equivalents at beginning of the year	**171 631**	**173 533**
Cash and cash equivalents at year-end	**117 351**	**171 631**

Liquidity of SEK 117 (172) million consists of bank balances of SEK 88 (139) million at Head Office and SEK 29 (33) million at the regional and country offices

Note 1. Accounting and valuation policies

Diakonia's accounting and valuation policies comply with the Swedish Annual Accounts Act, the Swedish Accounting Standards Board's (BFN) general recommendation BFNAR 2012:1 (K3) and Giva Sverige's governing guidelines on annual accounts. The principles remain unchanged from the previous year of activity.

Profit and loss statement

Operating revenue. Only the inflow of economic benefits that the organization has received or will receive on its own account is recognised as revenue. Unless otherwise indicated below, revenue is measured at the fair value of what has been received or will be received.

Gifts and grants. Any transaction through which Diakonia receives an asset or a service that has a value and does not provide corresponding value in return is a gift or a grant received. If the asset or service is received because Diakonia has fulfilled or will fulfil certain conditions and if Diakonia has an obligation to repay the counterparty if the conditions are not fulfilled, it is considered a grant received. If it is not a grant, it is a gift.

Gifts. Gifts are, as a main principle, recognised as revenue when
received. A gift recognised as revenue is accounted for as an asset or a cost, depending on whether the gift is used immediately or not. Other gifts are recognised as current assets. Gifts are, as a main principle, measured at fair value.

Grants. Grants are recognised as revenue when the conditions for receiving the grant have been fulfilled. Grants received are recognised as liabilities until the conditions for receiving the grant have been fulfilled. Grants received to cover certain costs (for example, administrative) are recognised in the same year of activity as the cost that the grant is intended to cover.

Operating expenses. Operating expenses are classified into the following functional categories: operational expenses, fundraising expenses and administrative costs.

Operational expenses. Operational expenses consist of such expenses that have a direct connection to fulfilling the purpose and/or statutes of the organization.
These expenses are divided into four categories:
- Expenses at partner organizations.
- Expenses relating to opinion-building activities, e.g. thematic campaigns, in cases where opinion building and awareness activities are part of the operation.
- Administrative costs with a direct bearing on development cooperation are classified as operational expenses. All expenses incurred by country offices are classified as operational expenses.
- Skills development within Diakonia. These are expenses with a bearing on the organization's own skills development. Examples of such expenses are exchange of experience and internal training.

Fundraising expenses. Fundraising expenses consist of expenses relating to fundraising activities aimed at all Diakonia's donors, that is, private individuals, businesses and organizations. The item includes not only activities targeting existing donors but also the work of seeking out new donors via campaigns, mailshots and maintenance of donor registers. Fundraising expenses may therefore comprise advertising, printed matter, fundraising material and personnel involved in fundraising activities.

Administrative costs. Administrative costs consist of the expenses that are necessary to manage Diakonia.
Administration is part of assuring good quality in the organization's internal controls and reporting, both externally and in-house, to financiers, donors, the Board of Directors and other stakeholders, etc. Administrative costs include those relating to the financial management function, administrative systems, rents, equipment (furniture etc.), annual audit, preparation of the Annual Accounts, Annual Meeting etc. Only expenses incurred at Head Office are defined as administrative costs.

Leasing. All the organization's leases are recognised as operating leases, that is, the leasing charge (including the first increased rent) is recognised on a straight-line basis over the term of the lease.
In this respect, fees for rent of premises are also leasing fees.

Remuneration to employees. Ongoing remuneration to employees in the form of wages/salaries, social security contributions etc. is recognised as an expense as the employees perform their services. All pension commitments are defined-contribution and are recognised as an expense in the year in which the pension entitlement is earned.

Balance sheet. Assets, liabilities and provisions are measured at acquisition value, unless otherwise indicated below.

Property, plant and equipment and non-current intangible assets. Property, plant and equipment and non-current intangible assets are measured at acquisition value less depreciation/amortisation according to plan. The acquisition value is reduced by grant finance relating to the acquisition of a non-current asset. Depreciation/amortisation is applied on a straight-line basis over the estimated useful life of the particular asset. The following periods of depreciation/amortisation are used:

The following periods of depreciation/amortisation are used:
- Electronics (computers etc.) 3 years
- Used cars 3 years
- New cars 5 years
- Modified software 3 years
- Equipment (furniture etc.) 5 years

Financial assets. At the time of acquisition, financial assets are measured at acquisition value plus direct transaction costs. After initial recognition, investments held as current assets are measured by application of the lower of cost or market method, that is, at acquisition value or net

sale value on the balance sheet date, whichever is the lower. After initial recognition, non-current financial assets that are not interest-bearing are measured at acquisition value (less any impairment losses). Non-current interest-bearing assets such as bonds are measured at accumulated acquisition value by application of the effective interest rate method (less any impairment losses). All assets held for risk diversification are considered to constitute a securities portfolio and are therefore treated as one item at measurement by application of the lower of cost or market method and in testing for impairment. An impairment of a non-current asset is recognised if the market value is lower than the acquisition value and the decline is deemed to be permanent.

- Receivables and liabilities in foreign currencies are measured at the rates on the balance sheet date.
- Accounts receivable are measured on a case-by-case basis, at the amount that is expected to be received.

Earmarked funds. Gifts that have not yet been utilised and other earmarked funds are recognised in the item Earmarked funds in equity. See also the Changes in equity statement after the Balance sheet.

Liabilities for grants received but not used. Grants received where the conditions have not yet been fulfilled are recognised as a liability.

Provisions. A provision is recognised when Diakonia has a legal or constructive obligation resulting from events that have occurred, and where Diakonia expects that payment will be demanded to settle the obligations and a reliable estimate of the amount can be made. Provisions are valued at the best estimate of the amount that will be paid.

Contingent liabilities. Diakonia discloses a contingent liability when Diakonia has a possible liability as a result of events beyond Diakonia's control occurring or not occurring, or if Diakonia has an existing liability as a result of events that have occurred, but it is not recognised as a liability or provision, as it is unlikely that an outflow of resources will be required to settle the liability, or the size of the liability cannot be reliably estimated.

Cash flow statement. The cash flow statement is prepared using the indirect method and is based on the result from operations. The result from operations is adjusted for non-cash items and changes in trade receivables and trade payables, as well as changes in other operating receivables and operating payables during the period. The effect on cash flow from investing and financing activities is also taken into account. Cash and cash equivalents include cash in hand and bank balances, as well as short-term investments with a maturity of less than 3 months.

Note 2. Summary of revenues and costs for projects in 2024

	Activities with partners and within Diakonia[1]	Administration [1]	Non-project fundraising	Other funds provided [2]	Total	Total
					2024	2023
Reserved funds for projects, 1 January 2024					**60 832**	**67 227**
Raised funds for projects, 1 January 2024					**12 480**	**10 335**
Public grants	396 352	20 499			416 851	447 729
Contributions under private law	25 905	1 249			27 154	20 844
Funds raised, gifts and private contributions	4 892	100	62 580		67 572	61 235
Other revenues				5 307	5 307	2 938
Total revenues 2024	**427 149**	**21 848**	**62 580**	**5 307**	**516 884**	**532 746**
Middle East and North Africa	35 447				35 447	50 397
Asia	55 843				55 843	60 431
Africa	150 408				150 408	181 111
Latin America	148 962				148 962	127 444
Sweden and globally	76 184	31 953			108 137	101 506
Fundraising and marketing costs			9 660		9 660	10 149
Total costs 2024	**466 814**	**31 953**	**9 660**	**0**	**508 457**	**531 038**
Result from operations	**-39 665**	**-10 105**	**52 920**	**5 307**	**8 427**	**1 708**
Net utilisation of earmarked funds					8 080	2 145
Net utilisation of project funds					14 790	6 395
Reserved funds for projects, 31 December 2024					**46 042**	**60 832**
Raised funds for projects, 31 December 2024					**20 560**	**12 480**

1 See Note 1. Accounting and valuation policies.
2 Share of Diakonia's Other revenues provided to project funds.

Note 3. Revenues for the association and funds raised

Breakdown of revenues for the association:	2024	2023
Funds raised, gifts and private contributions	67 572	61 235
Contributions under private law	27 154	20 844
Public grants	416 851	447 729
Other revenues	5 307	2 938
Total	**516 854**	**532 746**
Gifts		
Gifts from direct debit donors (monthly)	14 386	14 191
Gifts from private donors	11 878	11 658
Gifts from congregations belonging to Diakonia's founding churches	1 912	1 882
Gifts from organizations, associations and companies	599	1 020
Gifts via investments in funds	1 482	1 325
Gifts via bequests	12 323	5 503
Swedish Postcode Lottery cheque	20 000	20 000
Total	**62 580**	**55 579**
Private grants		
Världens barn campaign	505	3 109
Other grants, Radiohjälpen	4 487	2 547
Total	**4 992**	**5 656**
Total funds raised, gifts and private contributions	**67 572**	**61 235**
Contributions under private law		
Other institutional donors	27 154	20 844
Breakdown of public grants:		
Sida CIVSAM [1, 2]	146 588	147 027
Sida Info [1, 3]		446
Sida EuroLatin [1, 4]	5 297	7 000
Sida Hum [1, 5]	12 372	13 514
Swe. Emb. Middle East [6]	0	0
Swe. Emb. Africa [6]	67 187	80 601
Swe. Emb. Asia [6]	21 819	22 345
Swe. Emb. Latin America [6]	37 777	29 311
ECHO	26 803	44 311
EU Middle East	5 306	5 345
EU Africa	9 056	34 372
EU Asia	2 222	1 719
EU Latin America	37 993	32 402
Foreign embassies	21 439	10 558
Gender fund Burkina Faso	4 890	18 326
Accrued allocations	18 301	2 594
Repaid allocations	-199	-2 142
Total	**416 851**	**447 729**

1 Swedish International Development Cooperation Agency (Sida)
2 CIVSAM, the Unit for Support to Civil Society, is part of the Department for Global Cooperation
3 Information and Communication, part of Sida's Unit for Support to Civil Society
4 The Latin America Unit is based in the Department for Conflict and Post-Conflict Resolution, following reorganization of regional Latin America activities
5 Humanitarian Assistance, a sub-division of the Department for Conflict and Post-Conflict Cooperation
6 Development cooperation departments based at Swedish embassies

During the year, around 170 local congregations were involved in Diakonia in various ways through voluntary work. The value of all this work – performed free of charge – is not recognised in the profit and loss statement.

Note 4. Budget follow-up

	Outcome 2024	Budget 2024	Deviation 2024
Revenues for the association			
Public grants	416 851	419 024	-2 173
Funds raised	94 726	75 203	19 523
Other revenues	5 307	0	5 307
Total revenues for the association	**516 884**	**494 227**	**22 657**
Expenses for the association			
Operational expenses	-466 844	-456 511	-10 333
Fundraising costs	-9 669	-12 035	-10 333
Administrative costs	-31 953	-34 474	2 521
Total expenses for the association	**-508 457**	**-503 020**	**-5 437**
Result from operations	**8 427**	**-8 793**	**17 220**
Result from financial investments	5 742	0	5 742
Net profit/loss for the year	**14 169**	**-8 793**	**22 962**
Breakdown of net profit/loss for the year			
Net profit/loss for the year according to the profit and loss statement	14 169	-8 793	22 962
Balance of utilisation and provisioning of earmarked funds	-10 091		-10 091
Utilisation of Fund for operations and investment	-3 453	9 364	-12 817
Remaining balance for the year, amount carried forward	**625**	**572**	**54**

Note 5. Result from securities and receivables held as non-current assets

	2024	2023
Dividends	2 032	1 141
Profit/loss on sale of long-term investments	1 045	3 876
Reversal/impairment of non-current assets		
Total	**3 077**	**5 017**

Note 6. Other interest income and similar profit/loss items

	2024	2023
Bank interest and result from currency transactions	3 255	1 645
Total	**3 255**	**1 645**

Note 7. Interest expense and similar profit/loss items

	2024	2023
Interest charges and interest on overdue payment	-590	-1 704
Total	**-590**	**-1 704**

Note 8. Non-current intangible assets

Change in value of software	2024	2023
Opening acquisition value	**17 868**	**17 868**
Capitalised expenditure for the year		-
Closing accumulated acquisition value	**17 868**	**17 868**
Opening amortisation	**-17 868**	**-17 868**
Amortisation for the year		-
Closing accumulated amortisation	**-17 868**	**-17 868**
Closing residual value according to plan	**0**	**0**

Note 9. Property, plant and equipment

Change in value of equipment (furniture etc.)	2024	2023
Opening acquisition value	**7 249**	**6 811**
Capitalised expenditure for the year	217	136
Sales and retirement of assets for the year		302
Reclassification		-
Closing accumulated acquisition value	**7 466**	**7 249**
Opening amortisation	**-7 136**	**-6 642**
Translation difference		
Amortisation for the year	-243	-192
Sales and retirement of assets for the year		-302
Closing accumulated amortisation	**-7 379**	**-7 136**
Closing residual value according to plan	**87**	**113**

Note 10. Securities held as non-current assets

Holdings in funds and equivalent	2024	2023
Opening acquisition value	175 430	166 908
Acquisitions	19 837	22 646
Sales	-16 868	-14 124
Closing acquisition value	178 399	175 430
Closing carrying amount	**178 399**	**175 430**
Market value	**203 271**	**191 178**
	2024	**2024**
	Book value	**Market value**
Banco Humanfond	10 699	27 038
Swedbank Robur SICA	439	2 020
Aktieansvar Sverige	84	345
Handelsbanken Lux	98	123
AktieAnsvar Europa	0	0
Penningmarknadsfonden	21 982	23 714
Nordea Kapitalfond	141 679	144 555
Nordea Institutionell Kortränta	1 161	1 458
SEB fonder	2 257	4 018
Total	**178 399**	**203 271**

Since the end of 2009, Diakonia has had a contract with Nordea for the management of Diakonia's securities.

Note 11. Leasing

	2024	2023
Lease contracts	**Lease fees**	**Lease fees**
Within 1 year	5 546	6 938
More than 1 year – 5 years	8 600	8 526
More than 5 years	1 439	3 783
Total	**15 585**	**19 247**

In 2024 lease fees totalled SEK 7 385 (6 665) thousand.

Note 12. Prepaid expenses and accrued income

	31 December 2024	31 December 2023
Prepaid rent	176	414
Accrued project revenues	5 310	478
Prepaid project expenses	3 190	2 476
Other items	1 078	1 985
Total	**9 754**	**5 353**

Note 13. Liabilities for grants received but not used

	31 December 2024	31 December 2023
Project balance	46 043	60 832
Liabilities to financiers	0	123
Deferred project funds, Sida	4 550	3 450
Deferred project funds, Swedish Embassy	16 575	44 662
Deferred project funds, EU	15 204	31 183
Deferred gender basket funding	0	4 890
Deferred project funds, other	10 000	12 018
Total	**92 372**	**157 158**

Note 14. Provisions for pensions

	31 December 2024	31 December 2023
Provisions outside the scope of the Swedish Pension Obligations Vesting Act*	**10 201**	**10 210**

*Pension commitments to local employees in local offices

Note 15. Other provisions

	31 December 2024	31 December 2023
Provisions for incidents	**9 480**	**8 450**

Note 16. Salaries, other remuneration and social security contributions

	2024	2023
Secretary General*	942	911
Employees in Sweden	22 639	20 861
Employees with an overseas contract	3 774	5 371
Employees with a local contract	64 684	66 197
Total salaries and other remuneration	**92 039**	**93 340**
*Salaries, employees in Sweden	23 581	21 772
Social security contributions for employees in Sweden	8 250	8 292
Pension costs for employees in Sweden	3 034	2 446

*Of which, the gross salary for the organization's Secretary General was SEK 942 (911) thousand, no agreed terms for termination of employment. Of total pension costs, the pension for the organization's Secretary General accounted for SEK 248 (141) thousand. The Secretary General's gross salary at year-end was SEK 77.2 (74.8) thousand/month.All staff with Swedish contracts of employment are covered by collective bargaining agreements. The Board Chairperson is paid a monthly fee of 14 percent of the index-linked base amount, as per decision at the 2019 Annual Meeting. Other members of the Board of Directors have not received remuneration from Diakonia for their work. Compensation may be paid for loss of income.

	2024		2023	
Salaries and other remuneration, by region:	Employees with a Swedish contract	All employees at Diakonia	Employees with a Swedish contract	All employees at Diakonia
Sweden	23 581	23 581	21 772	21 772
Middle East	819	12 023	1 191	12 318
Asia	895	11 985	811	11 247
Africa	1 737	26 330	2 092	22 278
Latin America	324	18 119	1 277	25 725
Total	**27 355**	**92 039**	**27 143**	**93 340**

Note 17. Accrued expenses and deferred income

	31 December 2024	31 December 2023
Holiday pay	2 383	2 251
Accrued expenses, social security contributions	581	565
Special payroll tax	777	1 679
Other items, personnel	2 685	1 583
Accrued project expenses	146	999
Other items	13 676	16 948
Total	**20 248**	**24 025**

Note 18. Average number of employees

	2024		2023	
	Number of full-time equivalents	Of which, men	Number of full-time equivalents	Of which, men
Contract form				
Employees in Sweden	40	30%	43	28%
Employees with a Swedish overseas contract	8	25%	12	33%
Number of employees with a local contract	191	41%	200	45%
Total	**239**	**39%**	**255**	**42%**
Geographic location				
Sweden	40	30%	43	28%
Middle East	17	38%	20	32%
Asia	38	40%	40	41%
Africa	85	49%	85	59%
Latin America	59	29%	67	32%
Total	**239**	**39%**	**255**	**42%**
Board members and senior executives	Number as per 31/12/2024	Of which, men	Number as per 31/12/2023	Of which, men
Board members	10	33%	11	45%
Secretary General and management team	11	45%	11	45%

Note 19. Estimates and assessments

Diakonia makes forward-looking estimates and assessments. At Diakonia, these assessments mainly refer to unused grants. As a result, the accounting appraisals that are based on such estimates and assessments will, by their nature, rarely be reflected in reality.

Note 20. Events after the end of the reporting period

Diakonia's new organizational structure came into effect on 1 January 2025, along with an updated order of delegation and a new financial structure.

The rapidly changing situation in the world, with the US taking on a new and unreliable role, is generating a great deal of uncertainty, which also affects Diakonia's activities. Regular analyses are made of Diakonia's contexts of operation and management and risks, and contingency plans have been drawn up to manage the situation.

The dramatic decision by the United States to shut down United States Agency for International Development (USAID) operations with immediate effect has had a direct impact on the lives of many people. The consequences are not yet fully apparent, but they will impact the global development cooperation architecture, Swedish development cooperation and, indirectly, Diakonia's programmes and activities. An impact analysis is in progress.

The Swedish Government's reduction in development assistance is expected to lead to Diakonia's activities and turnover significantly declining in the coming years.

In March, Diakonia received SEK 20 million from the Swedish Postcode Lottery. The funds will mainly be used for long-term work on human rights, democracy and gender equality.

Diakonia submitted an application for a new five-year programme to Sida CIVSAM in February, but there is major uncertainty as regards funding for 2026 and beyond.

Bromma, Sweden, date stated in our electronic signature:

Pether Nordin Board Chairperson
Anette Drewitz Vice Chairperson
Hannah Akuffo
Anders Berntell
Ulrika Erkenborn Rugumayo
Eva Eriksson
Therese Garmstedt
Emma Harrysson
Marie Lackenbauer
Andreas Linderyd
Mattias Brunander, Secretary General

My audit report was submitted on the date indicated by my electronic signature
Erik Albenius, Authorised Public Accountant, Öhrlings PricewaterhouseCoopers AB

AUDITOR'S REPORT

To the annual meeting of Diakonia, corporate identity number 802017-3517

Report on the annual accounts

Opinions
I have audited the annual accounts of Diakonia for 2024. The annual accounts are included on pages 24-41 in this document.

In my opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the association as of 31 December 2024 and of its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts.

Basis for Opinions
I conducted my audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. My responsibilities under those standards are further described in the Auditor's Responsibilities section. I am independent of the association in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled my ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinions.

Other Information than the annual accounts and consolidated accounts
This document also contains other information than the annual accounts and can be found on pages 1-23 (Annual Report) and pages 44-57 and 59 (Sustainability Report). It is the Board of Directors who have the responsibility for the other information.

My opinion on the annual accounts does not cover this other information and I do not express any form of assurance conclusion regarding this other information.

In connection with my audit of the annual accounts, my responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts. In this procedure I also take into account my knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If I, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the Board of Directors
The Board of Directors are responsible for the preparation of the annual accounts and that they give a fair presentation in accordance with the Annual Accounts Act. The Board of Directors are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts, The Board of Directors are responsible for the assessment of the association's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and the use of the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors intend to liquidate the association, to cease operations, or have no realistic alternative but to do so.

Auditor's responsibility
My objectives are to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden 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 annual accounts.

As a part of my audit according to ISA, I undertake professional judgments and have a professionally skeptical approach during the entire audit. In addition, I execute the following activities:

- I identify and assess the risk of material misstatement in the annual accounts and consolidated accounts, whether due to fraud or error, design and execute audit measures based, amongst other things, on these risks and obtain audit evidence which is sufficient and appropriate to comprise the basis of my opinion. The risk for failing to identify material misstatements arising due to fraud is greater as regards a material misstatement due to error, as fraud can include engagement in collusion, forgery, intentional omission, incorrect information or disregard of internal control.

- I obtain an understanding of that portion of the Foundation's internal control having significance to my audit to design audit measures which are appropriate with regard to the circumstances but I do not express an opinion on the effectiveness of the internal control.

- I evaluate the appropriateness of the accounting policies applied and the reasonability of the Board of Director's estimations in the accounts and associated disclosures.

- I test the appropriateness of the Board and Director's application of the assumption of going concern in preparing the annual accounts. I test, based on the audit evidence obtained, whether there are significant factors of uncertainty referring to such events or circumstances that can lead to significant doubt as to the association's capacity to continue its operations. If I come to the conclusion that there are significant factors of uncertainty, I am required to provide a statement in the Auditor's Report, noting that the disclosures in the annual accounts involve factors of uncertainty, provided that such information is insufficient, modifying my opinion regarding the annual accounts. My conclusions are based on the auditor's evidence obtained up until the date of the Auditor's Report. However, future events or circumstances can imply that the Foundation can no longer continue its operations.

- I evaluate the overall presentation, structure and content of the annual accounts, including the disclosures, and if the annual and consolidated accounts reflect the underlying transactions and events in a manner providing a true and fair view.

- I am required to inform the Board of Directors of, amongst other things, the planned scope of the audit and its focus, and the time schedule for the audit. I am also required to inform on any significant observations made during the audit, including any identified significant deficiencies in the internal control.

Report on other legal and regulatory requirements

Opinion
In addition to my audit of the annual accounts, I have also audited the administration of the Board of Directors of Diakonia for 2024.

I recommend that the meeting of the association grant the members of the Board discharge from liability for the financial year.

Basis for Opinions
I conducted the audit in accordance with generally accepted auditing standards in Sweden. My responsibilities under those standards are further described in the Auditor's Responsibilities section. I am independent of the association in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled my ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinions.

Responsibilities of the Board of Directors
The Board of Directors is responsible for the administration.

Auditor's responsibility
My objective concerning the audit of the administration, and thereby my opinion about discharge from liability is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors in any material respect has undertaken any action or been guilty of any omission which can give rise to liability to the association.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the association.

As part of an audit in accordance with generally accepted auditing standards in Sweden I exercise professional judgment and maintain professional skepticism throughout the audit. The examination of the administration is based primarily on the audit of the accounts. Additional audit procedures performed are based on my professional judgement with the starting point in risk and materiality. This means that I focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the association's situation. I examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to my opinion.

Stockholm the day stated on my electronic signature

Erik Albenius
Authorized Public Accountant

Lotiko Joshua and Sophia Achau live in the small village of Ptkii in Baringo County, Kenya. Like many other families here, they have received help with tasks such as digging ponds to collect rainwater. Their harvests have increased and their farmland has become a green oasis in the arid landscape.

PHOTO: EMMANUEL MARAGA

SUSTAINABILITY REPORT 2024

About this report:
This report refers to the 2024 year of activity. Since 2017 Diakonia has reported on its sustainability work in accordance with requirements in the Swedish Annual Accounts Act on sustainability reporting. We are inspired by the Global Reporting Initiative (GRI), a framework for sustainability reporting. The report covers all Diakonia's work in Sweden and internationally. It was produced by Diakonia's management team and has been approved by the Board of Directors. It forms part of the Annual Report and is covered by PWC's audit. The report is presented to the Annual Meeting, Diakonia's highest governing body.

Sustainability in Diakonia

This report sets out how we are working towards economic, social and environmental sustainability and our initiatives to reduce the negative impacts of our activities. We give an account of our key sustainability issues – why they are relevant to us, how we work with them, how we perform follow-up, and how we manage our operations and our sustainability work.

Sustainability is a natural and integral part of Diakonia's work. Everything we do aims to create a sustainable world in which all people have equal access to fundamental rights, resources and opportunities. We work on the basis of human rights and feminist principles. This is the foundation of our long-term development work, our emergency response and our advocacy and mobilisation.

Along with around 350 partner organizations around the world, we work to influence decision makers and empower rights holders – especially women and other marginalised groups – so that they are able to escape from poverty and oppression themselves.

Human rights, democracy and gender equality are our focus areas. These three areas are closely intertwined and, according to our experience and expertise, represent the most efficient means of contributing to a sustainable world.

Our work includes tackling global climate challenges and promoting the sustainable use of natural resources. This is crucial if we are to build peaceful and resilient societies. Our solutions are based on recognising that wealthy countries are chiefly responsible for the climate crisis. The consequences of climate change, environmental degradation and violent conflict risk exacerbating poverty and inequality, particularly in countries that are already vulnerable and impoverished.

We mainly carry out emergency response measures in areas in which we already have a presence, ensuring local support and knowledge. In these measures, we prioritise women's perspectives, experiences and active participation – a crucial factor in achieving sustainable results in the long term.

The basic causes of poverty, violence and oppression are often deeply rooted in unjust global political and economic structures. That is why we are also engaged in political advocacy work in Sweden and in the EU. We involve people in Sweden in order to spread knowledge on global development issues, our work in the world and our overarching issues.

The UN Sustainable Development Goals

Diakonia works to achieve the UN's 17 Sustainable Development Goals in the 2030 Agenda. The 2030 Agenda is an action plan with goals for the transition to a sustainable society. The goals and targets of the 2030 Agenda are integrated and indivisible, covering all three dimensions of sustainable development: economic, social and environmental. The Sustainable Development Goals (SDGs) aim to end all forms of poverty, combat inequalities and inequities, promote peace and justice and tackle climate change, while ensuring that everyone is included in societal development. As a universally adopted commitment, the 2030 Agenda can be used to drive forward the demands of rights holders and partner organizations. Local participation and engagement are vital in terms of achieving these goals. Diakonia's work mainly contributes to Sustainable Development Goals 1, 2, 5, 8, 10, 13, 16 and 17.

The three main areas of sustainability work:

Economic responsibility
Diakonia's funds should be used in the best possible way. They are to contribute to sustainable change for the people whose rights are not being respected. We take responsibility for the resources allocated to Diakonia, present results openly and welcome complaints when we fall short of our commitments so that we can improve.

Social responsibility
Diakonia's activities promote universally recognised human rights, so that all people can live a life free from poverty and oppression. We put rights holders whose rights are not respected at the centre of all our work and take their needs into account. Diakonia has made a decision that all its activities must be based on our feminist principles and contribute to gender equality. Diakonia takes responsibility as an employer and promotes an inclusive, healthy and safe workplace characterised by our values and the sense of being *One* Diakonia.

Responsibility for the environment
Climate change is a threat to human survival, and its effects are felt the most in poor countries. This is why Diakonia works with organizations striving for sustainable development and climate justice and promoting resilience and adaptability. We also strive to minimise Diakonia's own negative impact on the environment.

Our priority areas

Diakonia has conducted a materiality analysis and made an assessment and selection of the sustainability issues on which it is most important for Diakonia to focus.

Dialogue with partner organizations, rights holders and other stakeholders takes place continuously to ensure continued relevance.

The areas have been grouped into three spheres of responsibility: economic responsibility, social responsibility and environmental responsibility.

When Ayesha was 52 years old, her husband suddenly died. She became a widow, with sole responsibility for three children and the family's livelihood. She found support and community in the women's association organized by Diakonia's partner organization Viluthu. Ayesha soon became a leading figure and realised that a major problem in the village was women getting into debt by taking microloans. Debt collectors came to the women's homes when the men were away, with their debts leading to conflict, divorce and in some cases, suicide. By getting involved, Ayesha managed to stop legislation that would make the repayment rules for microloans even stricter."I'm so glad I did this," says Ayesha, who had never signed a legal document before."Now I feel like Superwoman."

How we manage our sustainability work

Diakonia's sustainability management is about ensuring that all activities are conducted in an open and responsible manner. Diakonia is certified to the *Core Humanitarian Standard* (CHS), which ensures that we have robust systems and processes in place in which quality and transparency are cornerstones. We apply the COSO international Enterprise Risk Management framework.

Diakonia's Board of Directors has overall responsibility for the organization's risk management, internal governance and control. The Secretary General is responsible for implementing policies, guidelines, instructions and procedures and provides support and guidance in day-to-day work.

Follow-up, evaluation and learning
Diakonia's guidelines for planning, follow-up, evaluation and learning are our most important steering document for internal control. The document aims to ensure that funds are used appropriately and that we achieve the expected results.

Our methods provide us with the capability to identify, integrate and adapt our work based on the lessons we learn. We quality-assure all processes to ensure they are efficient and fit for purpose. This also ensures reliable accounting and compliance with laws and regulations.

We have a Code of Conduct
The purpose of Diakonia's Code of Conduct is to describe employees' and external consultants' responsibilities in relation to the people for whom Diakonia works. The Code of Conduct seeks to help Diakonia's employees understand how they are expected to behave and what obligations they have.

Everyone representing Diakonia must behave in accordance with our Code of Conduct and applicable legislation. Everyone is also obliged to prevent irregularities such as corruption, fraud, sexual exploitation and abuse, and to ensure that no child is harmed. Managers at all levels at Diakonia are responsible for all staff being aware of the content of the Code of Conduct

To follow up on the organization's commitments, Diakonia has adopted several frameworks, steering documents and guidelines.

Area	Steering document
Overall policy and strategies	Diakonia's statutes
	Global policy
	Global strategy
	Global operational plan
	Order of delegation
	Gender equality policy
	PMEL Handbook
	Humanitarian policy
	Global risk assessment
	Partnership policy
Economic responsibility	Anti-corruption guidelines
	Investment policy
	Strategy for global resource mobilisation and financial sustainability
	Procurement guidelines
	Guidelines for financial and administrative follow-up
Social sustainability	Code of Conduct
	HR policy
	Global employment terms
	Work environment policy
	Child protection policy
	Complaints and incident handling policy and guidelines
	Transparency and accountability guidelines
	Policy to combat sexual harassment and abuse
	Global salary policy
	Guidelines for using a feminist framework for Diakonia's gender equality work
Environmental sustainability	Environmental policy
	Environmental commitment implementation plan

Diakonia intensified its work on feminism and women's rights in the Middle East and North Africa during the year. Diakonia's partner organizations and feminist initiatives in the region met to exchange experiences and hone their strategies. Photo: Kareem Yasouh

and how it should be applied. To follow up on the organization's commitments, Diakonia has adopted several frameworks, steering documents and guidelines.

We work with risk management

Diakonia's activities are associated with risks. In many of the countries in which we work, the political, social and economic situation is unstable. Diakonia's partner organizations often operate in contexts in which people face major risks linked to political oppression, human rights violations, armed conflicts and natural disasters. Corruption is widespread and can be found at all levels of society. Every year, the Board of Directors, management team and the programme level conduct risk analyses, taking both internal and external factors into consideration. Diakonia uses the COSO model, a global framework for risk analysis and risk management, to calculate the severity of a risk for its organization.

We're working to combat corruption

It will not be possible to achieve the UN Sustainable Development Goals without fighting corruption in all its forms, including *Illicit Financial Flows* (IFFs), which is a broader concept that includes corruption, tax evasion and other criminal flows. Corruption ultimately affects individuals, especially women and children, and is one of the biggest obstacles to gender equality. We are convinced that civil society has an important role to play in monitoring, scrutinising and combatting corruption globally. Diakonia operates in countries where the risk of corruption is high. The work on corruption is an important part of our advocacy work, our programmes and our work to strengthen our partner organizations. We have adopted principles and guidelines that form the organization's framework for anti-corruption efforts and are continuously working to boost capacity for internal control, focusing on risk analysis and risk management and preventing corruption. This includes internal training and work on internal and external review and monitoring of projects and activities at country and regional offices.

2024's most serious risks at global level

Risk	Risk management
Security risks	Implementation of the global security framework Continuously updating security and crisis communication plans Increased capacity for risk and security analysis and prevention at Diakonia Opportunity to work from home and to some extent limited presence of international staff.
Shrinking democratic space in countries of operation	Greater knowledge and skills within the organization Enhanced advocacy work and fund-raising to ensure the continuation of initiatives in countries in critical situations Greater capacity for preparedness and response Greater digital security at all levels
Environmental and climate risks	Increasing capacity for environmental integration among staff and partners Implementing the environmental management system at Diakonia and increasing capacity to implement disaster risk management among staff and partners
Financial sustainability	Implementation of the strategy for resource mobilisation and financial sustainability Organizational changes to adapt structures and activities to changes in the world and new economic conditions Cost efficiency analyses and measures are applied to ensure cost recovery Preventing financial risks

Complaints mechanism and incident management

Diakonia's work with complaints and incidents is governed by a policy and specific guidelines. We have a system for dealing with complaints – a complaints mechanism. Defined procedures and decision processes allow everyone to safely provide feedback, raise concerns and report deviations or breaches of Diakonia's commitments. In this way, we can address and learn from cases that have been handled. Shortcomings regarding commitments can be reported directly to our staff, in local complaint reporting systems or via a whistleblowing system on Diakonia's website.

There were a total of seven newly reported cases in 2024. This is a decrease of three cases compared to 2023. Of the new cases, three concerned partner organizations and four concerned Diakonia staff. The total number of ongoing cases in 2024 was 25 (18 from 2023 and seven new cases in 2024). Diakonia closed a total of 16 cases, 11 of them being partner-related and five concerning Diakonia staff. The partner-related cases that were closed identified measures for further capacity building and action plans to strengthen administrative procedures. Of the five cases involving Diakonia staff, all cases were dismissed without disciplinary action, but with further guidance provided by the individual's immediate manager.

Diakonia's stakeholders

Rights holders	All people are rights holders. But Diakonia works for people who do not have their fundamental human rights respected. The rights holders are the main driving force for change.
Partner organizations	NGOs working with rights holders for sustainable change. This can be at local, national, regional and international level.
Founding churches	The founding churches are the Uniting Church in Sweden and the Swedish Alliance Mission. They appoint the members of Diakonia's Board of Directors and provide Diakonia with a mandate and legitimacy.
Supporters and ambassadors in Sweden	Include congregations, ambassadors and individuals in Sweden. They form the basis for our advocacy work in Sweden and provide support for our global work.
Networks and alliances	Platforms on which civil society can coordinate, exchange knowledge and experience and work together on advocacy issues. The platforms can be at local, national and global level.
Decision makers and officials	People who work in institutions with power, such as government agencies, ministries and political parties. They are responsible for compliance with legal and formal requirements. Their positions and power are instrumental in creating a just, sustainable and equal world.
Private sector	Businesses of all sizes that can contribute to, or inhibit, sustainable development and respect for human rights.
Private and institutional donors	Institutions, congregations, companies and individuals that help provide funding for Diakonia's operations.
Diakonia's employees	All Diakonia's employees worldwide contribute to change in their different roles and positions.
Suppliers	Companies that provide Diakonia with goods and services that are needed to run its activities. The sustainability aspect is an important criterion when choosing suppliers.
Media	Editorial staff and journalists who have the opportunity to raise public awareness on global justice issues, which in turn can influence public opinion and policy decisions.

In the Democratic Republic of the Congo, young people who have taken the wrong path are given the opportunity to attend our partner organization *CFS Gothia Kimpeses*' football school for free. Football gives them something positive to do in their free time and provides them with a chance to integrate into society. They learn responsibility and practise socialising in groups. They also take part in sessions on motivation, group dynamics and social inclusion. Photo: Julia Sjöström

ECONOMIC RESPONSIBILITY

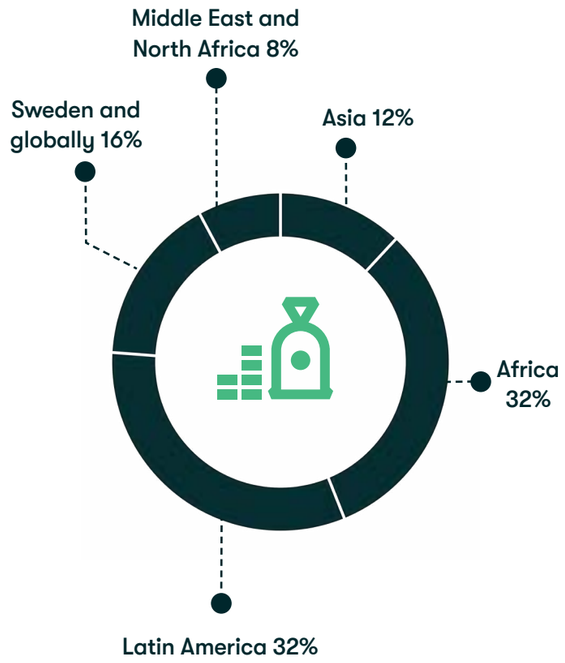
For Diakonia, economic sustainability includes compliance with legislation, ensuring that fundraising and resource mobilisation take place in an efficient and ethical manner, that finances and activities are managed and monitored in a transparent and correct way, and that procedures and control mechanisms are in place and utilised.

Diakonia runs a working group on feminism, masculinities and LGBTQI rights along with several other organizations. Here, one of the group members is running a leadership training course for local organizations and activists. The aim is to challenge conservative norms regarding gender and sexual identity. Local leaders now promote greater gender equality and respect for LGBTQI rights in their villages and organizations.

Direct economic value generated and distributed
Diakonia's financial performance is set out in the Annual Accounts on page 24. Diakonia's revenue decreased in 2024 to SEK 532.7 million. Of the year's revenue, SEK 490.0 million has been used for operational expenses.

Responsible asset management
Diakonia endeavours to ensure responsible asset management. Our investment policy emphasises the need to consider environmental, social and ethical aspects in our investments. Diakonia actively rejects and refuses to invest in activities involving arms, pornography, alcohol, tobacco or fossil energy sources. In addition, Diakonia works to influence companies and banks to take responsibility and improve their work in areas such as human rights, working conditions, environmental issues and corruption.

Operational expenses broken down by region



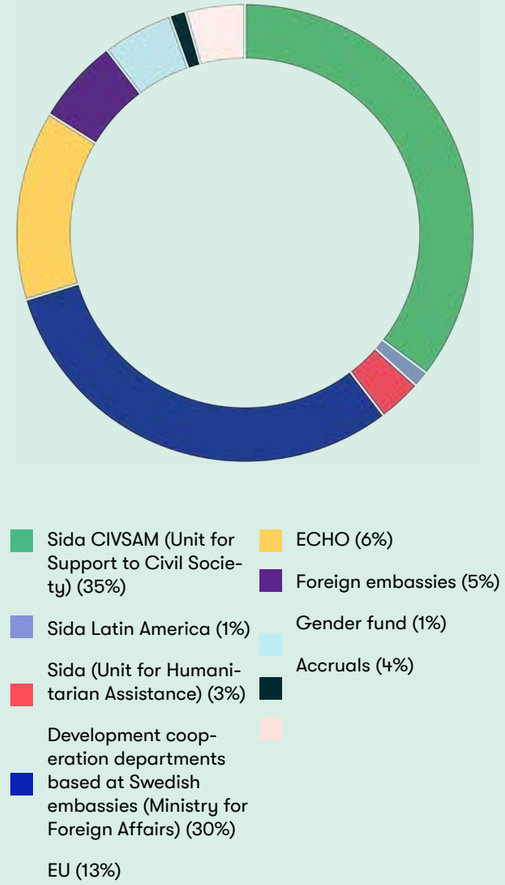
Financial sustainability and cost efficiency
Diakonia restructured its organization in 2024 to make it more sustainable and efficient in the long term. The purpose is to optimise resources and enhance activities in the countries, focusing on our partner organizations and rights holders. The expectation was that a new financial structure and guidelines to ensure greater cost recovery in new contracts would be finalised in early 2025. A global financial management service centre was established in Chiang Mai and trialled in 2024. Our strategy for global resource mobilisation and financial sustainability was implemented according to plan in 2024. However, due to changes in Swedish development cooperation policy and development cooperation being phased out in several of Diakonia's countries of operation, there was great uncertainty about funding opportunities for 2025 and beyond. Diakonia is therefore focusing more sharply on resource mobilisation. Diakonia has also developed new procedures to enhance risk awareness and prevention in contract management.

Diakonia has achieved good results in terms of fundraising during the year, with both individuals and congregations continuing to demonstrate their strong commitment. In particular, the fundraising campaign for war victims in Palestine touched many people. The number of active donors continued to grow at a steady pace. All our fundraising activities take an ethical approach and actively contribute to achieving our global goals. Our work is based on well-defined strategies at local, regional and global levels, always focusing on those who are most vulnerable. To ensure long-term financial sustainability, we are constantly working on diversifying our sources of income, increasing the number of gifts and developing new partnerships.

Procurement practices
Diakonia's guidelines for procurement shall apply to all purchases for which Diakonia funds are used to pay for goods and consultancy services. Diakonia's procurements shall be made with respect for and protection of human rights in accordance with the conventions defined in the International Labour Standards of the *International Labour Organization* (ILO). Gender and environmental perspectives shall be applied to all procurement processes.

Breakdown of revenues for Diakonia:

Distribution of public funds:



The nature protects us

"My parents taught me that we have to take care of the place we're in," says Noi Nuhae, spiritual leader in Ban Huay Rai and Huay Ngu. "We drink water, so we need to take care of the springs. We live in the forest, so we must protect it. We eat fish, so we have to take care of the river. We believe that the land is animate. When we protect nature, it will protect us." He is one of the Karen people and lives in northern Thailand. There, he and his people have long fought to protect their cultural heritage and secure their land rights. With support from Diakonia's partner organization, *Northern Development Foundation*(NDF), they combine traditional knowledge with modern advocacy work to preserve their forests and way of life.

The Karen people have long experienced discrimination, and commercial farming methods have affected their livelihoods. New crops and monocultures are threatening the delicate ecological balance that the Karen people have maintained for centuries.

"If we lose the land, we lose not only our livelihood but also our connection to who we are," says Noi Nuhae. "We need to protect our land, because if we don't, the forest will disappear. Businessmen could turn our land into maize or cassava fields and destroy the ecosystem."

"Previously, the government wanted to turn this whole area into a national park, but with the support of NDF, we were able to maintain control of our land."

Despite numerous challenges, there is now hope, especially among young people. They are mapping their territories and gathering information on their people's relationship with the forest. Through collaboration and dialogue, the villagers are now constructing a future in which their cultural and spiritual connection to the land is not only preserved, but also celebrated as part of Thailand's diverse culture.

By December 2024, 23 officially designated Special Cultural Zones had been established in Thailand, indicating growing recognition of indigenous rights and traditions.

SOCIAL RESPONSIBILITY

For Diakonia, social sustainability means that all activities are imbued with a rights perspective and are based on feminist principles.

Diakonia's humanitarian work is governed by the humanitarian principles of humanity, impartiality, neutrality and independence. Diakonia believes in people's ability to bring about positive change together.

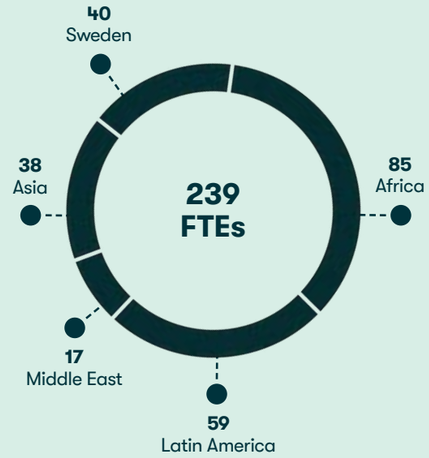
Our staff are our greatest asset, and we want to foster a culture based around our core values – solidarity, justice, courage, commitment and accountability.

Gender equality

Diakonia's gender equality work is based on the principle that every person, regardless of sex, sexual orientation, gender identity or gender expression, should have the power, knowledge and resources to shape their own lives and the society they live in. We want to counter the destructive use of power where we operate and review our own methods. Our goal is to work in accordance with Diakonia's feminist principles to identify and counter patriarchal values in our own work, in the religious tradition and in society at large. We see this as the key to transformative work on gender equality.

In 2024 work continued on strengthening the capacity of Diakonia staff to apply Diakonia's feminist principles, and on engaging in constructive dialogue with our partner organizations. We have also developed methods to ensure that the programme work is based on feminist analyses of the world and power structures and have laid even more solid foundations for being allies to our partner organizations. During the year Diakonia has supported specific gender equality projects and promoted gender mainstreaming in all other projects. Our partnership policy includes a target of at least one third of total partner funding going

Diakonia as an employer



Globally, Diakonia has 239 employees. The majority are local employees in the country in which they work. Diakonia has its Head Office in Sweden and a few Swedes serving abroad.

Gender distribution among Diakonia's employees in 2024.

to feminist, women's rights and/or LGBTQI rights movements.

Diakonia has also made efforts to ensure that our advocacy work is based on a feminist analysis and aims to improve gender equality.

Work environment

The work environment is a shared responsibility, with us all contributing to Diakonia being an inclusive, healthy and safe workplace that is characterised by our basic values: solidarity, justice, courage, commitment and accountability. All employees should be given the opportunity to influence their work situation and are expected to contribute to a good work environment. The employer has work environment responsibilities and delegates tasks in this area to managers in the organization. The work must be organized to promote physical, psychosocial and organizational health. Diakonia strives to conduct systematic work environment management in which we investigate, remedy and follow up on work environment issues. One way in which we do this is through department-specific work environment plans produced in collaboration between employers and employees and based on the global employee survey. Diakonia wants to promote a good work-life balance and offers shortened working hours, a wellness allowance and a weekly wellness hour (during working hours).

Leadership

Clear and inclusive leadership is the foundation for creating a healthy work environment in which we work together towards and achieve our common goals. Diakonia is actively working to develop and implement tools and processes that make it easier for managers to lead and manage in a consistent way. Leadership at Diakonia must be shaped by our values and contribute to a culture of being ONE Diakonia. Work continued in 2024 on boosting managers' capacity to lead during change, a key step in managing the organizational development process currently in progress at Diakonia. Diakonia will also intensify its focus on leadership and remote collaboration, which will become even more important in the new organizational structure.

Skills development

Competent and committed staff are the most important factor in achieving our goals. In 2024 we continued our work on compiling digital training and induction materials for new employees on a digital training platform. We have also introduced global guidelines for skills development. The aim is to strengthen systematic learning and improve the dissemination and exchange of knowledge within the organization.

Performance appraisals

Performance appraisals serve as the single link to several organizational processes, the most important of which are operational planning and the improvement of the work environment. The aim is to facilitate a structured, continuous and open dialogue between managers and employees on implementation, follow-up, learning and development, so that both parties can contribute to and strengthen Diakonia.

The appraisals are conducted annually and cover all staff.

Diversity, equal treatment and non-discrimination

At Diakonia, we believe that different perspectives, experiences and skills are an asset.

We work actively to be an inclusive workplace. Our gender equality policy makes it clear that we strive for diversity in terms of gender, sexual orientation, ethnic, religious, social and cultural background and disability, in line with the feminist and human rights-based principle of non-discrimination. Discussions on attitudes, experiences and commitment related to feminist principles and gender equality must be included in recruitment, induction, promotion and performance review processes.

Diakonia's policy on protection from sexual harassment, exploitation and abuse, as well as its Code of Conduct, reflect further commitments by Diakonia to protect staff and rights holders from gender-based violence and harmful behaviour.

If an incident takes place, the complaints and incident management mechanism is an important tool for dealing with it and holding those responsible to account. Diakonia has a global salary policy and global employment terms that can largely be applied throughout the organization, adapted to the context in question. The aim is to contribute to equal treatment,

The 16th meeting of the Conference of the Parties to the UN Convention on Biological Diversity (CBD COP 16) was held in Cali, Colombia. The conference brings together organizations working for environmental and climate justice. The protection of nature's own rights, such as the territorial and biocultural rights of local communities, has been reinforced. Diakonia's partner organizations have long conducted crucial advocacy work in relation to indigenous peoples and local communities, and they will now play a leading role in the run-up to COP 17 in 2026.

diversity and non-discrimination by ensuring that the same distinct criteria for setting salaries apply to all employees worldwide.

The development of a global recruitment process has led to the whole organization using the same platform and standardised presentation materials. Work will continue in 2025 on globalising processesand procedures as a key part of developing the new organizational structure. Experiences of discrimination are investigated and followed up via a global employee survey, and employees can also report them using our incident management system.

Diakonia has a procedure in Sweden for annually following up on and evaluating the work on equal treatment, based on the Swedish Discrimination Act. The possibility of introducing similar practices in other countries will be reviewed during the coming period. In Sweden, Diakonia works with annual salary mapping to investigate and address unreasonable differences in pay between men and women. In 2024 salary statistics were collected from the other countries of operation.

Security

Operations must be conducted responsibly and safely with respect to staff, partner organizations and rights holders. Security procedures include locally adapted risk analyses and contingency plans, digital security training, travel instructions with risk analysis, incident reporting and a Code of Conduct. An online course was launched that is mandatory prior to all work-related travel. The format for granting travel abroad includes a comprehensive risk analysis. Work continued in 2024 on simplifying and customising the security framework, as well as developing risk management and evacuation plans.

Photo: CASM

Tough struggle for clean water

A new cost-effective cultivation technique known as *wicking beds* was successfully trialled by our partner organizations in collaboration with farmers in Asia, Africa and Latin America. The aim of this approach is to address water scarcity and the severe drought present in several places in which we work. The water is filtered through various materials to retain moisture for the growing crop. This method made it possible to efficiently produce fruit and vegetables in limited spaces – outdoors and in greenhouses. Spinach, lettuce, peas and aubergines were among the most successful crops. Thanks to the project, over 120 families now have access to better food.

RESPONSIBILITY FOR THE ENVIRONMENT

Environmental degradation and climate change affect everyone on earth. The hardest hit are those already living in poverty and exposed environments. When we work to manage environmental risks and maximise our positive impact on the environment, we always place human rights and rights holders at the heart of this.

Environmental and climate issues are at the heart of our work – not just in our programmes, but in everything we do. We consider environmental and climate justice to be closely linked to strong democracies, gender equality, peace, resilience and sustainable development. For this reason, we are working towards a fairer distribution of costs and benefits linked to environmental impact, enabling us to carry out our mission and contribute to positive societal development. We continuously challenge ourselves to develop more sustainable ways of working.

Diakonia updated its policy on environmental and climate justice in 2024. A working group revised the policy and held consultations and meetings with a broad cross-section of Diakonia staff. The updated policy focuses more sharply on human rights, democracy and gender equality, in line with our programme development and advocacy work. The environmental action plan has also been revised and we are continuing to follow up on the commitments we have made.

Environment and climate justice

Diakonia has also continued during the year to train staff and partner organizations in environmental and climate justice issues, such as how to protect biodiversity and how to prevent or mitigate disasters. These activities form part of Diakonia's global knowledge programme, which aims to promote learning and knowledge exchange between Diakonia employees and partner organizations. Delegates from Diakonia took part in the 2024 UN Biodiversity Conference, the aim being to learn from global discussions and support partner organizations and rights holders advocating for environmental rights and their vital contribution to conserving global biodiversity.

Carbon footprint

In 2024 we maintained a responsible approach to travel for the purpose of monitoring operations. We recognise the importance of balancing in-person and online meetings to minimise our carbon footprint. When travelling, priority is given to means of transport that have a lower environmental impact, and refundable airline tickets are purchased, as unforeseen events can occur. Diakonia has also taken further measures to reduce its carbon footprint, including reducing energy and paper consumption and prioritising vegetarian meals at our events whenever possible. Our updated environmental and climate policy provides further guidance in terms of driving Diakonia towards sustainability. However, we recognise the need to make further improvements in this area by learning from other organizations that are actively reducing and offsetting their emissions.

Total emissions in 2024 were at levels similar to those in 2023, i.e. over a thousand tonnes, meaning that we failed to meet our current target of reducing travel-related emissions to around 700 tonnes. 2025 will see new targets defined as the organizational structure has changed and monitoring and travel will need to be adapted to it. We also recognise that this highlights the need to continue carrying out initiatives to achieve our environmental targets.

AUDITOR'S REPORT

The auditor's report on the statutory sustainability report
To the annual meeting of Diakonia, corporate identity number 802017-3517

Engagement and responsibility
The Board of Directors is responsible for that the statutory sustainability report for 2024 on the pages 44-57 and 59 has been prepared in accordance with the Annual Accounts Act.

The scope of the audit
My examination of the statutory sustainability report has been conducted in accordance with FAR´s auditing standard RevR 12 The auditor´s report on the statutory sustainability report. This means that my examination of the statutory sustainability report is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. I believe that the examination has provided me with sufficient basis for my opinion.

Opinion
A statutory sustainability report has been prepared.

Stockholm the day stated on my electronic signature

Erik Albenius
Authorized Public Accountant

Content index

Below, Diakonia's reporting is presented in a GRI index in line with GRI standards in the Global Reporting Initiative GRI Core guidelines, along with Diakonia's own areas.

Statement of use	Diakonia has reported the information cited in this content index for the period 1 January 2024 until 31 December 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General disclosures	2-1 Organizational details	6, 8-9, 24-25, 45
	2-2 Entities included in the organization's sustainability reporting	32
	2-3 Reporting period, frequency and contact point	3, 24, 44
	2-4 Restatements of information	No significant changes compared to the previous year
	2-5 External assurance	44, 58
	2-6 Activities, value chain and other business relationships	10-23, 26-27, 32, 49
	2-7 Employees	41,53
	2-9 Governance structure and composition	30-31
	2-11 Chair of the highest governance body	30-31
	2-12 Role of the highest governance body in overseeing the management of impacts	30, 44, 47
	2-13 Delegation of responsibility for managing impacts	30, 44, 47
	2-14 Role of the highest governance body in sustainability reporting	30, 44, 47
	2-17 Collective knowledge of the highest governance body	30, 44, 47
	2-22 Statement on sustainable development strategy	2, 5, 8-9, 24, 45
	2-23 Policy commitments	2, 5 8-9, 24, 45
	2-24 Embedding policy commitments	2, 5, 8-9, 24, 25
	2-25 Processes to remediate negative impacts	30, 47, 48-49
	2-28 Membership associations	32
	2-29 Approach to stakeholder engagement	6, 8-9, 24, 45, 46
	2-30 Collective bargaining agreements	41
GRI 3: Material topics	3-1 Process to determine material topics	46
	3-2 List of material topics	46, 50-57
	3-3 Management of material topics	50-57
GRI 201: Economic performance	201-1 Direct economic value generated and distributed	27-28, 34-41, 50-51
GRI 205: Anti-corruption	205-1 Operations assessed for risks related to corruption	48-49
	205-2 Communication and training about anti-corruption policies and procedures	48-49
	205-3 Confirmed incidents of corruption and actions taken	49
GRI 305: Emissions	305-3 Other indirect (Scope 3) GHG emissions	57
GRI 403: Occupational health and safety	403-2 Hazard identification, risk assessment, and incident investigation	48-49
GRI 404: Training and education	404-3 Percentage of employees receiving regular performance and career development reviews	54-55
GRI 405: Diversity and equal opportunity	405-1 Diversity of governance bodies and employees	31, 41, 53-54
	Other areas	
Responsible asset management	Responsible asset management	50
Environment and climate justice	Environment and climate justice	57

Cover image. Menna Mohamed Omar is 11 years old and lives in a small village outside the city of Assiut in Egypt. Life in the village is often particularly difficult for women and girls. Through the School Project, parents, students and teachers learn about gender equality and girls' rights. The teachers are given pedagogical tools to improve their teaching, and the parents receive support and guidance. The results are astonishing. More girls are attending school, boys and girls alike are thriving and performing better, bullying has decreased and school has become a safer place. Female genital mutilation has also declined and norms in the village are changing.
Photo: Sima Diab

People Change the World Diakonia

Diakonia is a member of the actalliance